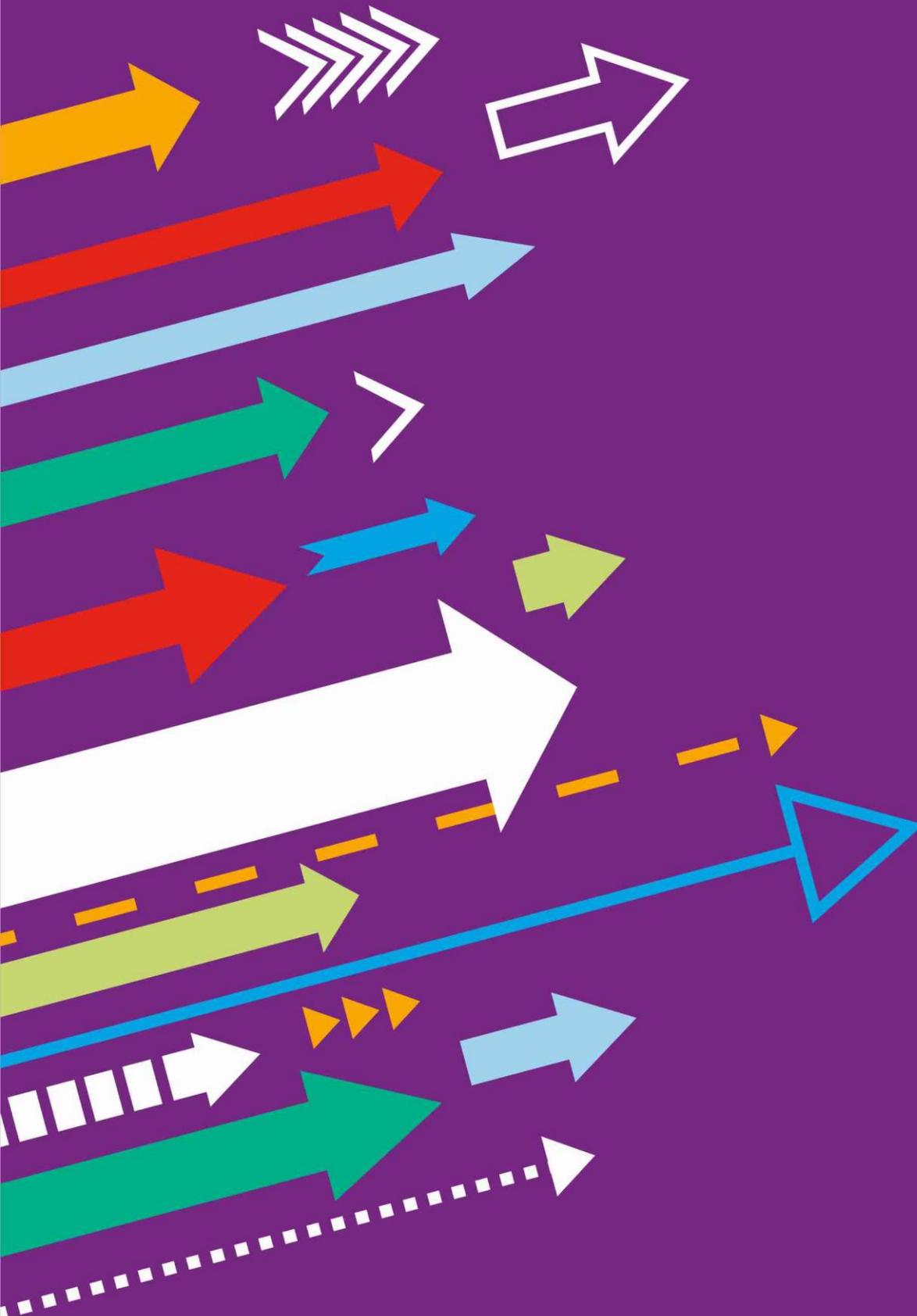




Fermanagh & Omagh  
District Council  
Comhairle Ceantair  
Fhear Manach agus na hÓmaí



Improvement Plan 2018/19



## Foreword

This Improvement Plan sets out how, in the 2018/19 year, the Council will aim to meet its statutory responsibility to make arrangements to secure continuous improvement as set out in Part 12 of the Local Government (Northern Ireland) Act 2014. It updates the Improvement Objectives set out in Appendix 1 of the Corporate Plan Update 2017-19.

This document focuses on a number of the key improvements we aim to deliver in the financial year ahead, ie, our Improvement Objectives, and will be followed by a self-assessment report, published in the autumn of 2019, setting out how we performed.

The Plan is not intended to describe all of the day to day work which is undertaken across the full range of Council services. For more information on the full scope of Council activity, please refer to Section 4 of the Council's Corporate Plan Update 2017-19.



## Making Contact:

We welcome comments and feedback in respect of our Improvement Objectives, including suggestions for future Improvement Objectives. If you want to get in touch please do so by one of the following methods:

**Telephone:** 0300 303 1777

**Textphone:** 028 8225 6216

**Website:** [www.fermanaghomagh.com/your-council/policies/performance-and-improvement/](http://www.fermanaghomagh.com/your-council/policies/performance-and-improvement/)

**Email:** [improvement.objectives@fermanaghomagh.com](mailto:improvement.objectives@fermanaghomagh.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.fermanaghomagh.com/your-council/councillors/](http://www.fermanaghomagh.com/your-council/councillors/)

**Further Information:** for more information on your Council, please visit our website [www.fermanaghomagh.com](http://www.fermanaghomagh.com)

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



## 1. Introduction and Context:

The 2018-19 financial year is the final year of the current Council term (ie, 2015-19) with local government elections planned to take place in May 2019.

Significant progress and improvements have been made during the current term since the establishment of the new Fermanagh and Omagh District Council on 1 April 2015. These are detailed in our Annual Performance Reports published in September each year which are available to view on our website. The establishment of new governance and service delivery arrangements for both new and existing functions, is now largely complete and, as we look ahead to a new Council term, the Council is turning its focus towards the transformation of a range of services to meet the evidence based needs of our residents and service users into the future.

Extensive work has been undertaken through the community planning process to identify long term outcomes focused on improving quality of life and public services in the district. These are reflected in our Community Plan 'Fermanagh and Omagh 2030' and the supporting Action Plan which sets out a range of partnership actions involving key service providers and other stakeholders.

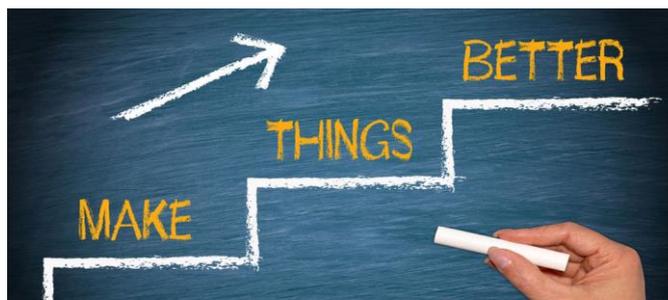
Similarly, the outcomes also inform the priorities and work of the individual community planning partners. For the Council, these priorities will be reflected through our strategic and service plans, including the new Corporate Plan which will be developed and published by the incoming Council in 2019.

The Improvement Objectives outlined in this Plan are aligned to the identified quality of life outcomes set out in the Community Plan and the Council's Corporate Plan and identify a number of areas which the Council will focus on, in the year ahead, with the aim of delivering improvements to benefit our residents and service users.

### What is Improvement?

Statutory guidance defines improvement as "...more than just quantifiable gains in service output or efficiency, or the internal effectiveness of an organisation. Improvement for councils should mean activity that enhances the sustainable quality of life and environment for ratepayers and communities".

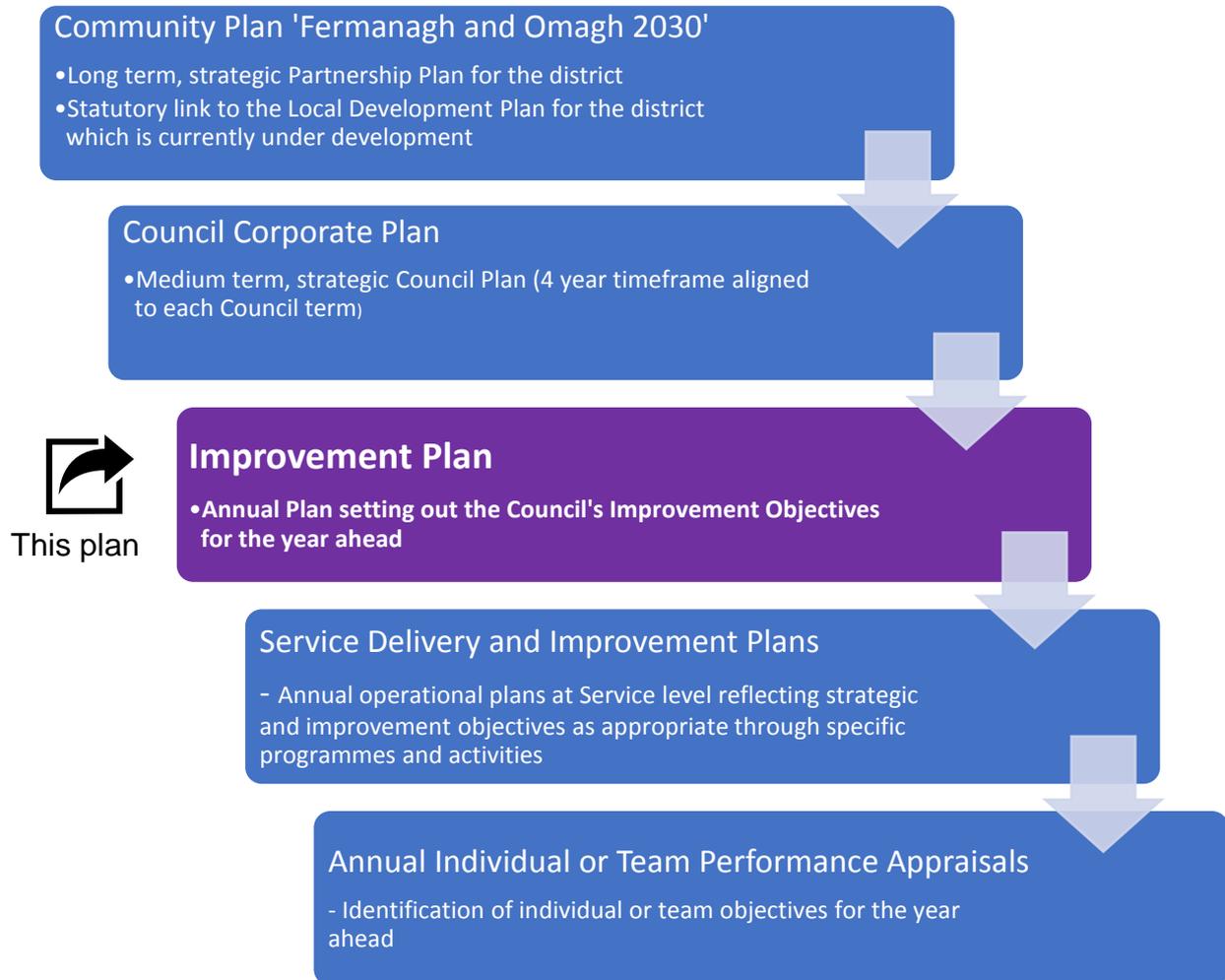
Essentially, **improvement is about making things better** and our focus is on how we can deliver better services for the benefit of our residents and service users. Improvement Objectives focus on specific improvement activities related to specific functions or services which we will aim to achieve or progress in a financial year.



## 2. Achieving Continuous Improvement

The Improvement Plan sits within a hierarchy of plans which guide our strategic policy direction and drive our service delivery arrangements.

**Figure 1: Hierarchy of Plans**



Central to Fermanagh and Omagh District Council's approach to performance management and improvement is the achievement of our shared Community Planning and Corporate Vision, ie:

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



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”.**

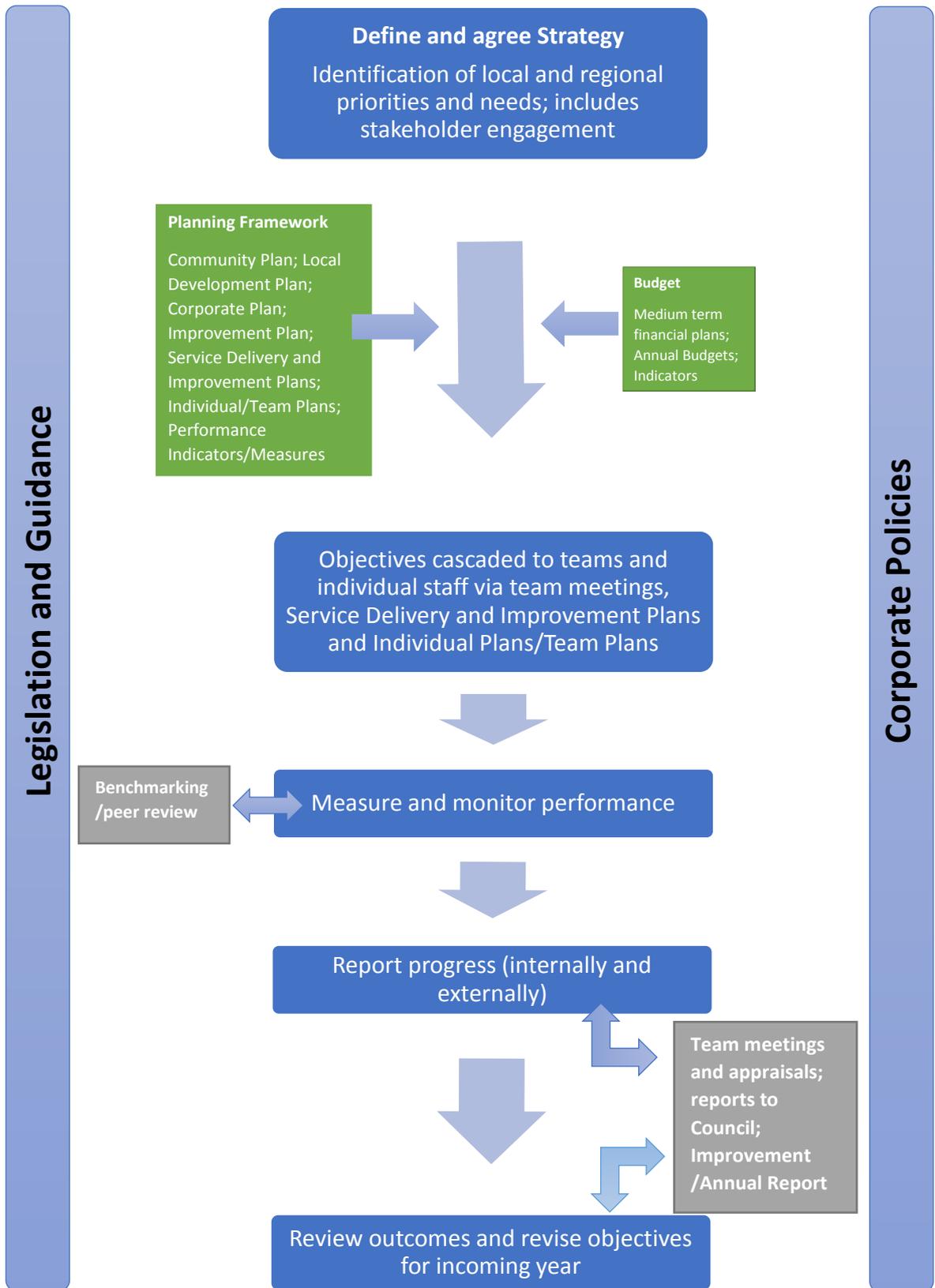
The Local Government Act (NI) 2014 requires a council, for each financial year, to set itself improvement objectives for improving the exercise of its functions and to have in place arrangements to achieve those objectives.

The Council has put in place arrangements to support performance management and improvement which will drive and provide assurance that we are delivering on our Vision, shared outcomes and improvement objectives. The Council recognises that an effective approach to performance will achieve a shared understanding across the organisation about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved.

The diagram overleaf illustrates our performance framework and the various processes within this which combine to ensure that we effectively manage performance and that we take all possible steps to secure continuous improvement in the exercise of our functions.



Figure 2: Performance Framework



### 3. Our Strategic Priorities

The Community Plan was agreed by partners, including the Council, in March 2017. It is based around the following themes and outcomes:

An **outcome** (also sometimes referred to as a result) is a condition of wellbeing we want for our children, families and the community as a whole

Theme:	Outcomes:
<b>People and Communities</b>	1. Our people are healthy and well – physically, mentally and emotionally
	2. Older people lead more independent, engaged and socially connected lives
	3. Our communities are inclusive, safe, resilient and empowered
	4. Our people have the best start in life with lifelong opportunities to fulfil their potential
<b>Economy, Infrastructure and Skills</b>	5. Our economy is thriving, expanding and outward looking
	6. Our district is a connected place
<b>Environment</b>	7. Our outstanding natural environment and built and cultural heritage is sustainably managed and, where possible, enhanced
	8. Our district is an attractive and accessible place

In addition to the outcomes above, the Council has agreed an additional outcome, through its Corporate Plan Update 2017-19, which refers to the Council itself, ie:

Theme:	Outcome:
<b>Supporting Service Delivery</b>	9. We are a proactive, effective and well governed organisation providing strong civic and community leadership



#### 4. Identifying our Improvement Objectives for 2018/19

The five Improvement Objectives set out below were selected on the basis of a range of factors, including (but not limited to):

- The priorities and outcomes set out in the Community Plan and the Council's Corporate Plan which were identified from an extensive evidence base and significant community consultation;
- Feedback from service users arising from previous consultation and suggestions received on Improvement Objectives;
- Alignment to the seven identified aspects of improvement as well as consideration as to whether proposed objectives were legitimate, clear, robust, deliverable and demonstrable;
- Analysis of available statutory, corporate and service performance measures and information from performance reports and audit reports, including a review of progress towards 2017-18 Improvement Objectives;
- Engagement with Elected Members, Senior Management Team and Heads of Service.

Theme	Improvement Objective 2018-19
People and Communities	1. We will increase uptake of Council provided leisure and recreation opportunities and improve provision of information to support citizens in making healthier choices
Economy, Infrastructure and Skills	2. We will encourage a growth in entrepreneurship and new business starts amongst under-represented groups (NB: this builds on the 2017/18 Improvement Objective to 'further develop and grow our local economy
	3. We will support our local town centre economy by making it easier for residents and visitors to park in our key towns and service centres
Environment	4. We will continue to invest in environmental programmes which will reduce waste going to landfill and improve recycling efforts (NB: this builds on the 2017/18 Improvement Objective to 'seek to contribute positively to environmental wellbeing)



<b>Supporting Service Delivery</b>	5. We will make it easier to communicate and do business with the Council (NB: this builds on the 2017/18 Improvement Objective to 'seek to improve local services for people and communities through a more efficient and innovative approach to service delivery')
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Full details of how we will take forward and assess progress towards each of the Improvement Objectives is set out in **Appendix 1**.

All of the improvement activities and projects progressed in 2017/18 have been taken forward to 2018/19 under the updated Improvement Objectives, with the exception of the project to improve processing times for major planning applications. During the 2017/18 year, processing times continued to improve and the backlog of major planning applications which transferred from the Department of the Environment to the new Fermanagh and Omagh District Council on 1 April 2015 was cleared. The Council will continue to monitor and report on its performance in relation to processing of major planning applications through its performance management arrangements with regular reports to Committee and through its Annual Report.

## 5. Consultation

Significant consultation and engagement has been undertaken throughout the community planning process to identify and understand community needs and priorities and to align these to community planning outcomes. Further consultation took place early in 2018 on the draft Community Plan Action Plan. This work has helped to inform the identification of Improvement Objectives and the associated programmes of work which will contribute towards the outcomes.

Alongside this, the Council has provided a facility through its website for the submission of comments in relation to potential improvements. This is available at [www.fermanaghomagh.com/your-council/policies/performance-and-improvement/](http://www.fermanaghomagh.com/your-council/policies/performance-and-improvement/)

Public consultation on the draft Improvement Objectives took place from 19 February – 16 April 2018. A consultation report setting out the findings from this process is available to view at [www.fermanaghomagh.com](http://www.fermanaghomagh.com)

The draft Plan is also reviewed and agreed by elected members who, through their local representative role, can test the relevance of the Improvement Objectives to local needs.



## 6. Performance Reporting

Progress on the Council's key plans and strategies, including this Improvement Plan, is monitored and reported on through our Performance Framework (see Figure 2). This is a cyclical process during which we continually review our performance, using a range of quantitative and qualitative measures, so that we can take account of changing circumstances.

By 30 September each year we will produce and publish an Annual Performance Report which will set out our self-assessment of our performance over the previous financial year. This will report on progress towards our Corporate Plan commitments (drawing on information from Service Delivery and Improvement Plans), the achievement of our Improvement Objectives and performance against a range of statutory and self-imposed performance measures. This report is formally reviewed by Council through its Policy and Resources Committee, as well as independently by the Audit Panel. A mid-year performance report is also prepared and scrutinised through the same channels in respect of the Corporate Plan and Service level commitments. In addition, managers across all services continually monitor and review the performance of their service against their annual Service Delivery and Improvement Plan.

In year progress towards the achievement of the Improvement Objectives is monitored on a quarterly basis with relevant Heads of Service submitting quarterly monitoring reports. These are reviewed by the Senior Management Team and the Council's Policy and Resources Committee. Additional independent scrutiny is provided through the Council's Audit Panel.

Fermanagh and Omagh District Council is a member of the Association of Public Sector Excellence (APSE), including its Performance Network which is a public sector benchmarking organisation. Over the coming years, this will assist us in improving our ability to compare our performance across a wide range of services and activities against that of other councils.

### 6.1 Statutory Performance Measures

A set of seven performance measures is in place for Local Government through the Local Government (Performance Indicators and Standards) Order (NI) 2015. These relate to three distinct services within the Council, as set out below. In addition to the arrangements for six monthly reporting on performance as outlined above, additional reporting and scrutiny arrangements are in place for the statutory indicators. Resources are also allocated to each of these services, alongside other Council services, through the annual budgeting process.



### 6.1.1. Economic Development

Performance Measure	Standard to be met
<p><b>ED1: The number of jobs promoted through business start-up activity</b>            (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)</p>	<p>Set annually by the Department for the Economy</p>

The Council's Tourism and Economic Development Service sits within the Regeneration and Planning Directorate and is responsible for managing the Business Start-Up Programme for the district alongside other economic development and tourism programmes and initiatives. The Business Start-Up Programme transferred to Local Government on 1 April 2015 from the former Department of Enterprise, Trade and Investment and the statutory indicator was introduced by regional government to ensure that the function is carried out, and is seen to be carried out, in a clear, fair and consistent manner and that best practice is applied across the 11 new district councils.

The 11-Council Northern Ireland Business Start Up Programme (NIBSUP) is managed on behalf of the Councils by Lisburn and Castlereagh City Council, with Derry City and Strabane District Council responsible for the management of the PR and Marketing for the programme. The contract for delivery of the Programme was awarded to Enterprise NI who sub-contracted delivery in the Fermanagh and Omagh district to Omagh Enterprise Company (OEC) and Fermanagh Enterprise Agency (FEA).

Detail of programme activity is gathered by OEC and FEA and entered onto the NIBSUP Management Information System (MIS) which records the business plans approved. A Local Government Steering Group comprised of Council Economic Development Managers/Officers meets on a monthly basis to discuss and monitor progress and targets for the programme. As part of the agenda for the meetings, a monthly Council Business Start Dashboard report detailing business plans approved by Council area on a month by month basis is reviewed. The report also includes, by Council area, target jobs; cumulative number of business plans delivered for the year; jobs promoted; balance of jobs to be promoted and percentage of jobs achieved against the statutory target.

Officers from Fermanagh and Omagh District Council have been trained in and have access to the NIBSUP MIS and have the ability to view reports to enable Officers to monitor progress versus targets on an ongoing basis. Council Officers continue to quality assure all business plans approved for the Council area and also analyse the data to establish a breakdown of business plans by sector, age, gender, etc.



Fermanagh and Omagh District Council also meets on a quarterly basis with representatives of ENI, Omagh Enterprise Company and Fermanagh Enterprise Agency to monitor performance at a local level and discuss sub-regional promotion of the Programme. Quarterly reports of progress against targets are also presented to the Council's Regeneration and Community Committee.

### 6.1.2 Planning

Performance Measure	Standard to be met
<p><b>P1: The average processing time of major planning applications</b> [An application in the category of major development within the meaning of the Planning (Development Management) Regulations (NI) 2015(a)]</p>	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks
<p><b>P2: The average processing time of local planning applications</b> [Local applications means an application in the category of local development within the meaning of the Planning (Development Management) Regulations (NI) 2015, and any other applications for approval or consent under the Planning Act (NI) 2011 (or any orders or regulations made under that Act)]</p>	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks
<p><b>P3: The percentage of enforcement cases processed within 39 weeks</b> [Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (NI) 2011 (or any orders or regulations made under that Act)]</p>	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint

The Council's Planning Department sits within the Regeneration and Planning Directorate and is responsible for:

- Receiving and making decisions on the majority of planning applications
- Enforcing breaches of planning permission
- Making tree preservation orders
- Protecting and preserving built heritage
- Producing a Local Development Plan outlining how land should be used and developed in the future.

(The statutory performance measures in place relate to the first two bullet points above.)



The planning function transferred to local government from the former Department of the Environment on 1 April 2015 and the statutory indicators were introduced at that time to ensure that the planning functions are carried out, and are seen to be carried out, in a clear, fair and consistent manner and that best practice is applied across the new district councils.

Quarterly reports are produced by the Department for Infrastructure (DfI) based on information available through the Planning Portal, ie, a regional website where you can track all planning applications. Every application received, across all 11 Councils and by the DfI (ie, regionally significant applications), is entered onto the Planning Portal. The quarterly statistical reports are compiled by DfI and provided to each of the District Councils and, in Fermanagh and Omagh, are reported on a quarterly basis to two of the Council's Standing Committees, ie, Regeneration and Community Committee and the Planning Committee. The reports are also available through the DfI website.

Council Planning Officers also have the ability to produce management reports from the Planning Portal to monitor application processing. There are regular internal meetings within the service to review this monitoring information and to take action where necessary. During 2017-18, the Council initiated an improvement project to improve processing times for planning applications which included the allocation of dedicated officer(s) to monitor and manage major applications. This project has delivered a significant improvement in processing times so that there is no longer a need for a specific improvement project in this area. Nonetheless, performance will continue to be reviewed through the Council's ongoing performance management and reporting arrangements (see figure 2).

### 6.1.3 Waste and Recycling

Performance Measure	Standard to be met
<p><b>W1: The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse)</b>            [Household waste is as defined in Article 2 of the Waste and Contaminated Land (NI) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (NI) 2013(b)]</p>	Set annually by the Department for Agriculture, Environment and Rural Affairs (DAERA)
<p><b>W2: The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.</b>            [Local Authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]</p>	Set annually by DAERA
<p><b>W3: The amount (tonnage) of Local Authority Collected Municipal Waste arisings</b></p>	Set annually by DAERA



[Local Authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district council]	
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The Council's Waste and Recycling Service sits within the Environment and Place Directorate.

Statutory indicators have been set by the former Department of the Environment for waste management functions of councils to ensure consistency and reliability of data and to facilitate accurate comparison between councils. This is aimed at providing Ministerial and public assurance over the performance of the local authority collected waste management system. Central reporting also ensures that the Department (now DAERA) continues to meet its statutory obligations under the Code of Practice for Official Statistics when reporting at a regional level.

Each of the 11 councils has access to a web based system for local authority collected municipal waste reporting known as WasteDataFlow (WDF). This facilitates reporting from local government to central government and data is based on returns made to WDF by councils, within two months of the end of each quarter.

Within each Council area, waste is weighed on arrival at treatment sites for recovery and/or disposal. Councils must adhere to detailed technical guidance documents outlining the methodologies that should be used in the collection, reporting and validation of data returns and these documents can be viewed at [www.wastedataflow.org/htm/datasets.aspx#NorthernIrelandGuidance](http://www.wastedataflow.org/htm/datasets.aspx#NorthernIrelandGuidance). The quarterly data reports are provisional and may change when all returns have undergone validation at the end of the year. Quarterly reports are presented to the Council's Environmental Services Committee by the Director of Environment and Place. These are also reviewed through internal management meetings within the Environment and Place Directorate.

The fully validated figures that are published in the annual report have undergone audit by the Northern Ireland Environment Agency (NIEA) and further validation by Statistics and Analytical Services Branch (SASB). This acts as a check that all issues raised at the quarterly validation stage have been addressed. The fully validated figures for each financial year are published by 30 November of the following financial year.

## **6.2 Self Imposed Performance Measures**

A wide range of performance measures are in place across all 17 Council services to allow us to monitor and compare our performance. These relate to both the Corporate Plan and the annual Service Delivery and Improvement Plans. The self imposed indicators which relate to our Improvement Objectives are outlined in Appendix 1 to this Plan and we will publish data setting out our performance in relation to these in our Annual Performance Report for the 2018/19 year. We will also include data in relation to a range of measures, including:

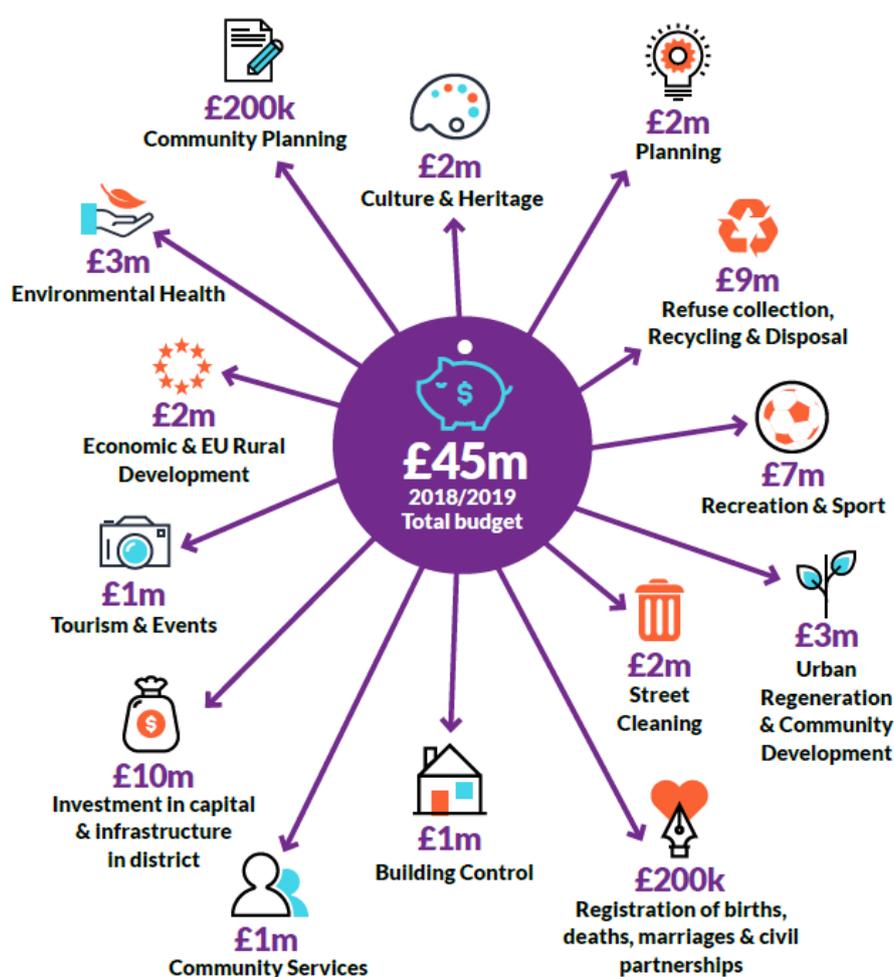


- Net cost of Council services per head of population
- % of net expenditure v budget
- Residents' overall satisfaction
- Average number of working days per employee lost due to absence.

## 7. Financial Resources

Fermanagh and Omagh District Council continues to plan its budget as part of the Medium Term Financial Plan model with annual budgets formally agreed as part of the rate setting process. Regional budgetary profiles indicate that resources are likely to be subject to increasing pressures while, at the same time, we face increasing demand for services.

Information on allocation and expenditure of rates for the 2018/19 year is set out in the diagram below:



**Did you know?** 44% of total rates paid by residents (domestic rate) fund key local Council services in the Fermanagh and Omagh district; 38% of total rates paid by businesses (non domestic rate) fund key local Council services. The remainder is paid to central government to fund the regional rate.



## Appendix 1: Improvement Objectives and Activities 2018-19

Improvement Objective 2018/19	1. We will increase uptake of Council provided leisure and recreation opportunities and improve provision of information to support citizens in making healthier choices
<b>Related Community Planning or Corporate Theme/Outcome(s)</b>	Community Planning/Corporate Theme: People & Communities  Outcome: 1. Our people are healthy and well – physically, mentally and emotionally
<b>Why has this Improvement Objective been selected?</b>	<p>The evidence base to support the Community Plan for the district ‘Fermanagh and Omagh 2030’ has identified a number of significant issues relating to the health of the local population, including that at 143 and 124 incidences per 1000 patients respectively, hypertension and obesity are the most prevalent health issues in our area. Additionally, the number of preventable deaths in Fermanagh/Omagh stands at 199 per 100,000 deaths and data also demonstrates high levels of anti-depressant prescribing within the district. The positive relationship between increased uptake of physical activity/recreation/leisure opportunities and improving physical and mental health is well documented and, as a result, Fermanagh and Omagh District Council is committed to expanding the opportunities it provides as well as promoting increased uptake of the opportunities currently available. Mid-year service data for the 2017-18 financial year suggests that attendance levels may have dropped at some of the key leisure facilities from the previous financial year and this has also prompted a renewed focus on encouraging an increase in uptake.</p>
<b>Which of the 7 aspects of improvement does this relate to?</b>	Strategic effectiveness; Service quality; Service availability; Fairness
<b>What are we going to do in 2018/19?</b>	<ul style="list-style-type: none"> <li>(i) Continue to deliver, expand upon and promote sports and recreation activities/programmes (including inclusive programmes) with the aim of increasing numbers attending leisure centres and taking up wider activity programmes offered through sports coaching activities;</li> <li>(ii) Continue to deliver, expand upon and promote arts/culture/heritage (including Geopark) activities/programmes/events (including inclusive programmes) with the aim of increasing uptake of opportunities;</li> </ul>



	<p>(iii) Continue to work with food businesses through the Environmental Health Service to make information available/accessible in terms of food hygiene standards, ie, Scores on Doors; introduce the Menucal Scheme which will provide calorie information on menus to inform decision making;</p> <p>(iv) Use a range of opportunities across facilities and publications to promote and distribute health promotion information, eg, Leisure Centre Notice Boards, Residents Newsletter, Council website, Social Media</p>
<b>What are the improvements that citizens can expect</b>	<p>Citizens will benefit from:</p> <p>(i) an increased focus on building awareness of the health related benefits of participation in sports, arts or cultural activities (both in terms of physical and mental health) and in opportunities to take part in a wide range of activities located at a range of venues across the district.</p> <p>(ii) opportunities and activities which allow individuals to build and maintain social networks, thereby combating loneliness and isolation which can be a factor in leading to poor mental and emotional health and wellbeing. This is particularly important in rural areas where communities and individuals can become isolated.</p> <p>(iii) accessible customer information available through a range of food businesses in relation to food hygiene ratings and also increased availability of information in relation to calories associated with menu choices to assist customers in making healthy choices if they wish to do so.</p>
<b>How will we measure success?</b>	<p>The following performance measures will be used to measure success (baseline available for 2017/18 year):</p> <ul style="list-style-type: none"> <li>• Number of customers using leisure facilities both indoor and outdoor (throughput)</li> <li>• Level of customer satisfaction with leisure service</li> <li>• Number of participants in Everybody Active Programme</li> <li>• % of sustained participants from Everybody Active Programme</li> <li>• Number of service users across arts/heritage (including Geopark) venues and events/festivals</li> <li>• Level of customer satisfaction with arts/culture/heritage service</li> <li>• Numbers of businesses who have achieved broad compliance with Scores on Doors (Food Hygiene Rating Scheme); achievement of target business participants with Menucal programme (CalorieWise Scheme).</li> </ul> <p>Performance measures are not currently in place in respect of the distribution of health information, however, information will be gathered over the year to demonstrate how this is being communicated.</p>
<b>Lead Officer</b>	Director of Regeneration and Planning (supported by Head of Leisure, Recreation and Sport, Head of Arts and Heritage, Head of Environmental Health)



<b>Improvement Objective 2018/19</b>	<b>2. We will encourage a growth in entrepreneurship and new business starts amongst under-represented groups</b>
<b>Related Community Planning or Corporate Theme/Outcome(s)</b>	Community Planning/Corporate Theme: Economy, Infrastructure and Skills  Outcome: 5. Our economy is thriving, expanding and outward looking
<b>Why has this Improvement Objective been selected?</b>	The evidence base to support the Community Plan has identified economic growth, including increasing the number of local, sustainable jobs, as a priority. Data indicates that the overall number of jobs in the district decreased following the economic downturn in 2008/09, although since 2012 this has been slowly increasing. Of the 54,400 jobs in the district, only 6,170 are self employed. Data has also shown that, while the numbers of people who are economically inactive has been slowly reducing since the recovery from the economic downturn, this recovery is at a slower rate for younger people compared to the wider working age population. The Council is also aware of the potential for Brexit to impact significantly on the local economy, particularly given our proximity to the border. Encouraging and maintaining levels of business start-ups is seen as a key means of sustaining and growing the local economy.
<b>Which of the 7 aspects of improvement does this relate to?</b>	Strategic effectiveness; Service availability; Sustainability; Fairness
<b>What are we going to do in 2018/19?</b>	<ul style="list-style-type: none"> <li>(i) Continue to deliver entrepreneurship programmes/Business start up programme;</li> <li>(ii) Undertake activities aimed at encouraging increased involvement of women and young people in entrepreneurship/Business Start Up Programme;</li> <li>(iii) Undertake activities aimed at promoting opportunities for social entrepreneurship</li> </ul>



<b>What are the improvements that citizens can expect</b>	<p><b>Citizens will benefit from:</b></p> <ul style="list-style-type: none"> <li><b>(i) Ongoing availability of support for business start-ups with more identifiable and inclusive support available to social entrepreneurs, young entrepreneurs and female entrepreneurs;</b></li> <li><b>(ii) Potential for new jobs to be created providing additional employment opportunities within the district</b></li> </ul>
<b>How will we measure success?</b>	<p>The following performance measures will be used to measure success (baseline available for 2017/18 year):</p> <ul style="list-style-type: none"> <li>• Number of jobs promoted through Business Start Up activity</li> <li>• Numbers of (i) social entrepreneurs; (ii) young entrepreneurs; (iii) female entrepreneurs, supported through Business Start Up activity</li> <li>• Numbers of participants in Social Economy Support Project</li> <li>• Numbers of participants in Female Entrepreneur activities</li> <li>• Numbers of participants in Young Entrepreneur activities</li> </ul>
<b>Lead Officer(s)</b>	<p>Director of Regeneration and Planning (Supported by Head of Tourism and Economic Development)</p>



<b>Improvement Objective 2018/19</b>	<b>3. We will support our local town centre economy by making it easier for residents and visitors to access car parking when visiting our key towns and service centres</b>
<b>Related Community Planning or Corporate Theme/Outcome(s)</b>	Community Plan/Corporate Theme: Economy Infrastructure and Skills  Outcomes: 5. Our economy is thriving, expanding and outward looking 8: Our district is an attractive and accessible place
<b>Why has this Improvement Objective been selected?</b>	<p>Responsibility for the 39 off-street car parks in the district transferred to Fermanagh and Omagh District Council on 1 April 2015 via the Reform of Local Government. Representations have since been made to Council regarding a perceived lack of parking in the two main towns, ie, Omagh and Enniskillen. This also includes requests for improved coach parking to facilitate tourism. As a result the Council has commissioned a 5 year Off-Street Car Park Strategy and Action Plan which will set out the future of off-street car parking within the Fermanagh and Omagh district. Public consultation to inform strategy development has also been undertaken.</p> <p>Findings would indicate that, at present, there is sufficient parking in both main towns but that signage, in particular active signage, would better inform car park users. To encourage vibrant town centres, the need to encourage higher turnover in spaces within the town centre locations is also identified. It has also been found that there is inadequate available assessable spaces in both towns and poor coach parking provision.</p>
<b>Which of the 7 aspects of improvement does this relate to?</b>	Strategic effectiveness; Service availability; Service quality; Fairness; Sustainability
<b>What are we going to do in 2018/19?</b>	<ul style="list-style-type: none"> <li>(i) Agree a Car Parking Strategy and commence delivery of the Action Plan, including improving/introducing better signage so that shoppers, service users, visitors can more easily access town centres and services in those areas.</li> <li>(ii) Review and increase number of accessible parking bays in car parks in line with the roll out of the Refurbishment Programme (where practical).</li> <li>(iii) Undertake an Occupancy rate survey to ascertain turnover rates.</li> </ul>



<p><b>What are the improvements that citizens can expect</b></p>	<p>Citizens will benefit from:</p> <ul style="list-style-type: none"> <li>(i) Better awareness of the location of available car parking spaces</li> <li>(ii) Identification of appropriate car parking locations for long stay users;</li> <li>(iii) Increased numbers of assessable spaces in line with the Refurbishment Program for the Car Parks in the District;</li> <li>(iv) Improved provision for coach parking thereby increasing the number of visitors to the key towns.</li> </ul>
<p><b>How will we measure success?</b></p>	<p>The following performance measures will be used to measure success:</p> <ul style="list-style-type: none"> <li>(i) Number of additional accessible car parking spaces;</li> <li>(ii) Number of additional Coach Parking spaces within the towns (both on-street and off-street);</li> <li>(iii) Turnover rates in car parks (baseline figure will be identified to measure future improvement)</li> </ul>
<p><b>Lead Officer(s)</b></p>	<p>Director of Environment and Place (Supported by Head of Building Control and Licensing and Car Parking Manager)</p>



Improvement Objective 2018/19	4. We will continue to invest in environmental programmes which will reduce waste going to landfill and improve recycling efforts
<b>Related Community Planning or Corporate Theme/Outcome(s)</b>	Theme: Environment  Outcomes: 7. Our outstanding natural environment and built and cultural heritage is sustainably managed and, where possible, enhanced 8: Our district is an attractive and accessible place
<b>Why has this Improvement Objective been selected?</b>	<p>Fermanagh and Omagh's data on the waste and recycling statutory indicators, up to the end of 2016-17, indicates a downward trend in respect of recycling levels with statutory targets for W1 (% of household waste collected by district councils that is sent for recycling – including waste prepared for reuse) and W2 (the amount, ie tonnage, of biodegradable Local Authority Collected Municipal Waste that is landfilled) missed in 2016/17. At a regional level the Waste Framework Directive states that “by 2020, the preparing for re-use and the recycling of waste materials such as at least paper, metal, plastic and glass from households and possibly from other origins .... shall be increased to a minimum of overall 50% by weight”. Reducing waste sent to landfill, especially biodegradable waste, has a positive impact on the environment through reducing production of green house gases which contribute to climate change. Through the EU Landfill Directive, the Council has a duty to continue to work to reduce levels of waste sent to landfill and failure to meet targets can result in significant fines. Reducing waste to landfill and improving reuse and recycling levels is a strategic priority for the Council as reflected through the Community Plan and the Corporate Plan and there is a high level of support from residents and service users for initiatives which enhance and positively influence our environment.</p>
<b>Which of the 7 aspects of improvement does this relate to?</b>	Strategic effectiveness; Service availability; Sustainability; Efficiency
<b>What are we going to do in 2018/19?</b>	<ul style="list-style-type: none"> <li>(i) Continued roll out and promotion of food waste collection service - ongoing from last year's plan with a particular focus on extending service to hard to reach properties;</li> <li>(ii) Identification of recycling champions (Community Plan action 7.1);</li> <li>(iii) Programme of reuse/recycling promotional activities</li> </ul>

<b>What are the improvements that citizens can expect</b>	Citizens will benefit from: <ol style="list-style-type: none"> <li>(i) Extension of the food waste collection service to a number of hard to reach properties;</li> <li>(ii) Confidence that efforts are being made to ensure environmental sustainability through reductions in amount of waste being landfilled and reductions in the generation of associated greenhouse gases;</li> <li>(iii) Identification of and access to recycling champions within a number of communities;</li> <li>(iv) Communications providing clear information re recycling and reuse.</li> </ol>
<b>How will we measure success?</b>	The following performance measures will be used to measure success: <ul style="list-style-type: none"> <li>• W1: % of household waste collected by district councils that is sent for recycling (including waste prepared for reuse)</li> <li>• W2: The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled</li> <li>• W3: The amount (tonnage) of Local Authority Collected Municipal Waste Arisings</li> <li>• No of additional food caddies delivered/homes serviced;</li> <li>• Increases in food waste tonnages collected;</li> <li>• Number of recycling champions identified;</li> <li>• Number of communication/engagement activities undertaken</li> </ul>
<b>Lead Officer(s)</b>	Director of Environment and Place (Supported by Head of Waste and Recycling and Recycling, Education and Grants Officer)

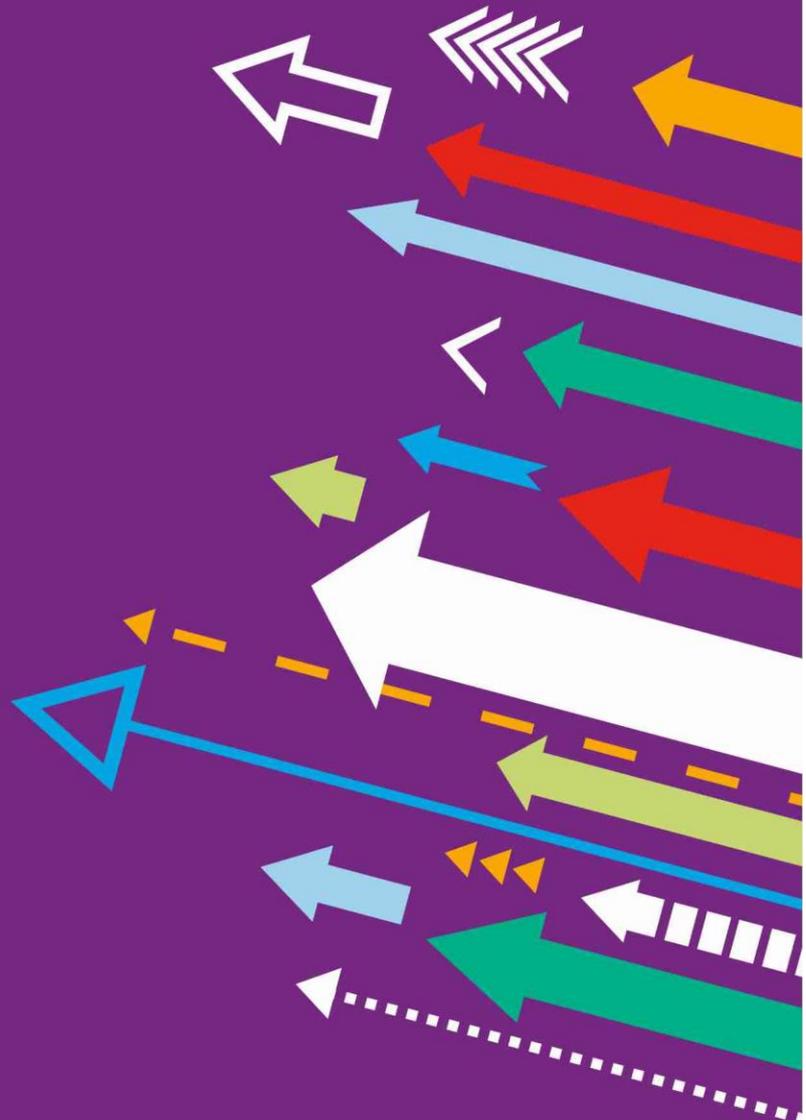


<b>Improvement Objective 2018/19</b>	<b>5: We will make it easier to communicate and do business with the Council</b>
<b>Related Community Planning or Corporate Theme/Outcome(s)</b>	Corporate Theme: The Council Itself  Outcome: 9. We are a proactive, effective and well governed organisation providing strong civic and community leadership
<b>Why has this Improvement Objective been selected?</b>	<p>The Council has recently adopted a Customer Services Strategy and Action Plan which outlines how we will put the citizen at the centre of service delivery and is aimed at assisting us to improve and increase customer choice in when and where service users access our services. It will also ensure that we provide consistent, professional and co-ordinated services, as far as possible, at the first point of contact and customer services standards have been introduced across the organisation.</p> <p>Analysis of service data has indicated that complaints turnaround times are slightly higher than the Northern Ireland average across a number of councils, ie, NI average of 78.77% resolved within target times against 75% for Fermanagh and Omagh for the 2016/17 year and this has been highlighted as an area where improvement could be achieved . In the 2017/18 year, there was a focus on improving performance in relation to turnaround times for creditor payments and this will continue in 2018/19 alongside the ongoing work to procure and provide online booking systems for the leisure and culture/heritage service. The pilot project commenced in 2017/18 in respect of grant processing aimed at delivering improved turnaround times for processing of grants to older people's groups will also be continued.</p>
<b>Which of the 7 aspects of improvement does this relate to?</b>	Strategic effectiveness; Service quality; Service availability; Efficiency; Innovation Sustainability
<b>What are we going to do in 2018/19?</b>	<ul style="list-style-type: none"> <li>(i) Ongoing roll out of customer services improvements through Project Citizen and Connect Centres aimed at addressing queries, as far as possible, at the first point of contact;</li> <li>(ii) Progress delivery of Customer Services Action Plan;</li> <li>(iii) Progress delivery of Marketing and Communications Strategy/action plan;</li> <li>(iv) Review of complaints system/procedures and implementation of resultant action plan;</li> <li>(v) Ongoing delivery of improvements to turnaround times for creditor payments;</li> <li>(vi) Delivery of project re online booking system for leisure and arts in line with project timeframe;</li> </ul>

	(vii) Continuation of review of grant processing through pilot project
<b>What are the improvements that citizens can expect</b>	<p>Citizens will benefit from:</p> <ul style="list-style-type: none"> <li>• Establishment of a dedicated customer support team and opening of new Connect Centres in Omagh and Enniskillen</li> <li>• Clear communication of how and where to access Council services;</li> <li>• More accessible and understandable information about council services;</li> <li>• Quicker resolution of complaints;</li> <li>• Quicker access to payment for suppliers;</li> <li>• Progress of online booking system procurement and installation of service;</li> <li>• Quicker processing times and increased grant uptake for pilot project target group alongside improved satisfaction levels;</li> </ul>
<b>How will we measure success?</b>	<p>The following performance measures will be used to measure success:</p> <ul style="list-style-type: none"> <li>• Customer satisfaction levels at Connect Centres;</li> <li>• Improvement in complaint resolution times;</li> <li>• Increasing numbers of social media followers;</li> <li>• Improvements in turnaround times for creditor payments;</li> <li>• Online booking system progressing in line with project plan; (ultimately) increase in no of online bookings and improved customer satisfaction</li> <li>• Reductions in turnaround times for grants processing (pilot project);</li> <li>• Number of older person's groups benefitting;</li> <li>• Satisfaction levels with pilot project;</li> </ul> <p>In addition, the achievement of milestones to open the new Connect Centre in High Street, Omagh during 2018/19 and progress work on the Connect Centre at County Buildings, Enniskillen in line with the anticipated timeframes will be a measure of success.</p>
<b>Lead Officer(s)</b>	Director of Corporate Services (Supported by Head of Democratic and Customer Services, Head of Policy and Strategic Services, Head of Finance, Head of Funding and Investment, ICT Manager)







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