

1. Context

Fermanagh and Omagh District Council agreed a new Corporate Plan 'Delivering Sustainable Change Together' for the 2020-24 period in January 2020 setting out the Vision and strategic direction for the Council for the four years ahead.

However, in March 2020, life as we know it was turned upside down due to the impacts of the global coronavirus pandemic and the subsequent unforeseen and unprecedented limitations on our daily lives which were introduced through The Health Protection (Coronavirus, Restrictions) Regulations (Northern Ireland) 2020 in order to protect public health and our health service.

The implications for our citizens, society, economy and for the Council as an organisation continue to be significant and wide reaching following on from the closure of all but critical services, the introduction of lockdown and shielding restrictions on individuals. Most significant of all has been the risk to the health of our citizens and the tragic loss of life.

As this crisis continues to unfold and we also turn our sights to planning for recovery, we can begin to estimate the cost in terms of damage to the economy. The social and emotional cost to families and individuals is much more difficult to quantify and will only be fully understood over time. It is anticipated, however, that the detrimental impact on the emotional and mental health of our population will be significant, alongside the wider deficit in diagnosis and treatment of health conditions created as our NHS focused on delivery of the initial Covid 19 Surge Plan and responding to further waves.

Data has shown that the virus itself has impacted most significantly on the older population and on those living in more deprived areas. In the Fermanagh and Omagh district the number of deaths has, to date, been lower than initially anticipated and, for this, we thank our residents for adhering to guidance, our NHS and the wider healthcare family for the care and support provided. We also thank our partners who came together to support all of our residents through the provision of critical services during lockdown and the community and voluntary sector and local businesses who rallied around all of our communities and key workers in their time of need. This community spirit and innovative mindset which embodies our district and its people will be the key to our recovery.



2. Introduction

It is evident, in light of the scale of the Covid-19 emergency, that the impacts on our society and economy have been and will continue to be wide-reaching. The table below sets out some key data to illustrate this:

Fermanagh and Omagh: Impacts of Covid-19 (as at 03/11/20)

Our People	Our Economy	The Council
<p>Number of C19 Confirmed Cases: 1,538</p> <p>Number of C19 Deaths: 19</p> <p>Referrals to the Community Coordination Hub: 2741</p> <p>Number of individuals shielding: 5,271</p> <p>Number of DfC food packs distributed weekly: 1275-1300 at peak; 725-750 at end of July 2020</p> <p>% of those in receipt of DfC food packs who have indicated a need for ongoing support: 33%</p> <p>Increased demand experienced by foodbanks: 8 to 10 times increase in 'normal demand' reported by some foodbanks.</p>	<p>Economic output forecast to contract by 11.9% in 2020 (Fermanagh and Omagh)</p> <p>85% of all businesses have used the furlough scheme (NI)</p> <p>14,400 employments in Fermanagh and Omagh were furloughed at peak (July 2020), accounting for 32% of total employee jobs (Fermanagh and Omagh)</p> <p>In September 2020, the number of employments on the furlough scheme had dropped to 3,400, accounting for 7% of eligible jobs</p> <p>6,400 claims for the Self-Employment Income Support Scheme (SEISS), claiming a total of £17.7m, (first tranche</p> <p>An additional 5,100 claims were made for the SEISS in the second tranche (August-present), claiming a total of £12.3m</p> <p>58% of businesses surveyed by Fermanagh and Omagh DC were closed, with no online business, at peak</p> <p>19% of businesses surveyed were closed physically, but providing some services online, at the height of the pandemic</p>	<p>C19 related expenditure: £214,285</p> <p>Number of community groups supported for C19 activities: 67</p> <p>Emergency funding allocated: £130k</p> <p>Number of community groups supported for the Recover Grant programme (November 2020): 157</p> <p>Recover Grant programme funding allocated (November 2020): £77.6k</p> <p>No of staff working remotely / agile working: 317</p> <p>No of staff working on site: 382</p> <p>No of staff furloughed: 46</p>

Given the new and additional pressures placed on Council services and the ongoing limitations in terms of social distancing requirements as well as budgetary pressures, a review has been undertaken of the priorities and actions set out in the Council’s Corporate Plan 2020-24. This review has focused on the next 24 month period and the actions needed within that timeframe to kick-start our recovery and help us to adapt to the ‘new normal’ taking account of ongoing social distancing restrictions and limitations on how we live our lives.

3. Key Principles

In progressing towards recovery, the following key principles will be applied:

- **Safeguarding public health is our top priority:** we will at all times be guided by public health advice to protect health, safety and wellbeing
- **Building resilience in our organisation:** we must be resilient and sustainable as an organisation if we are to continue to provide essential services to our communities
- **Working with others:** collaboration across public, private and the community/voluntary sector is essential to delivering on our agreed outcomes
- **Continual monitoring and review:** this is a volatile situation and we will continue to monitor data and evidence to ensure a high level of preparedness and enable us to respond in a timely and effective manner. As such, this plan remains a working document and subject to ongoing review. A Performance Report Card will be developed for each Corporate Action and a suite of performance measures will be agreed to enable monitoring of the effectiveness of actions in terms of their impact and contribution towards our values and outcomes; these will follow an Outcomes Based Accountability (OBA) approach.

4. Action Plan 2020-22

4.1 New Corporate Actions

Corporate Values/ Outcome	New Action - Key Focus for 2020-22	Evidenced by:
Values Framework: L: Leadership I: Integrity A: Accountability I: Innovation S: Sustainability E: Engagement and Involvement	N1: Ensure that all services have up to date Recovery Plans and revised Business Continuity Plans in place to build on the use of innovative/agile ways of working; to ensure a continuing and responsive approach to emergency situations and the delivery of essential services to our communities is achieved	On a six monthly basis (March and September): <ul style="list-style-type: none"> - BCPs updated and available on Resilience Direct - Testing for confirmation of effectiveness of BCPs at Service Level - Review of linkages between BCPs and Departmental Risk Registers Annual testing of BCPs in relation to assessment of Overall Emergency Preparedness
	N2: Conduct a review of our existing 2020/21 Budget and financial planning projections to focus resource on recovery, to ensure financial sustainability of the Council and to ensure that financial resources in the short term are allocated to Council priorities	Revised budget for 2020/21 agreed by 31 December 2020 Budget for 2021/22 agreed by February 2021

3.2 Existing Corporate Actions

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
Values Framework: L: Leadership I: Integrity A: Accountability I: Innovation S: Sustainability E: Engagement and Involvement	1. Invest in partnership working, including on a cross-border basis, to inform, shape and deliver on shared priorities making best use of our collective resources	1.1. Develop, manage and report on a prioritised Community Planning Action Plan taking account of the impacts of Covid-19 on our district and the capacity of partners	<ul style="list-style-type: none"> - Priorities and partnership actions agreed by September 2020 - Performance Measures for each priority action to be agreed in Performance Report Cards by December 2020 - Updated Community Plan published in line with statutory timeframe for review - Performance Statement published by November 2021
		1.2. Continue to embed and support an effective partnership underpinning the Mid South West Growth Deal to 'supercharge' the growth of the MSW economy and ensure inclusive prosperity in the region	<ul style="list-style-type: none"> - Planned engagements through the Officer Group, Governance Steering Group and Business Reference Group undertaken in line with identified programme - Identify and establish revised MSW Governance and delivery arrangements by October 2021 in conjunction with partners and lead as appropriate
		1.3. Actively contribute to the governance and delivery arrangements for the ICBAN region to maximise benefits to the FODC area	<ul style="list-style-type: none"> - Agreement of ICBAN Regional Development Framework by November 2020 - Ongoing participation in ICBAN governance structures
		1.4. Work with statutory and community partners to deliver funded programmes in line with programme parameters	<ul style="list-style-type: none"> - Delivery of RDP commitments and management of LAG in line with agreed timeframes and spend profiles - Delivery of Peace IV Programme and management of partnership in line with agreed timeframes and spend profiles - Delivery of ASPIRE Programme in line with programme targets - Engage with SEUPB and Departments re future programmes as opportunities arise
	2. Develop and deliver a Capital Programme aimed at supporting and enabling identified priorities and making best use of resource	2.1. Establish a new Capital Programme Management and Delivery Unit within the Regeneration and Planning Directorate	<ul style="list-style-type: none"> - New structure agreed and in place by March 2021
		2.2. Agree and implement the revised capital programme governance and reporting arrangements	<ul style="list-style-type: none"> - New governance and processes in place by March 2021 - Key performance measures identified and agreed by March 2021

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
		2.3. Deliver a Capital Programme, which is fully aligned to the Council's Medium Term Financial Plan, in order to support quality services, investment in our district and the local economy	<ul style="list-style-type: none"> - Programme and project management processes to ensure improved reporting and management of issues in place by March 2021 - Delivery in line with the timeframes and deliverables identified - Regular monitoring of progress using the agreed performance measures ongoing on a quarterly basis
		2.4. Develop and implement the Council's Minor Works Capital Programme 2020-22	<ul style="list-style-type: none"> - Deliver Minor Works Year 1 agreed Programme by March 2021 - Deliver Minor Works Year 2 agreed Programme by March 2022
	3. Develop and deliver a proactive Communications Programme aimed at promoting and supporting the Council's key priorities and improving community involvement and engagement	3.1. Develop and implement a Recovery Phase Marketing Communications Plan	<ul style="list-style-type: none"> - Develop and implement Corporate 10 Point Communique Response to Covid 19 - Create corporate recovery branding and roll out use of brand to support recovery messaging from September 2020 onwards - Develop and deliver an innovative Recovery campaign to promote Corporate and Service Recovery priorities in 2021 and 2022 - Develop and deliver a media engagement event and a Marketing/Communications workshop with Elected Members, SMT and relevant officers
		3.2. Continue to enhance use of digital and social media channels	<ul style="list-style-type: none"> - Associated performance measures developed for Digital marketing by December 2020 - Review and improve website functionality and accessibility by June 2021 - Provide Social media training for relevant staff by March 2021 - Develop and deliver 2 x campaigns tailored specifically to LinkedIn and Instagram audiences by September 2021
	4. Re-organise and transform our organisation to enhance provision of future-proofed, responsive, efficient and effective governance and services, providing assurance	4.1. Develop and embed a Human Resource Strategy and Plan that ensures the recruitment, retention and development of employees to support the Council's aims, objectives and values	<ul style="list-style-type: none"> - Develop new HR/Employee Engagement Strategy for Council approval by June 2021 with regular performance monitoring and continued reporting to SMT and Council

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
	<p>to all citizens and ratepayers that we operate in a fair and equal manner</p>		<ul style="list-style-type: none"> - Embed Council values into recruitment, induction and learning and development processes and practice by December 2021
		<p>4.2. Delivery of employee engagement and communications programme and regular meetings and working groups with Trade Unions</p>	<ul style="list-style-type: none"> - Implementation of Employee Engagement Action Plan and develop associated performance measures - Ensure 3 No formal TU meetings together with and informal TU engagement per annum
		<p>4.3. Complete the implementation of the Organisational Structure Review</p>	<ul style="list-style-type: none"> - Implementation of Organisation Structure in accordance with the structural realignment approved by Council
		<p>4.4. Provide governance support and overall programme management for the Transformation Programme</p>	<ul style="list-style-type: none"> - Identify and agree performance measures for effective delivery of agreed programme of transformation actions
		<p>4.5. Progress digital transformation in support of Covid 19 Emergency response</p>	<ul style="list-style-type: none"> - Implement virtual and digital solutions to support Council's corporate operations and agile working
	<p>5. Further develop and embed efficient, effective and timely decision making which is evidence based, informing our strategies, plans, policies and use of resources</p>	<p>5.1. Deliver democratic services support which is fully compliant with the statutory and legislative obligations of the Council, through (i) scheduling and servicing of meetings; and (ii) provision of member support</p>	<ul style="list-style-type: none"> - Monthly meetings scheduled and serviced in accordance with legislative obligations including virtual capacity during COVID-19 - Civic and Chair's receptions organised in accordance with Civic Hospitality Policy - Preparation of required civic speeches in advance of events - Ongoing effective Diary support effectively provided to Chair and Vice Chair
		<p>5.2. Continue to develop, deliver and report on the Council's Medium Term Financial Plan and Long Term Financial Modelling, in compliance with all statutory and legislative obligations, which will support the Council in performing its primary responsibilities and statutory obligations and to ensure that there is clear accountability and a strong system of governance</p>	<ul style="list-style-type: none"> - Performance Report Cards with associated performance measures for medium and long term financial planning agreed by December 2020 - Consideration of going concern in the context of 2020 annual audit - Ongoing compliance with Prudential indicators including training for members and Officers

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
		5.3.Ensure effective Management and Financial Reporting to support resource allocation and decision making	<ul style="list-style-type: none"> - Regular reporting of financial performance to managers to ensure services are delivered within budgets - Teams in place to review budgets and efficiency planning by September 2020
	6. Work to better reflect and represent the impacts of rurality, disadvantage and poverty on our people and places so as to positively influence place shaping and service delivery	6.1. Establish and manage an evidence base to identify key issues, monitor and inform understanding of progress of interventions	<ul style="list-style-type: none"> - Performance Report Cards with associated performance measures agreed for community planning actions by December 2020 - Population level indicators identified, monitored and reported on annually - Performance level measures identified, monitored and reported on bi-annually - Datahub proposal scoped for consideration by SMT by December 2020 - Prepare biannual Data Update Reports for Council highlighting key external data and issues arising relative to the district - Undertake a Residents’ Survey in the 2020/21 financial year to gauge residents’ views on Council service delivery, their wellbeing and their concern regarding – and perception of – Covid-19
		6.2. Work with partners to progress research to develop understanding of issues and potential interventions to support key customer groups	<ul style="list-style-type: none"> - Support the WHSCT Pathfinder Project in developing a detailed population health analysis for the area in line with Pathfinder timeframes - Work with the SOLACE ‘Data Analytics support for COVID-19 Recovery’ sub-group to establish a co-ordinated approach to requesting data and evidence from NISRA that supports ongoing decision making on economic, social, and environmental recovery, in addition to co-ordinating the dissemination of learning across all Councils (6-12 months) - Establish and contribute to a ‘Data and Evidence sub-group’ with Fermanagh and Omagh Community Planning partners to support a partnership evidence led approach to the post-Covid-19 recovery in the Fermanagh and Omagh District (12-18 months)

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
			<ul style="list-style-type: none"> - Continue to advance bespoke research projects in partnership with other Councils and researchers at Queen's University Belfast relating to the Northern Ireland Longitudinal Study, specifically looking at: a) Social Isolation and Health and b) Student Mobility (18-24 months)
	7. Through the Local Development Plan, ensure that policies are in place to promote sustainable development of the district and its unique rural characteristics	7.1. Continue to progress development of the Local Development Plan in line with the agreed timeline and Statement of Community Involvement	<ul style="list-style-type: none"> - Conclude consultation on the Draft Plan Strategy proposed changes by Dec 2020; - Conduct a review of the LDP Timetable by Dec 2020 and submit to DfI for approval; - Progress to adoption of Draft Plan Strategy in line with updated timetable; - Progress development of draft Local Policies Plan in line with updated timetable
	8. Support elected members and staff to be motivated and healthy with the right skills and behaviours to work collaboratively with people and partners	8.1. Provide and facilitate capacity building for members through a range of learning and development opportunities including informal meetings, inhouse and external training, external seminars and conferences	<ul style="list-style-type: none"> - Bespoke programme of learning and development opportunities for Elected members delivered - Accredited training delivered in collaboration with South West College for Members
		8.2. Support the Elected Member Development Steering Group to maintain corporate Level 1 Elected Member Development Charter Award	<ul style="list-style-type: none"> - Maintenance of level 1 accreditation following interim review by NILGA-Elected --Member Development Steering Group meetings scheduled and serviced
		8.3. Develop/maintain a comprehensive framework of employee policies and procedures to support the management and development of employees	<ul style="list-style-type: none"> - HR Policies and Procedures monitored and reviewed by June 2020 and September 2021
		8.4. Manage an effective employee performance management framework supported by appropriate learning and continuous development opportunities	<ul style="list-style-type: none"> - Learning and Development Plan for 2020/21 and 2021/22 implemented - Completion of individual and Team Performance Appraisals - target 80% 2020/21 and 90% for 2021/22
		8.5. Deliver a leadership development programme that ensures leaders at all levels are developed to maximise performance in	<ul style="list-style-type: none"> - Development and delivery of Leadership Programme which incorporates all levels of leaders within the Organisation by March 2022

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
		their current role and develop them for future opportunities	
	9. Embed our customer service standards across our services, ensuring inclusive access and an increased emphasis on digital channels, where practicable	9.1. Implement and monitor the corporate Customer Service standards	<ul style="list-style-type: none"> - Performance Report Cards with associated performance measures for customer services delivery in place by Dec 2020 - Further enhance the remit of the Council's Connect Centres by March 2022
		9.2. Deliver customer service training/refresher training in context of Covid 19	<ul style="list-style-type: none"> - Customer Services Standards reviewed in context of Council values by September 2021 and updated standards mainstreamed across the Council - Customer Service Standards training delivered for staff, particular emphasis on COVID 19 requirements ie health and safety, alternative customer service delivery mechanisms
		9.3. Develop and implement innovative customer service approaches in context of Covid 19	<ul style="list-style-type: none"> - Annual increase in online service provision - Collaborative working across service areas to deliver customer service
<p>Outcome 1:</p> <p>Our people are healthy and well – physically, mentally and emotionally</p>	10. Support people, across all life stages, to maintain health and wellbeing through provision of inclusive and accessible facilities, services and opportunities to participate in leisure activities. (NB: this action will primarily be progressed through the Council's Active Together Strategy which relates to leisure provision and activities including the great outdoors, community-based activity, leisure centres, walking and cycle paths, sports, parks and play areas together with promotion of community and arts/heritage activities)	10.1. Identify and deliver programmes across the four Leisure Centres, maximising uptake and abiding to the Northern Ireland Executive Guidelines around COVID-19.	- 8 new programmes delivered across Leisure services/children's/family/inclusive/schools by the end of March 2022
		10.2. Work with Clubs and Governing Bodies to support a return to leisure services while complying with public health guidelines/restrictions	- Provide assistance to ensure all clubs and organisations linked to Governing Bodies so that they can meet Covid 19 restrictions and return to use Leisure Services by March 2021
		10.3. Develop services and programmes to increase income and expenditure within LRS services	- Return both income and throughput to 2019/2020 level by March 2022
		10.4. Review all memberships to identify gaps in memberships available	<ul style="list-style-type: none"> - Household Membership in place for Leisure Services for 2020/2021 season - An attractive corporate membership package available to small to medium sized businesses in the 2021/22 year
		10.5. Monitor and evaluate delivery of Inclusive programmes and to identify gaps in service availability	- Baseline of 12 inclusive programmes delivered across the district.

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
			-Identification of locations where gaps in service provision exist by March 2021 - to inform 21/22 programme
		10.6. Deliver community coaching programmes across the district to support delivery of the Active Together Strategy	<ul style="list-style-type: none"> - New service delivery structure in place post 31st March 2021, to include provision for: <ul style="list-style-type: none"> • Recreation Hubs • Recreation Champions • Recreation Coaching - Continued delivery of summer programmes across the district to pre Covid 19 Levels - Continued delivery of EBA programmes until conclusion on the 31st March 2021 as agreed with Sport NI
		10.7. Work with partners to provide PARS, Healthy Towns, Move More, EBA, Disability programmes which will provide specialist physical activity opportunities for specific groups across all stages of life across the District	<ul style="list-style-type: none"> - Work with the PHA and Healthy Towns Programmes to deliver 6 programmes across the District - Achievement of the Move More programme targets - 175 users 2020/2021 - Delivery of 5 disability and inclusive programmes across the District by 31st March 2021 - Delivery of EBA up to its conclusion on the 31 March 2021.
		10.8. Revise, progress and update our Still Water Loughs provision completing access agreements where necessary.	<ul style="list-style-type: none"> - Monitor and reporting of issues in relation to the use of the following sites: Acrussel, Nayre, Lea, Barry and Unshinagh - Updating and reporting on access agreements with existing landowners: Acrussel, Inver, Lyons and Killyfole - by March 2021 - Updated signage, promotion of facilities, improved fish stocks and improved angling infrastructure in place at Accrussel, Lyons and Inver – by March 2022 - Long-term plan in place by March 2022 identifying opportunities to work with DAERA and or Loughs Agency
		10.9. Deliver and promote/increase awareness of countryside recreation opportunities and programmes including delivery and promotion of “Leave No Trace”	- School and community LNT programme to be delivered partly 2020/21 and continued in 2021/2022
		10.10. Progress infrastructural development within the Geopark to include:	

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
		<ul style="list-style-type: none"> - Completion of the Lough Navar Development Plan - Progression of the Castle Caldwell Inter-Agency Development Plan - Completion of the Scarplands Cycle Trail - Community Walkways (cf Lisnarick, Nixon Hall etc) - Lead on delivering a partnership approach to sustainable management of the Cuilcagh Boardwalk 	<ul style="list-style-type: none"> - Complete by 31 March 2021 - Complete by 31 March 2022 - Complete by 31 March 2021 - Complete by 31 March 2021 - Partnership Forum to be held on an annual basis - Integrated Comms Plan by Nov 2020 - Scoping viewing platform and trail development by March 2021
		10.11. Deliver Inclusive and Accessible Facilities	<ul style="list-style-type: none"> - Progress the redevelopment of the Ardhowen as a universally accessible venue with EA Accepted by Autumn 2021; Design complete by Autumn 2022. - Create “Changing Places” facilities in Strule Arts Centre by 31 March 2021 and Enniskillen Castle Museum by 31 March 2022
	<p>11. Work with our health partners to:</p> <p>(i) maintain and enhance access to health services in our district, including attracting health professionals to work and live in the district; and</p> <p>(ii) progress a range of health promotion initiatives to improve the physical, mental and emotional health and wellbeing of our population (eg, improving</p>	11.1.Support the WHSCT to develop a plan to maintain and enhance access to health services across the district	<ul style="list-style-type: none"> - Participation in the WHSCT’s Pathfinder Project through governance and community engagement arrangements - Improvements in line with the measures agreed by DoH
		11.2. Utilise the partnerships formed during Covid-19 to improve health and wellbeing outcomes for vulnerable people	<ul style="list-style-type: none"> - 5 new partnership actions progressed to enhance access to health services - Partnership seminar on Adverse Childhood Experiences delivered by Autumn 2021 - Research on how best to support individuals with Adverse Childhood Experiences progressed and action plan in place by December 2021 - Working with Fermanagh and Omagh Locality Planning, gaps in current service initiatives identified

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
	<p>health literacy, promotion of the Mental Health Charter, nutritional advice and programmes) (iii) Support and increase community awareness of the impacts of Adverse Childhood Experiences so as to develop 'Trauma Aware communities'</p>	<p>11.3. Provide support to businesses who wish to provide nutritional information on the food they supply to consumers and support consumers to make informed food and nutrition choices</p>	<ul style="list-style-type: none"> - Carry out a programme of awareness raising on nutritional matters with local food businesses by March 2022 - Food Hygiene Rating Scheme Awareness article published the Council's Autumn/Winter magazine; 2 social media posts by March 2021 - Carry out 3 promotional social media events focusing on healthy eating/good nutrition to tie in with regional awareness raising days/weeks by March 2021
<p>11.4. Develop and support Food and Fuel poverty initiatives</p>		<ul style="list-style-type: none"> - Establish joint working protocols and set up a data sharing platform/ agreement amongst Foodbanks to share information, good practice and avoid duplication of service provision by December 2021 - Develop and deliver a pilot virtual slow cooker initiative to 6 participants by March 2021 - Facilitate a workshop with the CVS to identify efficiencies in sourcing food by March 2021 - Existing CVS fuel stamp scheme assessed and developed by March 2021 - Current oil buying clubs in the district identified and evaluated by March 2021 in conjunction with NIHE - 2 local communities supported to pilot local oil buying clubs in areas of greatest fuel poverty by March 2022 	

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
<p>Outcome 2: Older people lead independent, engaged and socially connected lives</p>	<p>12. Establish Fermanagh and Omagh as an Age Friendly District through delivery of the Age Friendly Strategy and Action Plan This to include inter-generational approaches and progression of actions across the following themes:</p> <ul style="list-style-type: none"> • Outdoor spaces and public buildings • Transportation • Housing • Social participation • Respect and social inclusion • Civic participation and employment • Communication and information • Community support and health services (NB: achievement of this action will require a partnership approach as services such as health, housing and transportation are not the responsibility of the Council.) 	<p>12.1. Continue to work in partnership to deliver the Age Friendly Action Plan</p>	<p>- Programme of activities delivered during Positive Aging Month using virtual platforms and direct participation in line with Government Guidelines - October 2020 and October 2021</p> <p>- Project to upskill older people in the use of technology for recreational and health purposes developed by December 2020.</p> <p>- Ongoing promotion of initiatives and events promoting Age Friendly messages</p>
		<p>12.2. Utilise the Community Hub database and GIS mapping to identify areas most in need and work with partners to identify and deliver local support initiatives</p>	<p>- 4 targeted initiatives delivered by June 2021</p>
		<p>12.3. Promote the Home Safety Scheme and energy efficiency grants through liaising with organisations supporting those most in need and pilot a 'visit free' home safety programme for those over 65.</p>	<p>- Relevant referrals received from partner organisations followed up with provision of home safety/energy efficiency support by March 2021</p> <p>- 6 participants by end March 2021 in pilot programme</p>
<p>Outcome 3:</p>	<p>13. Review and develop our approach to investing in the community/ voluntary sector in order to align resources to priorities, promote inclusivity and improve the sustainability of the sector This to include:</p> <ul style="list-style-type: none"> • Audit of the community/ voluntary sector provision across the district 	<p>13.1. Support Advice Services to adapt to the challenges of Covid-19 and to ensure people in financial stress can access benefit advice, support and legal representation to challenge decisions, and manage their debts effectively.</p>	<p>- Quarterly monitoring in place to identify and address emerging issues.</p> <p>- Advice provision available on social media and community communication platforms by December 2020</p>
		<p>13.2. Support efforts to increase the frequency of and access to community transport, specifically for rural residents.</p>	<p>- Establish a working group and prepare a paper to examine the potential for increased transport services by January 2021.</p>

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
	<ul style="list-style-type: none"> • Providing support for communities at a local level, including promotion of social enterprise and supporting/ increasing volunteer activity and capacity building across the sector • Development and promotion of longer-term funding support • Continued activity to support inclusive and safe communities through investing in Good Relations and Community Safety initiatives • Supporting delivery of community-based activities • Supporting the development and enhancement of community resilience approaches to adverse situations 	13.3. Work with relevant agencies to develop greater volunteering at community level, building on the successes of work undertaken during COVID-19.	- Pilot project delivered in partnership with Volunteer Support Organisations to promote formal registration and continued opportunities for volunteers involved in the volunteer response by December 2020
		13.4. Work on an interagency basis to develop effective funding support for those most in need at a local community level.	- 2 Grant Aid programmes supporting the Community Response and Community Recovery delivered by March 2021 - Support a minimum of 8 groups through the resource budget
		13.5. To carry out a review of Community Grant Aid Programmes including Consultation with internal and external stakeholders	- Review of the grant aid process and programmes completed, and changes implemented by March 2021
		13.6. Develop a Good Relation Strategy and online Action Plan for 2021 – 2024	- Strategy in place by March 2021 - Action Plan delivered in line with identified milestones/measures
		13.7. Work in partnership with PCSP, PSNI and NIHE to address ASB issues through the ASB working groups	- Investigate and resolve 70% of cases involving EH reported to ASB working group by March 2021
		13.8. To develop community capacity and review how Communities are supported including through opportunities for enhanced service provision.	- Community capacity building programme delivered in partnership with other support agencies by March 2022 - Reopening and funding guidance available to communities - Satisfaction evaluation tool established and in place by April 2021 - Integrated approach to the delivery of Community Services at a DEA level piloted by January 2021. - Revised delivery structure within Community agreed and implemented by April 2021
Outcome 4:	14. Ensure that children and young people have a voice in decisions which affect them and actively have their voices heard	14.1. In partnership with other agencies, develop a forum for young people to have their voices heard in decision making	- Establish a working group to develop appropriate structures supporting effective ongoing engagement with young people by April 2021
		14.2. Develop, implement and monitor specific programmes for young people in the	- Children and young person's champion/advocate in place within the Council by January 2021

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
		district for issues aimed at improving their social, recreational, economic and emotional health and wellbeing.	<ul style="list-style-type: none"> - Internal protocols to support a coordinated approach to the delivery of programmes for Children and Young People established within FODC by March 2021 - Annual plan / calendar of activities for Children and Young People in place for 2021/2022
	15. Develop and deliver a sustainable action plan for inclusive and accessible play spaces and play provision across the district that meets the play needs of children and young people	15.1. Develop and implement the Council’s Play Park Strategy and Implementation Plan	<ul style="list-style-type: none"> - Present options for Council approval by January 2021 - Commence development of Play Plan and Works Programme by April 2021 - Complete Works Programme by March 2027
	16. Provide positive, inclusive and accessible opportunities, working alongside our partners, for children and young people to participate in sports and other leisure and cultural activities	16.1. Progress the development of the Community Hubs across the district in line with the Active Together Strategy	<ul style="list-style-type: none"> - Establish Community hubs in both rural and urban areas by March 2022 - Programme of Covid-19 recovery activities for children and young people to participate in sport in place by March 2021
		16.2. Work with communities and clubs to develop the Community Champions initiative	<ul style="list-style-type: none"> - Community Champions support programme to identify, assist and support local volunteers delivered by March 2022
		16.3. Deliver the Geopark Development Plan – Education Pillar (Year 1: 22 actions)	<ul style="list-style-type: none"> - Agree Geopark Education Manifesto by 31 March 2021 - Establish Education Working Group by 31 March 2021 - Establish Learning Outcome Measures to evaluate success by 31 March 2021 - Develop and Deliver annual programme of events and activities to include curriculum enhancement, Science Week, Summer Science Summer Scheme and citizen Science: (80 participants (2020/21) 200 participants (2021/22) Participant satisfaction
		16.4. Implement the Family Focus for arts venue identified in the business plans	<ul style="list-style-type: none"> - “Family Focus” prioritised in venue audience recovery planning
		16.5. Develop and deliver education programmes and on-line resources at MAC & Museum	<ul style="list-style-type: none"> - Establish Learning Outcome Measures to evaluate success by 31 March 2021 - Annual programme of education events, programmes and activities developed and delivered

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:																				
			<p>- Review and revise education programmes and associated on-line resources</p> <table border="1"> <thead> <tr> <th></th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> </tr> </thead> <tbody> <tr> <td>On site</td> <td>6817</td> <td>1000</td> <td>4500</td> </tr> <tr> <td>Outreach</td> <td>1480</td> <td>1100</td> <td>2000</td> </tr> <tr> <td>Digital</td> <td>0</td> <td>500</td> <td>1000</td> </tr> <tr> <td>TOTAL</td> <td>8297</td> <td>2600</td> <td>7500</td> </tr> </tbody> </table>		2019/20	2020/21	2021/22	On site	6817	1000	4500	Outreach	1480	1100	2000	Digital	0	500	1000	TOTAL	8297	2600	7500
	2019/20	2020/21	2021/22																				
On site	6817	1000	4500																				
Outreach	1480	1100	2000																				
Digital	0	500	1000																				
TOTAL	8297	2600	7500																				
		16.6. Create and deliver opportunities for young people to engage with the Irish Language.	- Programme for young people to engage with Irish delivered, ie, 4 new programmes (2020/21); baseline 2 (2019/20); 80 Participants (2020/21); baseline 180 (2019/20)																				
Outcome 5:	17. Work with local government and other partners to promote and grow the sub-regional economy and cross-border corridor. This to include: <ul style="list-style-type: none"> • Growth Deal proposal for the Mid, South and West Region of NI with Mid Ulster and Armagh, Banbridge and Craigavon Councils • Development of a cross-border corridor in conjunction with neighbouring County Councils and the Irish Central Border Area Network (ICBAN) 	17.1. Progress the development of strategic projects and interventions identified through the MSW Growth Deal to secure their delivery	<p>- Regional Economic Strategy updated and launched by September 2020</p> <p>- Bid to NI Executive Complementary Fund agreed and submitted in line with fund timeframes</p> <p>- Key MSW interventions identified and SBCs developed by October 2022 towards agreeing Heads of Terms</p>																				
		17.2. Working through ICBAN, secure agreement on a Regional Framework for the ICBAN area; identify and secure access to funding towards delivery of cross-border interventions	<p>Framework agreed by November 2020</p> <p>- key partnership initiatives for FODC identified by October 2020</p> <p>- key initiatives aligned to specific officers and programmes</p>																				
	18. Grow our local Tourism economy through the delivery of a Tourism Development Plan, working in partnership to make Fermanagh and Omagh a ‘go to’ experience. This to include: <p>a. Developing tourism brands and packages;</p>	18.1. Deliver the FODC Events Strategy to include implementation of Sponsorship Support packages	<p>- Annual Events Programme in place in line with relevant guidelines</p> <p>- Sponsorship of events to commence April 2022</p>																				

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
	<p>b. Developing tourism infrastructure and experiences; c. A programme of support and capacity building for tourism providers; d. Building recognition of the district as an event-friendly destination through delivery of an Events Strategy</p>		
	<p>19. Facilitate initiatives to support new and existing businesses and new/emerging sectors. This to include: a. Delivery of economic development programmes; b. Developing a compelling proposition to attract investment & people to the district; c. Reviewing and developing the support available to those not in employment, education or training to increase skills levels alongside maximising opportunities for support into employment through the Council’s apprenticeships and graduate placements.</p>	<p>18.2. Work in partnership with TNI and TI to develop a Tourism Strategic Framework for the district</p>	<ul style="list-style-type: none"> - Secure financial commitments for Framework Development from TNI by December 2020 - Engage specialist support by March 2021 - Framework in place by December 2021
		<p>18.3 & 19.1. Develop, agree and deliver a Tourism and Economic Recovery Plan 2020-22 for the district, taking account of the ongoing restrictions around Covid 19, with specific interventions around:</p> <ul style="list-style-type: none"> - Tourism - Business Support - Town Centre Recovery - Workforce and Skills - Brexit Planning/Preparedness 	<ul style="list-style-type: none"> - Draft plan developed by September 2020 inclusive of five Performance Report Cards - Quarterly monitoring of performance report cards in place
		<p>19.2 Develop a Local Economic Development Action Plan for the district which supports the longer term direction of the MSW Growth Deal/Regional Economic Strategy</p>	<ul style="list-style-type: none"> - Agree a ToR and brief for consultancy support by Dec 2020 - Procure support by March 2021 - Plan in place by Sept 2021

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
		and the needs of new and existing businesses	
		19.3. Provide advice to all new businesses and to those food businesses who have changed their business model to respond to Covid-19	<ul style="list-style-type: none"> - Provide support to 100% of food businesses re changing their business model by March 2021 - Provide Food and/or Health and Safety advice/support to 100% of new businesses by March 2021
		19.4. Provide focused apprentice and graduate placement opportunities	<ul style="list-style-type: none"> - One graduate placement and one apprentice programme in place by March 2021
	20. Ensure the ongoing viability of our key urban service centres through an effective partnership approach to plan for and manage key opportunity sites	20.1. Develop and implement a Town Centre Recovery Plan for both key urban centres	<ul style="list-style-type: none"> - Town Centre engagement and data gathering conducted by August 2020 to inform a Recovery Plan - Town Centre Recovery Plan in place by September 2020 - DfC and DAERA funding allocated in line with funding timeframes - Events Programme in place for both key urban centres by October 2020 to support Christmas 2020 activities - Longer term Events Programme in place by December 2020
20.2. Deliver key urban capital projects including the Enniskillen Workhouse Project and Enniskillen Public Realm scheme		<ul style="list-style-type: none"> - Ensure that monitoring and reporting on capital programme delivery for both projects is undertaken in line with the requirements of the revised governance arrangements. - Deliver both projects in line with agreed project plans and budgets by Spring 2022. - Devenish Paths to be completed by Spring 2021 	
20.3. Work with partners to develop and agree a SOC for the St Lucia site		<ul style="list-style-type: none"> - Liaise with DfI and DfC to seek an update on progress of SOC and associated Ministerial approval - Engage with arrangements to progress to OBC and FBC following agreement of SOC 	
20.4. Scope the opportunity to undertake an update of Masterplans/Place Shaping Plans for Omagh and Enniskillen and progress as appropriate		<ul style="list-style-type: none"> - Liaise with DfC to identify opportunities to progress updates to Masterplans during the 2021/22 financial year by March 2021 - Investigate 'Place Shaping' approach to Plans for key towns and develop a proposed approach by March 2021 - Participate in the Omagh Vacant Sites WG linked to Strule Shared Campus 	

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
	21. Work with partners to support local businesses in improving their preparedness and response to issues arising from Brexit	21.1. Develop and deliver a programme of Brexit support to businesses in conjunction with key partners including Invest NI	- Business engagement and communications plan delivered from September 2020 with INI
		21.2. Through the Brexit Committee continue to lobby for and promote the interests of the Fermanagh and Omagh area to key policy makers	- Brexit Committee to meet bi-monthly - Business support needs identified pre and post Brexit - Delivery of actions outlined in Brexit Performance Report Card and provision of data on agreed performance measures
	22. Through a community planning approach and the Council's representative role, lobby and engage with Government Departments highlighting the infrastructure deficit and needs of the District including improved roads, infrastructure and investment in broadband and telecoms	22.1. Deliver the Full Fibre NI project across the district	- Delivered to all identified sites in line with project timeframes and costs
		22.2. Through the Broadband Working Group continue to lobby and liaise with the Department for the Economy re the roll out of Project Stratum within the district	- Regular progress updates sought from DfE; reports presented to BBWG meetings - Data compiled in relation to local gaps by Jan 2021 - Engagement with DfE on opportunities to extend inclusion of identified gaps in Project Stratum by March 2021
		22.3. Progress delivery of the 'Enabling Infrastructure' pillar within the MSW Growth Deal in terms of the agreed interventions through development of SOCs initially (roads/broadband/mobile)	- Key interventions identified - Strategic Outline Cases developed and agreed by October 2022
	Outcome 6:	23. Commit to a Climate Change Agenda which will reduce our carbon emissions through: • Reductions in consumption of resources • Moving towards a circular economy by reducing overall waste generated, waste to landfill and increased reuse and recycling • Sustainable management of the council's estate and assets • Enhancement and promotion of biodiversity	23.1. Develop and implement new Waste Management Plan including review of household waste collection system, recycling centres and supporting behaviour change activity
23.2. Support the development and implementation of the Six Council Material Sorting and Recycling Facility Project in collaboration with partner authorities			- Update full business case by December 2020 - Complete tender preparation and detailed design by September 2021 - New MRSF facility operational by April 2023
23.3. Develop and implement a long term disposal solution for the Council's food and other residual waste including the closure/capping of the Drumree landfill site			- Appoint Consultants to commence Economic Appraisal by December 2020 - Appoint Design Team to develop preferred option by March 2021

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
	<ul style="list-style-type: none"> Partnership working to identify and invest in approaches to reduce traffic congestion and vehicle emissions by increasing and promoting opportunities for active and shared travel (primarily walking and cycling), including exploring options for enhanced provision of greenways. 		<ul style="list-style-type: none"> Commence procurement by July 2021 Construction commenced by January 2022 Capping of Drummeelane Landfill Site by December 2023
	<p>24. Conserve and promote the natural, built and cultural heritage of our district. This to include:</p> <ul style="list-style-type: none"> Development and delivery of a Heritage Action Plan in partnership with other relevant agencies Development and delivery of management plans for the Sperrins AONB and for the Global Geopark in partnership with neighbouring councils and other stakeholders Monitoring and working to improve air and water quality Supporting development of sustainable access to the countryside with appropriate signage and promotion of anti-littering messages Enhancing and promoting the environment of our towns and villages, through a phased programme of reviews to identify priorities for investment 	<p>23.4. Develop and implement Corporate Fleet Strategy and Fleet Investment Plan</p> <p>24.1. Agree a prioritised and integrated Heritage Plan for the Council to include built, natural and cultural assets and activities (to include Irish and Ulster Scots).</p> <p>24.2. Agree with Community Planning partners the values, priorities, scope and a shared workplan leading to a Heritage Plan for the District.</p> <p>24.3. Implement the Marble Arch Caves Global Geopark Development Plan 2020 – 2030 to include year 1 actions on Governance, Education, Engagement, Tourism, Community and Conservation.</p>	<ul style="list-style-type: none"> Gain Council approval for Fleet Strategy by January 2021 Develop Fleet Investment Plan and reflect in the Council's Capital Programme by March 2021 <ul style="list-style-type: none"> Internal working groups established by Autumn 2020 Audit of current heritage activities and supports by February 2021 First draft Heritage Plan - Spring/Summer 2021 <ul style="list-style-type: none"> Values and priorities to be agreed by 31 March 2021. <p><u>Governance:</u> Agree MoU with Cavan Co by Autumn 2020 Adopt TOR for Geopark Committee by Autumn 2020</p> <p><u>Engagement:</u> New Geopark website operational by 31 March 2021 Develop Geopark Communications Strategy by Autumn 2022</p> <p><u>Tourism</u> Deliver Geopark Ambassadors Programme by 31 March 2021 (20 ambassadors trained/accredited). Deliver Business Development Programme By 31 March 2021 (10 partner businesses accredited)</p> <p><u>Community</u> Complete Community Engagement Plan by 31 March 2021</p> <p><u>Conservation and Recreation</u> Develop and promote Geopark code by 31 March 2021</p>

Corporate Values/ Outcome	Corporate Plan 2020-24: Action Identified	Key Focus for 2020-22	Evidenced by:
		24.4. Carry out an annual review of local air quality under the requirements of the Local Air Quality Management regime and ongoing water sampling and risk assessments in partnership with DWI	- Commence a monitoring programme for No2 at key traffic points in Omagh and Enniskillen by March 2021 - Air Quality Report submitted to NIEA & published on NIEA website by March 2021 and annually thereafter - Complete 100% of risk assessments for private water supplies in the district on behalf of the Drinking Water Inspectorate by March 2021
		24.5. Develop and implement the Council's Biodiversity Strategy and Action Plan	- Develop Strategy and Action Plan and gain Council approval by March 2021
		24.6. Develop and implement a Council Asset Management Strategy including delivery of the Council's Estates Strategy and Action Plan	- Develop Estates Investment Plan and reflect in the Council's Capital Programme by March 2021
		24.7. Develop and implement Park Management Plans for Strategic Park Sites	- Develop Park Management Plans for strategic sites in consultation with 'Friends' Groups' and local stakeholders by June 2021
	25. Deliver on our responsibilities to improve the quality of the local environment through the Clean Neighbourhoods and Environment (NI) Act 2011, including working with communities to develop initiatives aimed at creating and promoting community pride in local neighbourhoods	25.1. Develop and implement a local Environmental Quality/Clean Neighbourhoods Action Plan	- Develop Local Environmental Quality Action Plan for Council approval by June 2021
		25.2. Work with statutory partners and others to respond efficiently to service requests under the CNEA	- Respond to 90% of service requests under CNEA within 3 working days

