



Performance Improvement Plan

1st April 2023 – 31st March 2024

Sustainable Approach to Recovery

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1.0 Context

As Fermanagh and Omagh District Council enters the final year of its current Corporate Plan which covers the period 2020-24, this document continues the approach set out in the Performance Improvement Plan 2022-2023 and outlines the Improvement Objectives which have been prioritised for the year ahead, against a backdrop of significant financial pressures and budgetary cutbacks.

The Council continues to work across all its service areas and with partners and stakeholders to promote recovery following the impacts of the Covid 19 pandemic. However, Council budgets for the 2023-24 year have been established during a continued period of financial uncertainty, including the impact on the UK from the war in Ukraine, together with a significantly high inflation period, higher and rising interest rates, uncertain government policy, and a deteriorating economic outlook. The Council is faced with unprecedented financial challenges; most forecasts anticipate that this situation will persist for some time and the Council continues to assess the difficulties being experienced by many residents of the district, particularly the most vulnerable, in terms of managing household incomes. These pressures have significantly impacted on Council budgets across all services and, whilst this document outlines our approach to Improvement Objectives for the 2023-24 year, there will be an increased focus on reviewing how we currently deliver services to maintain our focus on core and statutory service provision and achieve ongoing efficiencies.

2.0 Introduction

Part 12 of the Local Government Act (NI) 2014 sets out a General Duty of Improvement for local government, whereby all district councils must put in place arrangements to secure continuous improvement in the exercise of their functions. The Council is required to set annual improvement objectives and to have in place arrangements to achieve these objectives. The Council recognises 'improvement' to mean activity that enhances the sustainable quality of life and environment for ratepayers and communities.

Fermanagh and Omagh District Council has embedded an Outcomes Based Accountability (OBA) performance management framework and the Improvement Plan 2023-2024 continues to adopt this approach, identifying performance measures aligned to actions and contributing towards outcomes set out in the Community Plan for the district.

The Performance Improvement Plan (PIP) outlines the Council's key objectives for improvement, how performance will be measured and what positive outcomes stakeholders can expect because of the identified improvement activity. It represents the Council's commitment to achieving continuous improvement in the delivery of key services, however, the PIP does not describe every





improvement the Council plans to make during 2023-2024. Whilst the Council faces significant financial and other challenges, it will continue to work to secure continuous improvement across all those services being delivered, however, an inevitable consequence of this is reduction in the scope of performance improvement objectives:

Performance Improvement Objectives 2023-2024

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| 1. We will protect the environment and improve its sustainability |
| 2. We will work in partnership to tackle disadvantage, with a focus on reducing poverty to ensure our people have equal access to opportunities |
| 3. We will work to accelerate economic recovery and job creation, enhancing skills and providing opportunities for sustained employment |

These objectives have been developed within the context of Corporate Business Planning and the Council’s Performance Management Framework, as well as taking into account the cost-of-living crisis, the needs of our residents, and the significant financial pressures the council is operating under.

In identifying Improvement Objectives, the Council has ensured that they are:

	Aligned to the FO 2030 Community Plan, Corporate Plan ‘<i>Delivering Sustainable Change Together 2020-2024</i>’ and associated Directorate Business Plans
	Evidence and intelligence led
	Aligned to the seven strategic aspects of improvement
	Legitimate, clear, robust, deliverable, and demonstrable

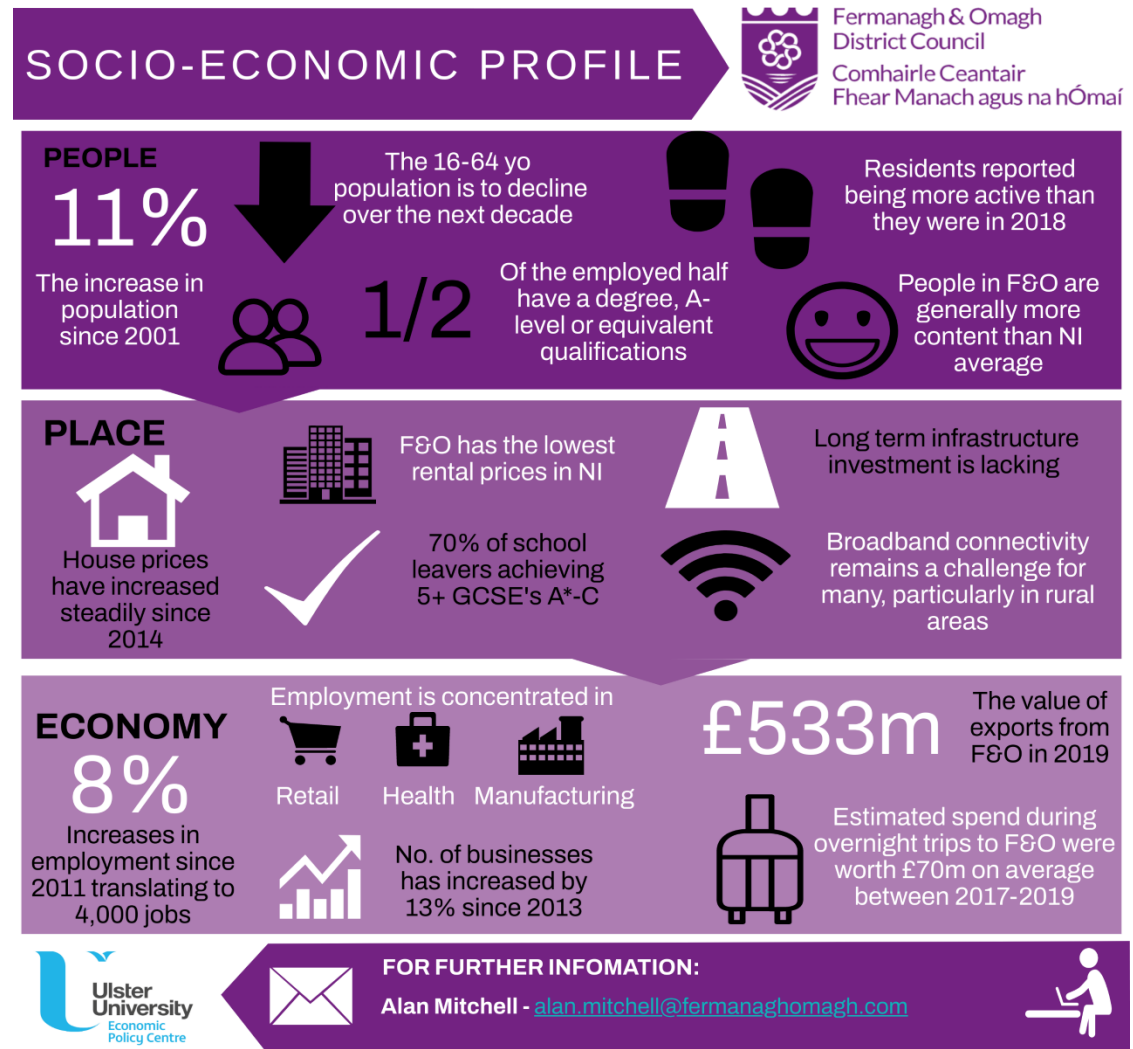
3.0 Socio-economic Profile of Fermanagh and Omagh District

Fermanagh and Omagh District (FODC) is the largest in Northern Ireland (NI) by land mass and the smallest in terms of population. It is home to 117,337 people, 70% of whom live outside the two main towns. It is an area of great natural beauty and the location of 11% of all NI's businesses, the vast majority of these are micro-enterprises. This landscape and sparse population provide challenges in terms of service provision.

The infographic on the right provides an overview of the key statistics at District level that has informed our strategic planning approach. This FODC in partnership with the University of Ulster socio-economic profile, (completed 2022), is developed under three themes:

- **People**
- **Economy**
- **Place**

A full copy of the report can be accessed at www.fermanaghomagh.com



4.0 Key achievements: Performance Improvement Plan 2022-2023

The PiP 2022-2023 identified six Improvement Objectives, three of which have been brought forward and further developed in the plan for 2023-2024. A snapshot of some of the key achievements (at 1st February 2023) 2022-2023 is illustrated in **Figure 1: Key achievements 2022-2023** below, however you can view the full Progress Report '**Sustainable Approach to Recovery 2022- 2023** in full at www.fermanaghomagh.com

Figure 1: Key achievements 2022-2023			
3,943 people, schools and community groups involved in 'environmental activities'	10,780 People supported to access healthy food choices	51 people in the district supported through the Verve programme	Visitor Experience Development Plan developed for FODC
1,206.49t, CO.e reduction in carbon emissions p.a. across the Council's 30 main buildings (tonnes)	180 referrals made by foodbanks to provide clients with further support	216 business plans approved	Place Shaping Plans for Omagh and Enniskillen developed for FODC
73% of Display Energy Certificate ratings 'C' or better in Council Estate	783 Children availed of food provision at Council summer	£80K allocated to SVP towards fuel support for vulnerable residents	5000+ Visitors to Sperrin sculpture Trail Giant at Mullaghcarn
13.6 Ha of land managed for Biodiversity	£1.5M additional money secured in FODC by advice services in relation to all type benefits	715 Winter Warm packs delivered (2,300 requests received)	
17 Invasive Alien Species treatment sites	£2M of all type debt dealt with by advice services in FODC	Winter Woolly Rally 350+ items knit by volunteers and allocated through SWAP, SVP and Foodbanks.	
39 staff have completed Carbon literacy training	500k+ leisure centre users	£28k allocated for food support in schools through COL measures.	

5.0 Identifying the Performance Improvement Objectives 2023-2024

The Council remains committed to delivering improvements and value for money across the services it provides and aims to 'continuously improve' on performance year on year. As we face these challenges, the Council has had to take some difficult decisions around priorities to ensure the continuation of key statutory services.

The Council's accepted definition of improvement is taken from statutory guidance and states that "***improvement is... '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'***". The Improvement Objectives are fully aligned to the district's community planning outcomes and align with the strategic aspects of Improvement in accordance with the Local Government Act (NI) 2014, which states that each performance Improvement Objective should bring about improvement in at least one of the following aspects (see *Appendix 2: for Service Criteria overview*):

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

The Improvement Objectives 2023-2024 are underpinned by a suite of 'supporting actions', 'best ideas' and 'performance measures. They are clearly aligned to the FO 2030 Community Plan and the Council's Corporate Plan '***Delivering Sustainable Change Together 2020-2024'*** (which is in its final year) as well as to other regional and local plans. ***Figure 2: Programme for***

Government and other Regional Strategies, Plans and Programmes illustrates how these plans are interrelated.



The Council has also taken into consideration performance information from the following sources to support the development of the performance improvement objectives:

- The Northern Ireland Audit Office Audit and Assessment Reports and the 'proposals for improvement', which are currently being progressed.
- The Assessment of Performance 2022-2023, including progress against corporate priorities, performance improvement objectives and statutory performance indicators and standards for economic development, planning and waste management.
- The impact of the financial landscape councils is currently operating in with significant budgetary pressures.

5.1 FO 2030 Community Plan

Both the Community Plan and Corporate Plan have adopted a shared vision:

Our Vision for Fermanagh and Omagh is of a welcoming, shared, and inclusive 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.

The Community Plan sets the strategic direction which all community planning partners, both at an individual organisation level and collectively, will work towards to achieve our shared Vision and to improve quality of life for all our people. This strategic direction encompasses three thematic areas and six long-term outcomes.

An Outcome is the positive result which we aim to achieve for our population – it is not a reflection of how things are now, but of what we are aiming towards. We will measure progress towards the achievement of the outcomes through a set of performance indicators.

Theme	Outcomes
People and Communities	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
Economy, Infrastructure and Skills	5. Our economy is thriving, expanding, and outward looking
Environment	6. Our outstanding and culturally rich environment is cherished, sustainably managed and appropriately accessible
Cross-cutting priority: Strong Partnership Working	




5.2 Fermanagh and Omagh District Council Corporate Plan Delivering Sustainable Change Together 2020-2024

The Corporate Plan 2020-2024 sets out the following mission statement and aligned strategic priorities:

The Council has defined its core purpose as:

“We work in partnership to improve the lives and wellbeing of our communities and to provide the best quality experience for those who visit our District”

The Council identified and agreed the following priorities for the period 2020-2024 and Table 1: Corporate Priorities aligned to Improvement Objectives demonstrate how the Improvement Objectives relate to each priority.

Table 1: Corporate Priorities aligned to improvement objectives	
Corporate Improvement Priority Area 2020-24	Related Improvement Objective 2023-24
 <p>Positive Climate Action: what we will do to support an agenda to positively address climate change, including promotion of a circular economy ethos</p>	1. We will protect the environment and improve its sustainability
 <p>Tackling Disadvantage: work to address the difficulties preventing people from participating fully in society, including poverty, but also, eg, limiting factors in one’s life situation (such as a lack of skills), unequal levels of health and wellbeing associated with economic disadvantage and discrimination</p>	2. We will work in partnership to tackle disadvantage, with a focus on reducing poverty to ensure our people have equal access to opportunities
 <p>Jobs and the Local Economy: our district is highly dependent on small, local businesses and continued high levels of entrepreneurship which we will continue to nurture and support</p>	3. We will work to accelerate economic recovery and job creation, enhancing skills and providing opportunities for sustained employment

The Council has assessed the Performance Improvement Objectives against the following criteria, and considers them to be (see section 6 for full analysis):

- **Legitimate:** All Improvement Objectives make a demonstrable contribution to at least one or more of the seven aspects of improvement listed in the Act.
- **Clear:** All Improvement Objectives have performance measures identified and an outline of how each one will contribute to improving quality of life for our citizens through alignment with relevant population indicators.
- **Robust:** All Improvement Objectives outline what improvements citizens can expect.
- **Deliverable:** All Improvement Objectives are linked to service areas and Directorate Plans with defined budgets in place for promoting delivery.
- **Demonstrable:** All Improvement Objectives have identified the evidence that will be requested on a quarterly basis to demonstrate impact.

6.0 Statutory Performance Indicators and Standards

Section 89 of the Local Government Act (NI) 2014 requires the Council to publish the results of the performance measures (indicators*) and standards that are set by central government around economic development, planning and waste management. The seven statutory performance measures and standards, as outlined in the Local Government Performance Indicators and Standards Order (2015), are set out below:

Statutory Indicator	2018/19		2019/20		2020/21		2021/2022		RAG Status
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
ED1: The number of jobs promoted through business start-up activity	170	170	170	172	170	101	170	186	
P1: The average processing time of major planning applications	30 weeks	22 weeks	30 weeks	23.4 weeks	30 weeks	58.6 weeks	30 weeks	110.2 weeks	
P2: The average processing time of local planning applications	15 weeks	12.2 weeks	15 weeks	10.6 weeks	15 weeks	15.6 weeks	15 weeks	16.4 weeks	

High Content Level PIP 2023-2024 for purposes of pre-consultation phase

Statutory Indicator	2018/19		2019/20		2020/21		2021/2022		RAG Status
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
P3: The percentage of enforcement cases processed within 39 weeks	70%	84.9%	70%	81.1%	70%	56.6%	70%	60.6%	
W1: The % of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).	50% by 2020 (FODC target set of min of 1% increase pa)	48.75%	50% by 2020 (FODC target set of min of 1% increase pa)	49.1%	50% by 2020 (FODC target set of min of 1% increase pa)	47.3%	50% by 2020 (FODC target set of min of 1% increase pa)	47.7%	
W2: The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	< 14,675 tonnes	13,677	< 13,781 tonnes	13,478	<13,781	14,410 tonnes	<13,781	14,026	
W3: The amount (tonnage) of Local Authority Collected Municipal Waste Arisings	n/a	55,931 tonnes	n/a	55,233	n/a	58,108 tonnes	n/a	58,209 tonnes	

The Council has put in place the following arrangements to monitor progress against the standards set for the statutory performance measures:

- Statutory indicator ED1 is assigned to improvement objective **‘We will work to accelerate economic recovery and job creation, enhancing skills and providing opportunities for sustained employment’**.
- Statutory indicators P1, P2 and P3 are assigned to improvement objective **‘We will work to accelerate economic recovery and job creation, enhancing skills and providing opportunities for sustained employment’**.
- Statutory indicators W1, W2 and W3 are assigned to improvement objective one **‘We will protect the environment and improve its sustainability’**.
- Inclusion within the Performance Improvement Plan, with progress monitored biannually through the Senior Management Team and relevant Council Committee.
- Inclusion within Directorate Business Plans, with progress being monitored on an ongoing basis.
- Data submissions to Government Departments, with reports being issued to monitor the performance of each Council, outlining regional trends and comparisons.

6.1 Self-Imposed Performance Indicators


The Council also reports annually on a range of self-imposed performance measures through its Annual Performance Report. This suite of performance measures continues to be developed as we work with other Councils towards a regional benchmarking arrangement such as through the *Association for Public Service Excellence (APSE)*. Currently nine of eleven NI Councils are members of APSE Performance Networks.

Appendix 3: Self Imposed Performance Indicators Trend Analysis provides an overview of performance across a number of years in respect of these measures. Data on performance during the 2022-2023 year will be published by 30 September 2023 on the council’s website at www.fermanaghomaggh.com in the Annual Performance Report 2022-2023.

7.0 Improvement Objectives 2023/24 – What we will do

The table below provides further detail on each of the three improvement objectives identified for 2023/2024, how each aligns to the ‘FO 2030 Community Plan’, the Corporate Plan ‘*Delivering Sustainable Together 2020-2024*’, the United Nations’ Sustainable Development Goals and relevant strategies at regional and local level. Information is provided on associated evidence and data trends which have supported identification of the Improvement Objective alongside the targeted customers, high-level actions, and performance measures. You can view the ‘**Population Trend Analysis 2022**’ and ‘**Performance Measure Trend Analysis 2022**’ at www.fermanaghomagham.com in full.

7.1 We will protect the environment and improve its sustainability

Improvement Objective One	Lead officer: Director of Environment and Place Supported by: Head of Parks and Open Space and Lead Climate and Sustainable Development Officer
Related Community Plan theme outcome/s and Corporate Plan priority area	Theme: Environment Outcome: 6 Our outstanding and culturally rich environment is cherished, sustainably managed and appropriately accessible Priority: Climate Change
Links to UN Sustainable Development Goals	
Target Customers	<ul style="list-style-type: none"> • All residents • Businesses • Statutory Partners

	<ul style="list-style-type: none"> • Community and Voluntary sector groups • Schools • Council Staff (inc. Building Managers) • Land and Property Developers
<p>Strategic significance at regional and local level</p>	<ul style="list-style-type: none"> • Building Forward: Consolidated COVID19 Recovery Plan (NIE) • Climate Change Act (Northern Ireland) 2022 • Draft Green Growth Strategy for Northern Ireland • Draft Environment Strategy for Northern Ireland • Energy Strategy – Path to Net Zero (December 2021) • FODC Community Plan and Corporate Plan • FODC Climate Change and Sustainable Development Strategy 2020-2030 and Action Plan Restore, Revive, Thrive • Local Development Plan • FODC Biodiversity Strategy and 2022-2027 and Biodiversity Action Plan • FODC Estate Strategy 2020-2030 • FODC Fleet Strategy
<p>What’s the story behind the baseline?</p> <p>(or why has this improvement objective been retained, reconfigured or identified)</p>	<p>Climate Change is the most significant global challenge we face in the next ten years. It is widely accepted that the climate has reached crisis point and FODC has recognised this by declaring a climate emergency in 2021 and launching its first ever Climate Change and Sustainable Development Strategy and Action Plan. This objective has been retained from the Performance and Improvement Plan 2022-2023 as it is a key priority in the Green Growth and Sustainability outcome in the Executive’s Recovery Plan and implementataion of the Council’s Climate Change Action Plan ‘Restore, Revive and Thrive’ continues to be implemented. The Council recruited a Lead Climate and Sustainable Development Officer in 2021 and continues to invest in its staff resources to support the corporate approach and commitment to the Climate Strategy and Action Plan .</p> <p>6a: Biodiversity</p> <p>The Fermanagh and Omagh district is one of the most biodiverse regions in Northern Ireland with a number of priority habitats and species located within our area. This is a highly valued resource and one of the unique selling points of our district. However, there are various risk factors, such as climate change, pollution and invasive species. One of the biggest risks is apathy amongst the population, or</p>

	<p>a lack of understanding. The indicator suggests that only 45% of the population have heard of the phrase 'biodiversity'. Thus, there is a significant range of action needed to increase biodiversity awareness amongst the population to develop a sense of eagerness to protect. As this action develops, the indicator is likely to be supplemented by more specific data, such as the level of wild bird and/or butterfly activity, as this is considered a leading indicator for wider environmental conditions.</p> <p>6b: Heritage at Risk The Heritage at Risk Register highlights the vulnerability of our heritage. This was initially classed as 'buildings at risk' and subsequently 'built heritage at risk'. It is now a more comprehensive database, capturing all forms of heritage and contains a selection of listed buildings, scheduled monuments and other historic structures from throughout Northern Ireland which are currently at risk and require a sustainable future. In 2022 there are 131 heritage sites at risk within Fermanagh and Omagh. Efforts are required to identify opportunities to prevent further deterioration and, where practicable, to sustainably restore this resource.</p> <p>6c: Street Cleanliness Street cleanliness is considered a proxy for cleaner, greener and more sustainable communities with a better quality of life. In addition, street cleanliness is a clear demonstration of local pride in an area. In Fermanagh and Omagh, 12% of all transects are badly affected by littering and/or dog fouling. 30% of transects are not accessible for mechanical sweepers. The indicator used here is based on a score from the local environmental audit (LEAMS). It is a measure used in Scotland and Wales and is a wider measure of street cleanliness. The data for Fermanagh and Omagh in 2020/21 is a score of 68, which is a slight improvement on the previous year (66) but slightly above the NI average of 65, suggesting streets in Fermanagh and Omagh generally have a higher level of cleanliness than those in some other parts of NI. However, it should be noted that the average NI LEAMs score fell from 71 in 2018/19 to 65 in 2020/21. Action will centre on engagement with local communities in trouble spots, promotion of the eco-schools programme and demonstrating the standards expected in green flag parks.</p> <p>6d: % journeys made on public transport and active travel At 15%, the figures for the district fall well below the Northern Ireland average of 25%. This is largely due to the rurality of the district and the limited public transport service available across rural areas. In</p>
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	<p>some cases there will be no alternative to use of the car, particularly for commuting, however efforts should be made, where practicable, to encourage use of public transport and/or other forms of active travel due to the personal, social and environmental benefits which could be gained.</p> <p>6e: % people having a positive impact on the environment One of the most important actions that can improve environmental conditions is getting people to make small changes in their day-to-day lives. This indicator is based on such a premise, compiling a list of actions people have taken in the past 12 months. The list contains popular steps such as reusing plastic bags, using energy efficient lightbulbs and recycling/upcycling old goods. Less popular measures include activities such as hiring products as opposed to buying, volunteering for environmental causes and using non-disposable nappies. The figure used relates to people who have not taken any action listed in the survey, and has been generally increasing, from 3% in 2012 to 8% in 2018 even as the list has widened. However, this figure sharply decreased to 1% in 2019. Preserving this positive trend will continue to be a challenge. This indicator provides a lot of opportunity for action, both with the more common positive environmental activities and the more difficult to achieve.</p> <p>6f: Climate change – CO2 emissions per capita People generally are becoming more aware of their carbon footprint and in particular the emissions of CO2. The indicator shows that on a per capita basis, CO2 emissions have been falling in Fermanagh and Omagh, from 17 tonnes per person per annum in 2005 to 12.2 in 2020. Much of this is likely to have been driven by the reduction in emissions from cars, deindustrialisation in the district and the modernisation of equipment. Whilst this is a positive story, with the curve moving in the right direction, significant challenges remain. For example, the proposed ban of new diesel, petrol and hybrid powered cars presents challenges in a rural district where the current range of electric vehicles; and the infrastructure to support them is insufficient to enable wholesale changes in the population. Other data; indicator 6d, suggests a continuing high dependency on the car as opposed to public transport or walking/cycling. The barriers to public transport are well understood, and relevant, in Fermanagh and Omagh, but there is still scope for action to reduce carbon emissions.</p> <p>6g: % municipal waste sent for reuse, recycling and composting 45% of all waste in Fermanagh and Omagh was preparing for reuse, dry recycling and composting in 2020/21; this falls short of the Northern Ireland average (50%). A food waste collection service has</p>
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	assisted in moving us towards the achievement of this target, nonetheless, efforts must be made to continue to change culture and mindsets and to encourage both householders and businesses to build on the steps that have been made and to further embrace initiatives aimed at increasing reuse, recycling and composting.
Statutory Service Criteria	<ol style="list-style-type: none"> 1. Strategic Effectiveness 2. Service Quality 3. Service Availability 4. Fairness 5. Efficiency 6. Sustainability 7. Innovation
Actions	
1. Implementation of Climate Change and Sustainable Development Action Plan Restore, Revive, Thrive	
2. Implement an action plan to support Energy Management	
3. Implementation of Fermanagh and Omagh District Council Biodiversity Action Plan	
What difference will this action make?	
<ul style="list-style-type: none"> • Embed the legislative duties contained in the Climate Change Act (NI) 2022 into our governance, processes and interventions at local level. • Provide a sound governance process to monitor the impact of the Climate Change Action Plan, Biodiversity Action Plan and Energy Management Plan • Enhance potential to secure additional resources to invest in climate action and mitigation practices • Improve the environmental behaviours of our citizens and encourage a more sustainable approach • Marketing and promotion of responsibilities through promotion of Reduce, Reuse, Recycle (and similar initiatives) utilising social media platforms • Improved air quality and better utilisation of natural resources • More woodland and tree provision across the district improving the local environment • Increased tree coverage to enhance the reduction of flooding and erosion • Assurance that ongoing efforts are being made to reduce CO₂ levels and support positive climate action through more sustainable management of the Council's estate and energy consumption levels. 	

7.2 We will work in partnership to tackle disadvantage, with a focus on reducing poverty to ensure our people have equal access to opportunities.

<p>Improvement Objective Two</p>	<p>Lead officer: Director of Community and Wellbeing</p> <p>Supported by: Head of Community Services, Head of Regulatory Services and Lead Data and Intelligence Officer</p>
<p>Related Community Plan Theme, Outcome/s and Corporate Plan priority area</p>	<p>Theme: People and Communities</p> <p>Outcome 3: Our communities are inclusive, safe, resilient, and empowered and 4. Our people have the best start in life with lifelong opportunities to fulfil their potential</p> <p>Priorities: Tackling Disadvantage</p>
<p>Links to UN Sustainable Development Goals</p>	
<p>Target customers</p>	<ul style="list-style-type: none"> • Rural Residents in identified SOAs in the district • Working poor • Families • Single households • Disabled people
<p>Strategic significance at regional and local level</p>	<ul style="list-style-type: none"> • Building Forward: Consolidated COVID19 Recovery Plan (NIE) • DfC emerging Anti-Poverty Strategy (Available : RECOMMENDATIONS ON THE DEVELOPMENT OF AN ANTI-POVERTY STRATEGY FOR NORTHERN IRELAND) • DfC emerging People and Place Strategy • The Child Poverty Strategy • NI Children and Young People’s Strategy 2020-2030 • FODC Community Plan and Corporate Plan

<p>What’s the story behind the baseline?</p> <p>(or why has this improvement objective been retained, reconfigured or identified)</p>	<p>3c. % of people living in relative poverty: relative poverty measures what proportion of the population are living in poverty in any given year and is the principle statistical measure of poverty. It is also an income only measure. The latest data show that 21% of people living in Fermanagh and Omagh are living in relative poverty; the comparable figure for NI is lower at 17%. The projection, which is ‘policy neutral’ suggests that the gap in poverty between Fermanagh and Omagh residents’ and the NI average is due to widen over time, albeit on a downward trajectory.</p> <p>4c: Childhood development in their immediate pre-school year By the time that children are ready to attend school, they have already had a variety of experiences and have developed in several ways, much of which will have occurred in the home. It is important to understand how this development has taken shape as it will influence a child’s early education outcomes, and potentially have a longer-term impact. This indicator is related to the NI PfG data development indicator, thus there is no baseline available at present. When data are available at LGD level, this indicator will be baselined and added to this report card. Action is likely to focus on the promotion and provision of information on good practice for early childhood development</p> <p>4d: % children living in low-income families There is strong evidence that children who live in households in poverty have poorer life outcomes. This manifests itself with poorer education outcomes, greater exposure to alcohol and drug dependence and a lower life expectancy at birth. Given this strong evidence base, it is important to recognise the adverse impact living in poverty is likely to have in ensuring the best start in life. This indicator uses ONS ‘children living in low-income families’ data, which suggests just over one-in-five children live-in low-income families. This is broadly like population level poverty levels. Supplementary data from the Multiple Deprivation Measure publication would suggest this could be double in certain areas within the district. Therefore, this data will need to be used to ensure interventions are targeted at those most in need, as the level of intervention required in impoverished areas is likely to be greater than elsewhere in the district.</p> <p>5b: % of the population who are economically inactive Economic inactivity has remained stubbornly high in Fermanagh and Omagh; and indeed across NI, over the past decade, tending to fluctuate at approximately 40% for all people aged 16 years or older</p>
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	<p>and 30% for those of ‘core working age’ (16-64 years), although the 2021 Labour Force Survey (NISRA) identifies a drop in levels of economic inactivity in the working age population to 25%. A factor underpinning the historically high levels may be the numbers of young people who leave the district either to study or to avail of career opportunities elsewhere, many of whom don’t return. Other factors may be the lower level of wages available in the district or issues such as childcare costs which may not make it financially attractive for some benefit claimants to take up employment. Issues around income security for those on part-time or flexible hours contracts may also be a factor as well as, perhaps, a mismatch of skills with the posts available.</p>
<p>Statutory Service Criteria</p>	<ul style="list-style-type: none"> • Service Availability • Fairness • Sustainability • Innovation
<p>Actions</p>	
<p>1. Progress the development and implementation of an Anti-Poverty Strategy</p>	
<p>2. Implement targeted interventions to support the most vulnerable in our society</p>	
<p>What difference will this action make?</p>	
<ul style="list-style-type: none"> • Support those in poverty to ensure they meet their basic needs in an unprecedented time with significant rising costs of living and more and more low paid families suffering food, fuel, and transport poverty • Enhance data and intelligence at local level in relation to deprivation, to ensure projects and interventions are targeted at the most vulnerable in our society • Ensure targeted interventions are supporting those most in need during the cost-of-living crisis by developing a local criteria to assess who is considered ‘the most vulnerable’. • Enhance partnership working amongst support partners and strengthen referral mechanisms improving awareness of service availability and the needs of those living in poverty • Develop more sustainable pathways out of poverty, communities must be part of the decision-making process to break the cycle of poverty. 	

7.3 We will work to accelerate economic recovery and job creation, enhancing skills and providing opportunities for sustained employment

Improvement Objective Three	Lead officer: Director of Regeneration and Planning Supported by: Head of Economic Development and Investment and Head of Place Shaping and Regeneration			
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	Theme: Economy, infrastructure, and skills Outcome: Our economy is thriving, expanding, and outward looking Priority: Jobs and the Local Economy			
Links to UN Sustainable Development Goals				
Target customers	<ul style="list-style-type: none"> • Recently unemployed • Economically inactive • Those facing redundancies (contractually available to participate in programmes) • School Leavers and Graduates • Under-employed (in part-time employment seeking additional hours) • Existing business • New businesses 			

<p>Strategic significance at regional and local level</p>	<ul style="list-style-type: none"> • Building Forward: Consolidated COVID19 Recovery Plan (NIE) • Skills for a 10X Economy • NI’s Decade of Innovation • Skills Strategy (NI) • FODC Community Plan and Corporate Plan • FO Labour Market Partnership Plan 2023-2024
<p>What’s the story behind the baseline?</p> <p>(or why has this improvement objective been retained, reconfigured or identified)</p>	<p>5a: The number of jobs Overall jobs in the Fermanagh and Omagh district decreased following the economic downturn in 2008/09 although, since 2012, has been steadily increasing with the biggest increase in part-time employment. In 2019 there were 53,900 jobs in the district, including employees, self-employed and agricultural labour. Whilst employment levels are above lows recorded in 2011/12, they have plateaued, with projections suggesting low growth in employment over the next 5 years. Continued efforts are needed to provide the conditions which contribute to sustaining and growing employment opportunities in the district, particularly as it is too early to tell the full impact of the COVID-19 pandemic and the cost of living crisis.</p> <p>5b: % of the population who are economically inactive Economic inactivity has remained stubbornly high in Fermanagh and Omagh, and indeed across NI, over the past decade, tending to fluctuate at approximately 40% for all people aged 16 years or older and 30% for those of ‘core working age’ (16-64 years). A factor underpinning the latter point may be the numbers of young people who leave the district either to study or to avail of career opportunities elsewhere, many of whom don’t return. Other factors may be the lower level of wages available in the district or issues such as childcare costs which may not make it financially attractive for some benefit claimants to take up employment. Issues around income security for those on part-time or flexible hours contracts may also be a factor as well as, perhaps, a mis-match of skills with the posts available.</p> <p>5c: Number of registered businesses The number of registered businesses in Fermanagh and Omagh has been increasing steadily since 2015. This is positive in a district where self-employment and micro-businesses have long been prominent, either because of an entrepreneurial eco-system (a positive trait) or due to necessity as there are a lack of large employers locally (possibly a negative trait). Ninety percent of businesses in the district survive their first</p>

	<p>year which is a positive indicator. Efforts are required to continue to promote entrepreneurship and to encourage business growth.</p> <p>5d: Wage levels Average wage levels for those working in the Fermanagh and Omagh district are lower than the Northern Ireland average, ie, £23,339 compared to £27,618. This gap; 13%, is consistent with the long-term gap in wages between those working in Fermanagh and Omagh and the NI average. This does not suggest that a worker doing the same job locally gets paid less than if they were doing the same job in Belfast. Instead, it is largely due to the sectoral mix, with a reliance on lower paid industries such as agriculture, retail and hospitality locally, and less of the well-paid professional services industries. There is a need to attract high growth and higher paid industries to the district and to encourage growth within existing industries so that employees can benefit through increased wage levels.</p>
<p>Statutory Service Criteria</p>	<ul style="list-style-type: none"> • Strategic Effectiveness • Service Quality • Service Availability • Fairness • Efficiency • Sustainability • Innovation
<p>Actions</p>	
<p>1. Progress the implementation of the Labour Market Partnership (LMP) Action Plan 23/24</p>	
<p>2. Promote uptake of entrepreneurship and business start-up activity</p>	
<p>3. Embed the implementation of the new Planning Portal and improve processing times for major and local applications</p>	
<p>What difference will this action make?</p>	
<ul style="list-style-type: none"> • Develop the skills set of people to match those that are needed within the sectors in Fermanagh and Omagh • Sustain small micro businesses in an unpredictable environment whilst providing them with opportunities to grow and develop 	

- Work with communities where unemployment levels are higher to mitigate against the barriers that are preventing people from becoming economically active
- Ongoing support for those interested in starting or growing a business with more identifiable and inclusive support available to social entrepreneurs, young entrepreneurs and female entrepreneurs who are currently under-represented
- Potential for new jobs to be created providing additional employment opportunities within the district
- Sustaining local communities through growing indigenous businesses and reducing numbers of young people leaving the area
- Providing a pathway to employment for those who are currently unemployed, economically inactive or in part-time work.
- A more streamlined planning process with improved processing times
- Work towards improving our planning system to ensure opportunities for investment in the district are available and transparent

8.0 Governance Arrangements

Reviewing performance and reporting progress against our Improvement Objectives to key stakeholders and communities is very important as it facilitates transparency, accountability, and further drives improvement in everything the Council does. The governance arrangements to develop, monitor, report and review the Council's progress in implementing the Performance Improvement Plan 2023-2024 are outlined below:

Directors and Heads of Service

- Implement actions, best ideas and review progress regularly.

Senior Management Team

- Lead the development of the Performance Improvement Plan 2023-2024
- Review and monitor bi-annual progress reports
- Lead the development of the Annual Performance Report

Regeneration and Community Committee

- Review and approval of the Performance Improvement Plan 2023-2024

- Review and monitor bi-annual progress reports
- Review and approval of Annual Performance Report

Audit Committee

- Provide assurance that performance management arrangements are robust and effective
- Scrutiny of bi-annual progress reports
- Scrutiny of Annual Performance Report.

The Council must publish an Assessment of Performance by 30 September 2023 which will provide an overview of how the Council has performed during 2022-23. The Assessment of Performance will be published on the Council's website and is supplemented by quarterly progress reports. The arrangements the Council has put in place to secure continuous improvement are subject to an annual audit and assessment by the Northern Ireland Audit Office. The outcome of the Performance Audit and Assessment is expected in November 2023. Subject to the General Duty of Improvement being met, the Northern Ireland Audit Office will issue a Letter of Assurance to both the Council and Department for Communities.

9.0 Equality Screening and Rural Needs Impact Assessment

In accordance with the Section 75 requirements of the Northern Ireland Act (1998), whereby the Council must carry out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations, the Performance Improvement Plan has been subject to an equality screening. The outcome of the equality screening process determined that the Performance Improvement Plan 2022-23 is not subject to an equality impact assessment, with no mitigating measures required. In accordance with the Rural Needs Act Northern Ireland (2016), the Council has given due regard to rural needs by carrying out a Rural Needs Impact Assessment of the Performance Improvement Plan 2023-2024.

10.0 We want to hear from you – get in touch

Fermanagh and Omagh Council is committed to continuously improving its services and listening to its customers. We welcome your comments or suggestions at any time of the year on any service area or policy decision. You can get involved and participate in consultations being conducted by, or on behalf of the Council. Meetings of the Council and its Committees are open to the public, except for those times when sensitive or confidential issues need to be discussed. Or simply get in touch and tell us your issue, concern or when we have done well. We love to hear positive feedback too.

You can get in touch by:

Phone: [0300 303 1777](tel:03003031777)

Text Phone: [028 8225 6216](tel:02882256216)

Email: info@fermanaghomagh.com

[SignVideo](#): For people who are deaf or are hard of hearing

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

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

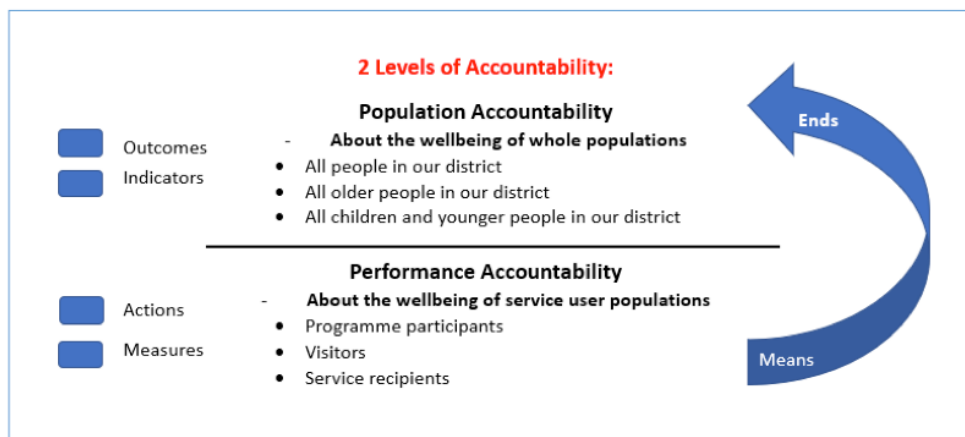
Alternatively, you may wish to speak to your local Councillor – contact details can be found at www.fermanaghomagh.com/your-council/councillors/

For further information on your Council, please visit our website at 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.

Appendix 1: Outcomes Based Accountability and language discipline



The Council, as a key partner contributing to delivery of the Community Plan ‘Fermanagh and Omagh 2030’, has aligned its services and activities to deliver towards the six long-term agreed community planning outcomes. An overview of how this works is set out below. The performance accountability level is where the Performance Improvement Plan sits, and the performance measures identified will be monitored on a quarterly basis. The population indicators which will be used to measure progress against the outcomes set out in Appendix 2. Progress towards these population level indicators will be reported on through the Community Plan ‘Fermanagh and Omagh 2030’.

Fermanagh & Omagh - Outcomes Based Accountability Language

1. Vision	A picture of a desired future that is hard but possible to attain.
2. Population Accountability	A system or process for holding people in a geographic area responsible for the well-being of the total population or a defined subpopulation.
3. Performance Accountability	A system or process for holding managers and workers responsible for the performance of their programmes, agencies and service systems.
4. Outcome	A condition of well-being for children, adults, families and communities.
5. Population Indicator	A measure that helps quantify the achievement of an outcome.
6. Performance Measure	A measure of how well a programme, agency or service system is working.
7. Better off Measure	A measure of the quantity and quality of effect on customer’s lives (Note: for infrastructure, effect on condition of infrastructure)
8. Baseline	A visual display of the history and forecast(s) for a measure.
9. Turning the Curve	Doing better than the forecast part of the baseline
10. Action	What is agreed by partners that will work to address the priorities identified and provides options that could have a positive effect on a population indicator
11. Customer(s)	A person (organisation or entity) who directly benefits from service delivery.
12. Partner (incl Action Leads & Support Partners)	A person (or organisation) with a role to play in achieving desired ends
13. Data development	A prioritised list of where we need new or better data.
14. Best ideas	The components of an action that outlines why we think it will work and will contribute to demonstrating impact on better off measures.

Fermanagh and Omagh Community Planning Partnership recognises the importance of an agreed Outcomes Based Accountability (OBA) common language. Staff come to the table from many different disciplines with different ideas of what is meant by specific terms and use these interchangeably. It is important that labels are understood and used appropriately in association within the process of Fermanagh and Omagh’s strategic planning framework.

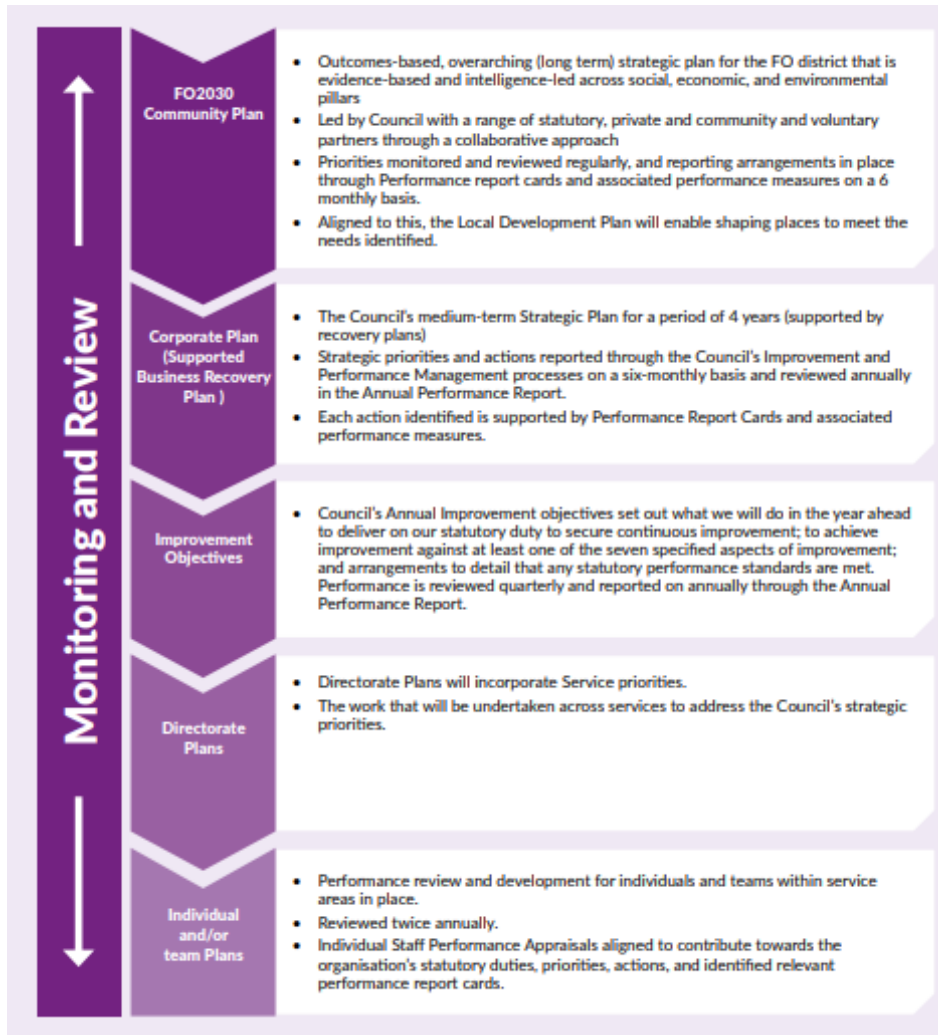
It is important that terminology is consistently understood and used appropriately across all out strategies and plans. It is also important that the difference between population level accountability and performance level accountability is clearly articulated.

Appendix 2: Service Criteria overview

Legislation and guidance identify that each of the Council’s Improvement Objectives must relate to at least one of the seven aspects of Improvement.

<p>Strategic effectiveness: key to linking the Community Plan and the ongoing processes that underpin it with a council’s improvement processes. It is expected that a council’s strategic community planning outcomes and objectives should be central to that council’s improvement activity and clearly contribute to the strategic effectiveness aspect</p>	<p>Sustainability: a council may demonstrate improvement when it operates in a way which contributes towards the sustainability of its area, as required under the NI (Miscellaneous Provisions) Act 2006 and the associated NI Executive Sustainable Development Strategy</p>
<p>Service quality, Service Availability and Fairness: all three relate to service provision by aiming to meet the needs of citizens and ensuring fair ease of access to the most suitable services that meet their needs. Fairness can also be demonstrated by exercising nonservice functions in ways which reduce disadvantage and improve social wellbeing, e.g., by improving citizens’ access to information or by addressing inequalities experienced by S75 groups</p>	<p>Efficiency: shown if fewer resources are utilised while maintaining provision of substantially similar or better services. Should a council alter the manner by which a service is provided and uses fewer resources or more integrated services, it will not only be demonstrating efficiency but potentially improved sustainability as well</p>
<p>Innovation: any changes to service design or delivery that are intended to yield improvement under any other aspect and are reasonably likely to do so. Allows councils to make changes which may not have tangible effects within the year but are likely to in subsequent years and still count as improvements</p>	

Appendix 3: Strategic Performance Framework



Appendix 4: Self Imposed Performance Indicators Trend Analysis

High Content Level PIP 2023-2024 for purposes of pre-consultation phase

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		2021/2022		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
C1: Net cost of Council services per head of population	< or = estimated cost of £316.29	£314.61	< or = estimated cost of £325.75	£318.99*	< or = estimated cost of £333.77	£321.09*	< or = estimated cost of £342.32	£306.10		APSE indicate that FODC ranks 3 rd out of 5 with the highest cost £369.03 and the lowest £273.34.
C2: % of net expenditure v budget (incl transfers)	Within budget	99.47%	Within budget	97.92%*	Within budget	96.20%*	Within budget	83.42%		±
The above figures (C1 and C2) are audited and validated.										
C3: Residents' overall satisfaction	n/a	70%	n/a	n/a	n/a	84%	n/a	n/a		Survey conducted every 2 years
C4: Average number of working days per employee lost due to absence	No more than 10.5 days per employee	10.44 days	Improve on previous year	13.77	Improve on previous year	9.69	Improve on previous year	9.73 days long term 3.42 short term	n/a	± *See explanatory note
PSS 1.3 Number of Access to Information	96.5%	93%	95%	92.8%	93%	92%	Maintain or improve on 92%	91.5%		±

High Content Level PIP 2023-2024 for purposes of pre-consultation phase

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		2021/2022		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
requests granted within timeframe as % of those received										*See explanatory note
P130a: % of undisputed creditor invoices paid within 10 days	Maintain / improve on 58%	80%	Maintain/ improve on 80%	81%	Maintain/ improve on 80%	80.18%	Maintain/ improve on 80%	84.75%		APSE indicate that FODC ranked 1 st out of 5 councils with the average score 68.16% and the lowest 55.07%.
FN: % of undisputed creditor invoices paid within 30 days	Maintain n/ improve on 87%	94%	Maintain/ improve on 94%	94%	Maintain/ improve on 94%	94%	Maintain/ improve on 94%	94%		APSE indicate that FODC ranked 3 rd out of 5 councils with the highest score 95% and the lowest 80%
CS(PI)2: Total number of advice client contacts	Maintain / improve on 22,520	31,391	Maintain/ improve on 31,391	24,545	Maintain/ improve on 24,545	11,923	Maintain/ improve on 11,923	12,596		±

High Content Level PIP 2023-2024 for purposes of pre-consultation phase

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		2021/2022		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
FI(PI)1: Number of grants and bursaries issued	Maintain / improve on 543	620 (524 grants + 96 bursaries)	Maintain/improve on 620	600 (513 grants + 87 bursaries)	Maintain/improve on 600	648 grants No bursaries	Maintain/improve on 648	630 grants No bursaries		±
LRS(PI)1: Number of customers using leisure facilities (indoor and outdoor across 4 centres)	Maintain / improve on previous year	1.86m	Maintain/improve on previous year	1.95m	Maintain/improve on previous year	119,270	Maintain/improve on previous year	1.057,600 m		±
LRS(PI)2: Level of customer satisfaction with Leisure Service	Maintain / improve on previous year	89.3%	Maintain/improve on previous year	87.7%	Maintain/improve on previous year	No Customer satisfaction survey completed due to the service being closed for most of the year	Maintain/improve on previous year	This will be developed in parallel with the locally based Healthy Places initiative and approach.		± *See explanatory note
PI04a Active Participants in Arts events per head of population	Maintain / improve on	0.03	Maintain/improve on previous year	0.03	Maintain/improve on previous year	0.1	Maintain/Improve on previous year	0.02		APSE indicate that of 4 councils that submitted

High Content Level PIP 2023-2024 for purposes of pre-consultation phase

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		2021/2022		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
	previous year									data FODC has ranked 4 th with the highest 0.83, and average 0.40 *See explanatory note below
PI04b Active Participants in Heritage events per head of population	n/a	0.18	Maintain/improve on previous year	0.22	Maintain/improve on previous year	0.1	Maintain/Improve on previous year	0.1		Only Council to provide data so not comparable.
PI02c % of business plan applications approved for a 'business start-up' against number of business start-up enquiries made within the financial year	n/a	54.4%	Maintain / improve	69.58%	Maintain / improve	50.8%	Maintain / improve	60%		±
BCL(PI)1: % of domestic full plans applications receiving Building Control assessment within 21 working days from date of receipt	80%	78%	80%	87%	80%	84%	72.97% 2020/21 NI APSE Average	78.45%		APSE indicate that of 5 councils that submitted data FODC ranked 2 nd with the highest

High Content Level PIP 2023-2024 for purposes of pre-consultation phase

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		2021/2022		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
										79.30% and the lowest 37.96% * *See explanatory note
BCL(PI) 02: % of Valid non-domestic full plan applications assessed with a substantive response sent within 35 days of validation.	75%	65%	75%	78%	75%	76.86%	72.97% (2020/21 NI APSE Average)	69.23%		APSE indicate that of 5 councils that submitted data FODC is ranked 5 th with the highest 93.46% and the lowest 69.23% *See explanatory note
BCL(PI)5: % of licensing applications processed within 60 days from receipt of completed applications	80%	89%	80%	86%	80%	89.47%	80%	80.33 %		±
BCL(PI)8: % responses to dog	95%	100%	95%	97%	95%	98.47%	95%	96.2%		±

High Content Level PIP 2023-2024 for purposes of pre-consultation phase

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		2021/2022		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
attacks within 1 working day										
BCL(PI)9: Animal Welfare Service - % of priority 1 calls met within 1 working day	100%	100%	100%	100%	100%	100%	100%	100%		±
PI01b: % of Environmental Health service requests responded to within 3 days	Maintain / improve on previous year	85.96%	Maintain/improve on previous year	86.99%	Maintain/improve on previous year	94%	Maintain/Improve	98.53%		APSE indicate that of 5 councils that submitted data FODC ranked 1st with the average 94.9% and lowest 92.14%.
PI02c: Net cost of 5 core Environmental Health functions per head of population	Maintain /improve	£7.33	Maintain /improve	£8.87	Maintain /improve	£9.53	Maintain/Improve	£8.31		APSE indicate that of 5 councils that submitted data FODC ranked 3rd with the average £7.56 and the lowest £5.63.
EH(PI)10: Response times to all	100% within 1	100%	100% within 1 day (0.5 day)	100%	100% within 1 day (0.5 day)	100%	100% within 1 day (0.5 day)			n/a

High Content Level PIP 2023-2024 for purposes of pre-consultation phase

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		2021/2022		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
communicable disease notifications from PHA	day (0.5 day for E. coli notif's)		for E. coli notif's)		for E. coli notif's)		for E. coli notif's)			
PI07a: Local Authority and Community Playgrounds per 1000 children under 14	n/a	4.3	Maintain/improve	4.59	Maintain/improve	4.59	To align to/exceed the average no within annual APSE returns	4.34		APSE indicate that of 4 councils that submitted data FODC has achieved the highest output score with the average 2.88 and the lowest 1.18
PI09a Tidy NI cleanliness index (CI) score	Maintain	75.00	Maintain	n/a	Maintain	n/a	Maintain	74.00		APSE indicate that of the 2 Councils that submitted data FODC are 2 nd with the average score being 75.00 *See explanatory note below

Explanatory notes for measures where performance was below target or fell below the 2020/21 standard:

C4: The meta data for this measure has changed and the data breaks absence down into long term and short-term absence so it is not comparable to previous year. APSE indicates that of 5 councils that submitted data FODC ranked 2nd with an average of 9.73 days for long term leave with the highest 15.32 and the lowest 4.26. APSE indicates that of the 5 councils that submitted data FODC ranked 4th with an average of 3.42 days for short term absences with the highest 5.19 and the lowest 1.49. FODC had 41% of staff that had no absences in the financial year 2021-2022.

PSS 1.3 Number of Access to Information requests granted within timeframe as % those received: this target was very narrowly missed due to the cross-cutting and complex nature of a number of the requests, and the delays posed by the home working arrangements as a result of COVID 19 which resulted in an initial reduction in the response rate.

LRS(PI)2: Level of customer satisfaction with Leisure Service: The focus following the pandemic was to reinstate service provision this financial year. A review of structures and service delivery has also taken place which will promote the development of customer satisfaction across all leisure services in the delivery of the Healthy Places initiative. This information will be available in the first quarter of the 2022-2023 financial year as it has been prioritised.

FI(PI)1: Number of grants and bursaries issued: A significant amount of additional funding from the Department for Communities (DFC) has been provided over the past couple of years to the Council to support communities affected by the pandemic. This has increased the number of grants provided to the Community and Voluntary sector to deliver services to support the rising cost of living issues many of residents have suffered from this year. Although the target was missed by 1 there has been a focus on grant provision in the Council which works to build the capacity of the sector in supporting our communities. It is highly likely this level of grant provision will not be sustained next year, and a review of this target will be carried out for 2022- 2023.

PI04a: Active Participants in Arts events per head of population: Active Participants in Arts events per head of population has decreased. This sector continues to reinstate services and work towards capacity now that restrictions have been lifted. It is anticipated this will improve in the year 2022-2023. However, budget cuts will have an impact on the Council's ability to provide services and a review of the target will take place for 2022-2023.

BCL(PI) 02: % of Valid non-domestic full plan applications assessed with a substantive response sent within 35 days of validation Part of the reason why the 2021-2022 FODC target was not met was due to the number of applications received – FODC had the highest number of non-domestic applications per 1,000 households at 3.06, the average being 2.37. Also, the restructuring of the

service, staff resourcing, and more complex regulations have impacted on assessment of non-domestic applications in this financial year. A focus on building capacity in the service area will be promoted in 2022-2023.

P1O19a Tidy NI Cleanliness Index (CI) score was very slightly below the baseline figure. The Council was on of only two that submitted data, so comparison is limited. Enniskillen was awarded Ireland's Best Kept Town and the Best Overall in Ireland's Best Kept competition. This demonstrates the impact of our corporate commitment to Leave No Trace and recent appointment of a Litter Officer. There has also been significant resource invested in litter clean ups, PR campaigns and good practice implemented in this financial year across the entire district.

END.../