

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

Corporate Plan

2024–2028

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1 | Introduction

Welcome to Fermanagh and Omagh District Council's Corporate Plan 2024-2028.

The Corporate Plan sets the strategic direction for Fermanagh and Omagh District Council for the next four years and identifies the priorities that we believe, as a Council, will ensure the Fermanagh and Omagh district will thrive and succeed. Our success so far has been built on strong engagement with our communities to understand their needs. Based on these needs, this plan affirms our shared vision for the region as identified in the Community Plan and sets out the Council's priorities, which have been identified in partnership with the people who live and work here.

Each and every action taken forward by the Council will align with at least one of these priorities, whether it is helping to build resilient communities, addressing poverty and disadvantage, shaping a more sustainable district and ensuring our local economy is strong and flourishing by attracting long-term investment. We will also ensure the Council is inclusive and adaptable, striving for continuous improvement and innovation, with a workforce who feel valued and recognise the importance of the work they do.

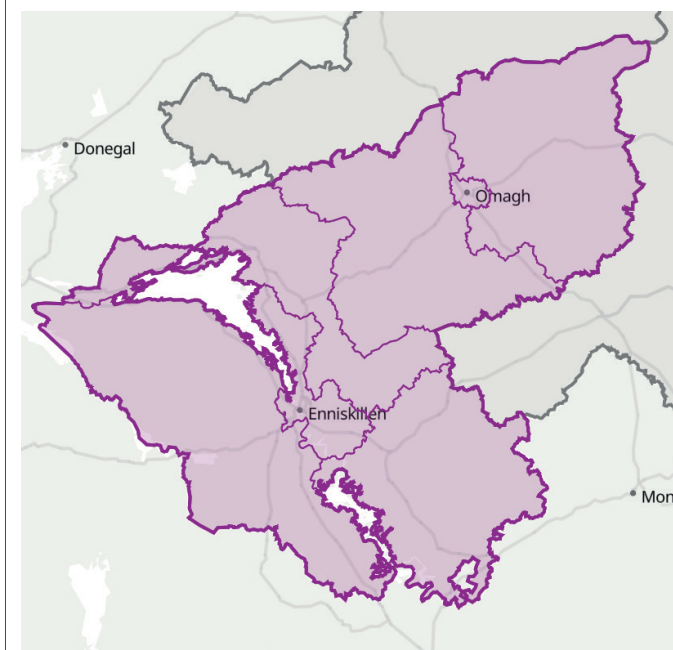
As we continue to work to reduce the day-to-day running costs of the Council, we are investing heavily in our future. We have very ambitious plans to secure funding and invest up

to £100 million in leisure facilities, playparks, recycling and waste facilities, green spaces and in town centres and villages over the next four years to create the environment where businesses flourish and where people want to live, work and visit.

We recognise we are facing adverse climate and ecological challenges. This requires decisive action and fundamental changes in how we live and work, including how we manage our finite resources. As a Council we are looking corporately at how we can be better prepared to adapt to the impacts of climate change. We will apply a sustainability lens to all our decision making; embedding the climate and sustainability agenda into all the Council does, considering impacts and opportunities to improve the environment.

While our purpose is clear, we also understand fully the scale of the challenge in the next four years. Like all councils, we are continuing to face difficult financial circumstances, with significant cost-of-living and inflationary pressures. More and more people are needing our services, and there is also an increasing uncertainty about the levels of funding in the future. This means that the Council will have to make tough decisions around where we prioritise and spend our resources. It will also

present opportunities to be innovative and come up with new ways of working with more efficient means of delivering services to ensure that we retain the high standards of provision that residents expect.



This Corporate Plan provides a clear roadmap for the work of the Council over the next four years and we are excited about its potential and planned outcomes. By implementing, it will allow us to prioritise, most effectively, our resources to achieve the greatest impact for our community.

2 | Our Vision and Priorities

Our shared 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.

Our Mission

Fermanagh and Omagh District Council has defined its core mission and purpose as:



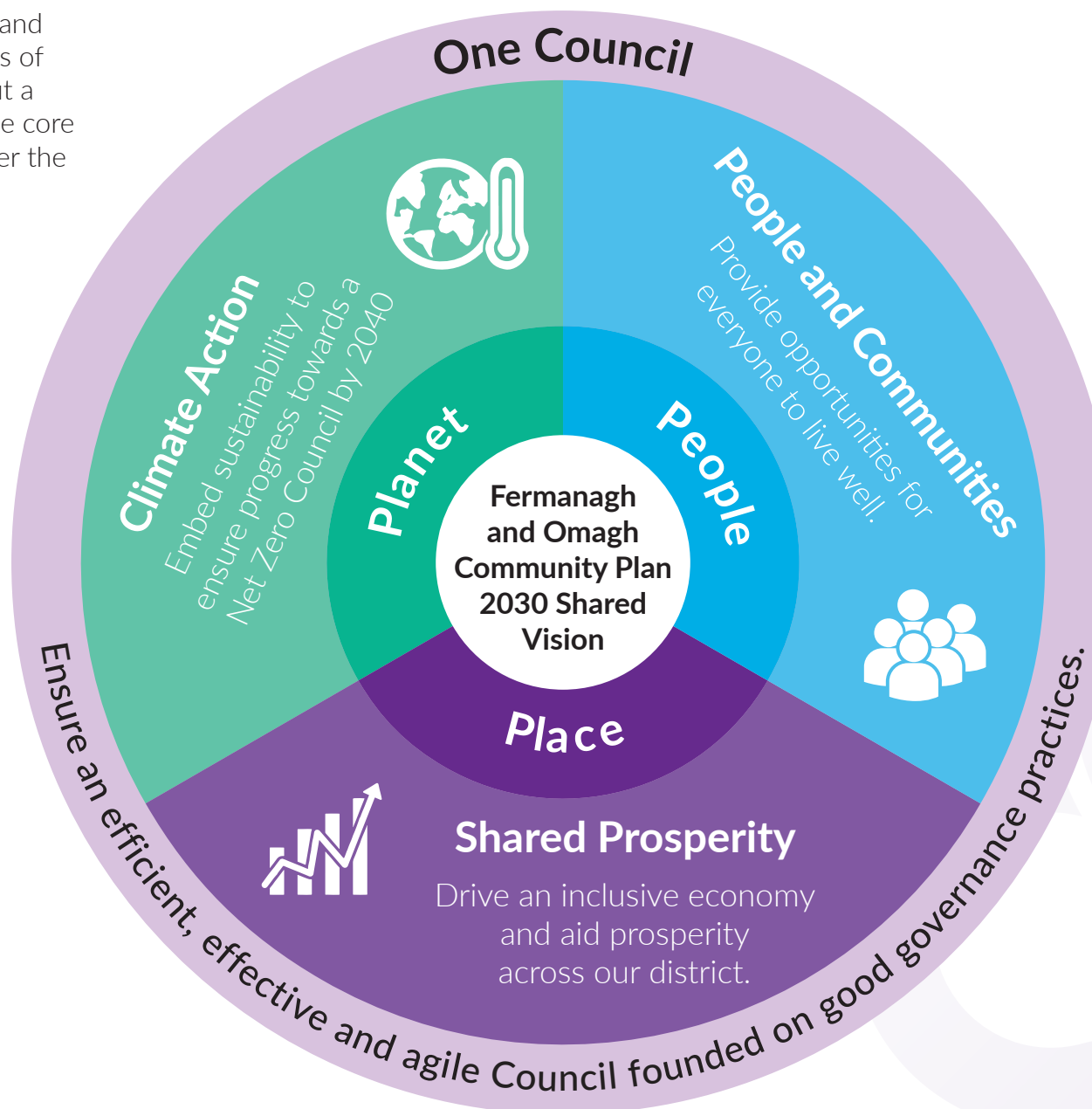
“To work in partnership to improve the lives and wellbeing of our communities and to provide the best quality experience for those who visit our district.”

Magho Viewpoint, Lough Navar Forest

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Our Priorities

We have analysed the data and evidence, engaged the views of our residents and carried out a policy review to establish the core priorities for the Council over the next four years. These are:



Our Values

Good governance flows from shared values and culture. Our values underpin everything we do and describe how we will deliver this Corporate Plan. These values reflect the personal stake that all of us have in delivering our Council's priorities. At the core of what we do as a Council is a commitment to improve the lives and wellbeing of our community. The strategic priorities adopted are focused on achieving this for the people of Fermanagh and Omagh.



3 | Strategic Context

Our Corporate Plan does not exist in isolation and sits within a framework of regional and local strategies and plans. These establish the broader external context in which the Council operates politically, legislatively, economically, socially, technologically, and environmentally. These factors are closely woven into the Corporate Plan and are reflected in the priorities.

The Corporate Plan is directly aligned to the Outcomes outlined within our Community Plan, 'Fermanagh and Omagh 2030'. The Community Plan is the overarching, long-term strategy for the district, based on a thorough analysis of needs and priorities. The Community Plan sets out six long-term outcomes which aim to improve quality of life for local people through improved social, economic and environmental wellbeing, and to contribute to sustainable development. The Community Plan is delivered through a partnership structure involving organisations from across the public, private and community/voluntary sectors with the Council acting as lead partner.



Cross-cutting Commitments

Our Corporate Plan identifies four core strategic priorities. Whilst each of these priorities has a clear focus, climate action, people and communities, shared prosperity and governance; there are also a number of important cross-cutting commitments which are common to all. These include:



Rurality:

Close to 70% of the population of Fermanagh and Omagh live in a rural setting, and this has strongly influenced the Council's approach to service delivery, investment and long-term planning. The importance of addressing the needs of a rural region and promoting the wellbeing of rural communities remains a key focus for the Council.



Promoting Equality of Opportunity and Good Relations:

Beyond a duty of compliance with our equality scheme, we aim to mainstream the promotion of equality of opportunity and good relations throughout the organisation, actively seeking out ways in which to enhance those opportunities and to build positive relations between and among the many diverse communities across our region.



Continuous Improvement:

Whether through our formal performance improvement objectives and service specific improvement plans or through the improvements which the Council makes through feedback, we are committed to continuously improving what we do and how we do it.



Collaboration:

Working in partnership across the public, private, community and voluntary sectors, and across geographical boundaries, to achieve shared objectives, collaborative working is key to delivering successful outcomes for local people.



Innovation:

As a forward-looking Council we wish to deliver the very best for our citizens and we will seek to innovate and find new, improved and simplified ways of working to improve the delivery of our services.

4 | Our District

Fermanagh and Omagh is the largest geographically of all 11 Council districts in Northern Ireland, covering 3,000km². It has the smallest population (116,812 in 2021), with 70% of people living outside the two main towns of Enniskillen and Omagh and is located in a rural border area. The population has grown by 3.2% since 2011, compared to 5.1% growth at the NI level.

Our demographics are also changing, our households are getting smaller, and our population is getting older. These changes are not necessarily unique to Fermanagh and Omagh, but they are a change from what has been experienced over the past 30 years. They provide challenges with regard to service delivery for older people and ensuring suitable labour supply.

The Fermanagh and Omagh district is underpinned by its people and communities and is perceived as a welcoming place. The large community and voluntary sector is comprised of many individual groups, which support the local population and build community cohesion. These groups face increasing demand and a changing, competitive funding landscape.

Headline statistics highlight that there are many

benefits to living in Fermanagh and Omagh; our general health tends to be better, as does our educational attainment. These figures are favourable against regional averages. However, a deeper analysis of the data identifies a range of inequalities. Over one quarter of the population in Fermanagh and Omagh live in relative poverty. In localised areas of deprivation within our district, life expectancy and academic attainment are lower than the Northern Ireland average.

The incidence of people suffering from multiple illnesses at the same time, i.e., multi-morbidities, is also growing and these complex health needs impact service demand and delivery. In addition, the centralisation and erosion of wider public services has adversely impacted the district.

At a headline level, the local economy has fared well in the past decade, with both economic activity and job levels at a comparative high. The largest industries are retail, manufacturing, construction, agriculture, and tourism. Productivity and wage levels have also grown, albeit needing to account for high inflation levels at the time of writing.

Business success rates are high; over half of businesses are still in existence five years

later. However, the local economy remains less productive than the national average and is highly concentrated on micro-businesses. Challenges include the longstanding infrastructure deficit in Fermanagh and Omagh with an absence of railways, no motorways and only 0.6km of dual carriageway.

The picturesque landscape and large rural topography are a source of great local pride. One third of all woodland in NI is located in Fermanagh and Omagh. There are many protected sites and environmental designations throughout the district. However, the natural environment is continually under threat, globally, regionally, and locally.

Locally, greenhouse gas emission levels have fallen steadily since 2005 but remain higher on a per head basis than the NI average. This is due in part to the size of the district, the large road network and our reliance on primary industry.

Just under one half of household waste generated in Fermanagh and Omagh is recycled, and the recycling rate has plateaued in recent times. There is significant built and natural heritage, but evidence suggests that there is significant heritage at risk.

Our District at a Glance



Population:
116,812



Over 65:
18%



82%
of school leavers
achieve at least
5 GCSEs A*-C
including English
and Maths



Almost
50%
of school
leavers go on
to university



45,715
Households



8,575
VAT or PAYE
registered
businesses



Approximately
54,000
jobs in the
district



74.8%
of those aged
between 16-64 are
economically active



79%
Very good/
good health



Satisfaction
91% population
satisfied with
local area as a
place to live



Infrastructure
No railway,
no motorway,
0.6km of dual
carriageway



21.1
tonnes
of CO₂e
emissions
per capita



47.5%
of household waste
is preparing for
reuse, dry recycling
and composting



92%
of residents
consider the
district is
welcoming



28%
are actively
engaged in
community
activities

5 | Delivering Sustainable Change Together 2020 – 2024 Key Achievements

The Council's Corporate Plan 2020-2024 was delivered during one of the most difficult periods in recent times. There were many significant challenges including the COVID-19 pandemic, cost-of-living crisis, significant political instability at regional and national level, a national pay dispute, ongoing budget constraints and cuts, and the impact of conflict and crisis in Europe and the Middle East. Nevertheless, the Council demonstrated agility, resilience and an ability to rapidly respond as evident through the continued delivery of high-quality services, specifically for the most vulnerable in our communities during this period.

Key Achievements

Throughout the delivery period the Council continuously reinforced its commitment to Climate Action by implementing two key strategies: Climate Change and Sustainable Development Strategy: 'Restore, Revive, Thrive - Our Environment' and the Biodiversity Strategy and Action Plan 2022-2027.



Fermanagh and Omagh District Council was the first of the eleven Councils to adopt its own Local Development Plan 2030 Plan Strategy.



In the area of Tourism, the Council developed and launched the innovative Visitor Development Experience Plan for Fermanagh Lakelands and Omagh and the Sperrins.



Council developed urban regeneration place shaping plans for Enniskillen and Omagh which set out an ambitious but achievable roadmap for both towns to guide future strategies, activities and investment decisions of the Council and key partners over the next 10 to 15 years.



Council secured £20m levelling-up funding for the redevelopment of the Lakeland Forum as a world class building that will encourage improved health and wellbeing for the local people.



A number of significant capital investment programmes have been completed, which have included Phase 2 of the Gortin Glen Forest Park and the restoration of the Enniskillen Workhouse, both receiving the prestigious Royal Town Planning Institute Awards for Planning Excellence.



Snapshot of Key Achievements

Positive Climate Action

1st Council in Northern Ireland to launch a Climate Change and Sustainable Development Action Plan



9.5Ha of land maintained for biodiversity



Promoting and Supporting Health and Wellbeing

5,000+ people, schools and community groups involved in 'environmental activities'



1.6million+ users in our leisure centres



Tackling Disadvantage

73% of our buildings have Display Energy Certificate ratings 'C' or better



Approx. 1.2 million visits to our outdoor recreational facilities



Developing our Tourism Potential

Cleanliness score of **76%** by Keep Northern Ireland Beautiful



Almost **£1 million** of grants awarded through the various grant aid calls



Jobs and Local Economy

15,000+ trees planted



20,305 participants taking part in leisure programmes outside of leisure centres



32,087 general advice enquiries



Over 650 Affordable Warmth grants referred to Northern Ireland Housing Executive



448 referrals made to support partner organisations



Hosted regional **Poverty Conference**



1249 Participants benefited from the Physical Activity Referral Scheme and Move More Programmes



Extensive research with Ulster University to determine areas most at risk of co- poverties



1438 food and drink providers in the district



101 tourism businesses in receipt of mentoring



51 businesses across Mid-South West availed of **£3,000** Innovation Vouchers from UKCRF



467 qualifications gained and **632** Industry Specific Certificates/Skills Development achieved through the ASPIRE and REAP programmes



715,127 visitors to the Marble Arch Caves, Enniskillen Museum & Gortin Glen Forest Park



404 accommodation providers in the district



767 business start-ups



592 jobs created as result of support through European Regional Development Fund programmes



10 academies delivered by the Labour Market Partnership



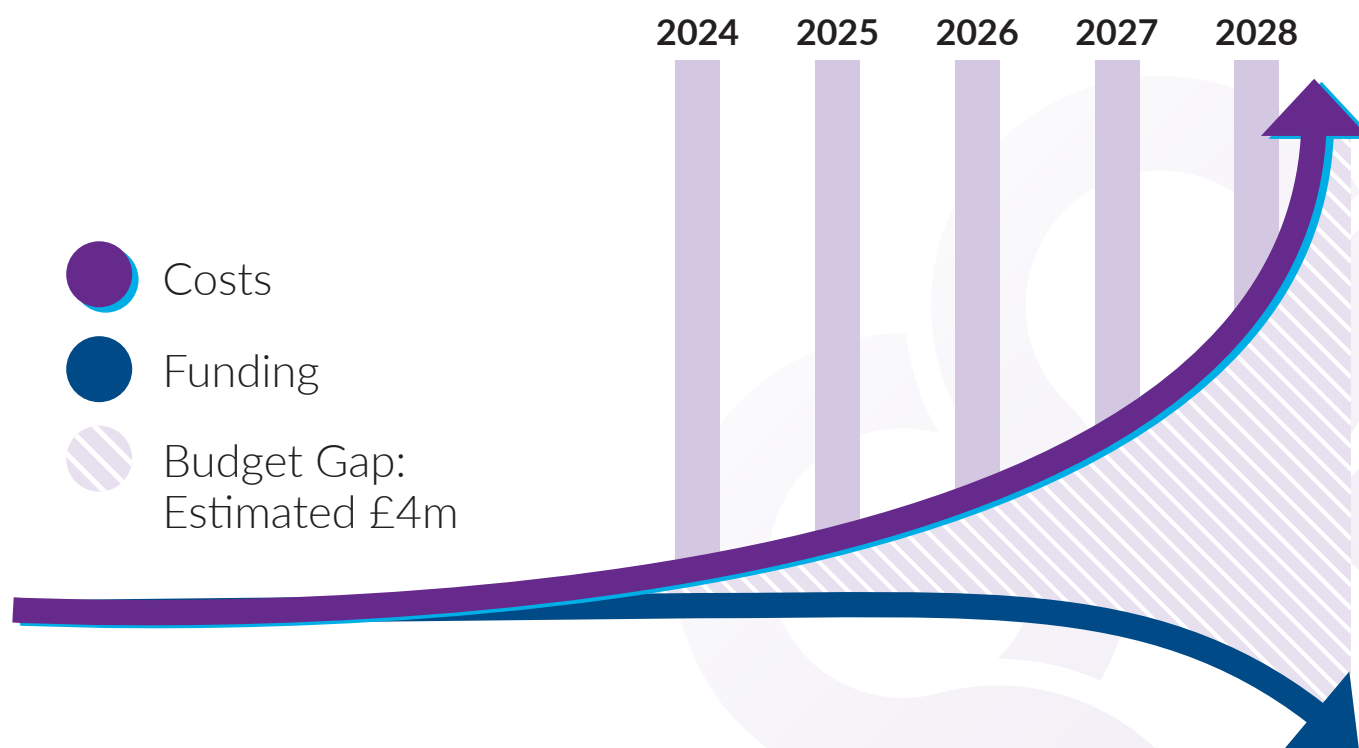
6 | Financial Planning

The Council has a robust approach to financial planning and continuously identifies where savings need to be made and where investment is needed. This helps ensure that resources are directed to services which will have the greatest impact and outcomes across the district. Funding for Council services primarily comes from domestic and business rates, with around 45% of total rates paid by residents and businesses in Fermanagh and Omagh going directly to the Council to fund these services as well as investment in local infrastructure.

The remainder of funding comes from Central Government allocations and grant funding which the Council secures for community and economic development initiatives. Cost-of-living and inflationary challenges, combined with a substantial reduction in funding from Central Government have resulted in very significant pressures on Council finances, which have necessitated decisions on prioritisation of spend. These challenges are anticipated to continue for the duration of this Corporate Plan.

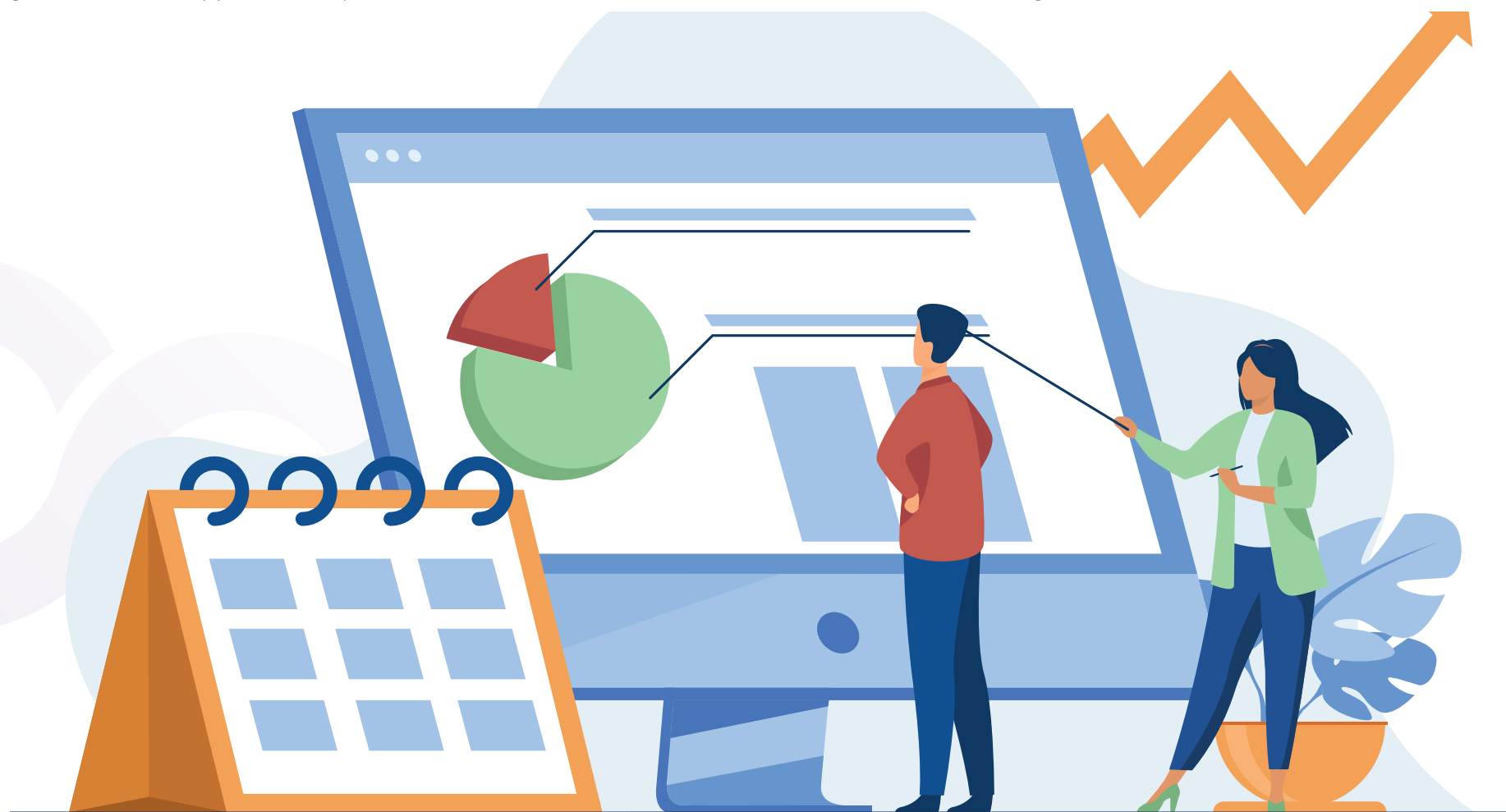
During the period of this Corporate Plan 2024-2028 there are major risks connected to future Council funding and policy changes which will impact on Council spend. Over the next four years it is anticipated the Council will face a potential budget gap of £4million because the funding the Council receives will not be enough to meet rising inflationary costs. However, we will strive to live within our means and keep business and domestic rates low by prioritising the delivery of our services based on need and statutory obligations.

The Council will also ensure that it makes data driven, evidence-based decisions which will have the greatest impact on our ambitions for the region. At the same time, we will identify and deliver new opportunities to generate income from business development and other external funding sources.



Whilst the Council continues to work to reduce the day-to-day running costs, and to make savings, we will also invest in future infrastructure across the district. Council has forecast that up to £100m will be invested in leisure facilities, playparks, recycling and waste facilities, green spaces and in town centres and villages over the next four years. Good progress has already been made in enhancing our town centres to create the environment where businesses flourish and where people want to live, work and visit and this will continue. Importantly Council will also invest to bring services and support directly into our rural communities.

In the context of reducing budgets and growing demand pressures, the traditional role of the local Council as service deliverer will change. Working with partners such as the Health Trust and local community groups will be increasingly important in tackling the complex and multifaceted challenges facing our communities and core services. We will also see a different relationship with communities continuing to emerge; one where we work together, and both residents and businesses take a shared responsibility for themselves and the communities they live and work in, delivering better outcomes for all.



7 | Our Priorities

Priority 1: Climate Action

Fermanagh and Omagh is a large, predominantly rural district with a beautiful and diverse natural environment and valuable built heritage. Sustainably managing the environment is an issue of paramount importance. Climate Change is essentially the most significant global and local challenge we face, and possibly have ever faced. It is widely accepted that the climate has reached crisis point and FODC recognised this by declaring a Climate Emergency and launching its first ever Climate Change and Sustainable Development Action Plan in 2021. The Council has made significant progress over the past three years working to change environmental behaviours, embedding low carbon growth in our own policies and procedures, working to reduce biodiversity loss and ecological preservation whilst embracing sustainability practices. However, we know that we need to do more, and that transformational change is fundamentally required.

The Climate Act (NI) 2022 brings a new legislative remit that all public bodies and businesses must implement and report on in NI. It has given us a clearer policy direction to reduce carbon emissions and meet our target to become a Net Zero Council by 2040 and a Net Zero district by 2042. It is still unclear how regional government will support local Councils to meet net zero targets at local level

through its central budget allocations, however, climate change is central to all our activities, and we plan to lead our Council and community to carbon neutrality while acknowledging the financial constraints we are working within. We will continue to deliver on our Climate Change and Sustainable Development Action Plan which is ambitious and forward looking. In identifying the actions under this priority, we have tried to focus on those which we can deliver either

ourselves or by working closely with established partners. However, in this area more than any other it is important that we lead by example embedding a climate aware approach into every part of our work, minimising the impact we have and planning for a sustainable future throughout the entire Council and district.



Priority 1

Climate Action: Embed sustainability to ensure progress towards a Net Zero Council by 2040

Core Objectives

What we will do

Sustainable Assets

Ensure our estate is accessible, safe and clean and meets the needs of residents and visitors, focusing on sustainable, low carbon and renewable energy solutions.

- We will consolidate and manage our assets and estate, embedding principles of sustainable development, climate mitigation and adaptation.
- We will increase the Council's energy resilience through more self-generated sustainable energy.
- We will ensure our parks and open spaces are modern, safe, fun and inclusive spaces for all to use and enjoy.

Effective and Efficient Waste Management

Identify, agree and implement waste and recycling service reforms that demonstrate statutory compliance and meet the needs and expectations of residents.

- We will develop and implement an efficient and effective waste and recycling service that meets the needs and expectations of residents and businesses and complies with legislation, policy and guidance.
- We will educate and enable residents to take more control of their recycling behaviours to improve waste recycling rates.
- We will ensure the safety of our people, customers, and communities in waste and recycling operations through rigorous health and safety support and provision.
- We will investigate alternative fleet resourcing strategies and implement innovative partnerships with residents, businesses and the community and voluntary sector to reduce the carbon footprint of the Council's Fleet.

Protect and Enhance our Environment

Nurture and support academic, business, community and other partnerships to build capacity to protect and enhance our environment.

- We will work in partnership with local communities to utilise opportunities to protect nature and reverse the degradation of ecosystems, enhancing and protecting our rich biodiversity.
- We will baseline and reduce Council Scope 3 emissions through updated investment decisions and procurement processes.
- We will work in partnership to support sustainable growth, green skills and economic prosperity through the Inclusive Economy Action Plan and delivery of the Capital Programme.
- We will implement the Local Development Plan 2030 Plan Strategy and develop the Local Policies Plan alongside an effective monitoring framework.

Tag	Measurement	Direction
Emissions	Council's Scope 1 and Scope 2 CO2 emissions	↘
Efficiency	Number of Priority 1 buildings within Council estate with an EPC rating	↗
Energy	Energy usage in Council estate	↘
Recycling	The percentage of household waste collected that is sent for recycling (including waste prepared for re-use)	↗
Landfill	The amount (tonnage) of biodegradable local authority collected municipal waste that is landfilled	↘
Waste	The amount of (tonnage) of local authority collected municipal waste arisings	↘
Trees	Number of trees planted	↗
Biodiversity	Acres of land preserved for biodiversity	↗
Play Parks	% of Council play parks that have achieved a minimum of Silver Play Value	↗
Knowledge	% of people who reported improved knowledge regarding climate action and sustainable development	↗
Assets	The number of assets necessary to meet service delivery requirements	↘

Priority 2: People and Communities

The wellbeing of our residents is at the forefront of our service delivery. As a Council we aim to deliver on our ambition of a place where everyone has the opportunity to be as healthy, independent and prosperous as possible throughout their lives. Over the course of the Corporate Plan, we wish to minimise inequalities among our population and ensure that everyone has the opportunity to engage in activities to support active and healthy lifestyles.

Latest data suggests that 27% of our resident population is living in relative poverty. Certain localised areas within our district and groups of individuals are disproportionately impacted by poverty and disadvantage. The cost-of-living crisis continues to affect many, and there is an increasing issue with debt as our residents struggle to deal with rising costs. However, wages are increasing in the district, and the gap between Fermanagh and Omagh and Northern Ireland is narrowing. Whilst there continues to be considerable stigma around people's experience of poverty, there are a myriad of organisations in our district working to support people and we will continue to work in partnership to tackle poverty and disadvantage.

We have a strong tradition of partnership working and collaborative practice in the district, particularly within our Community and Voluntary sector who have supported key areas

of work such as tackling poverty, disadvantage, mental health and isolation. Continuing to support and develop these partnerships and enhancing the capacity and financial resilience of the Community and Voluntary sector will support our overall work to help our residents to reach their potential, reducing health

inequalities and building strong, connected and sustainable communities.

In identifying actions under this priority, we have considered the wellbeing of our citizens, communities and visitors to make our district healthy, safe, attractive and accessible.



Priority 2

People and Communities: Provide opportunities for everyone to live well

Core Objectives	What we will do
Address Poverty and Disadvantage Support people and communities to minimise the impact of poverty and inequalities on their quality of life and work to provide equal opportunities for all.	<ul style="list-style-type: none"> • We will work in partnership to tackle poverty and disadvantage in our district. • We will work with under-represented groups to promote equality of opportunity for all and reduce the risk of social exclusion.
Improve Citizen Wellbeing Improve population wellbeing and tackle health inequalities to give everyone the opportunity to lead a healthier life.	<ul style="list-style-type: none"> • We will increase participation in physical activity within communities and at our facilities by providing enhanced inclusive and accessible opportunities. • We will work in partnership to tackle the wider determinants of health inequality through the provision of a range of targeted physical health intervention programmes. • We will maintain and enhance the Council's leisure, recreation, arts and cultural facilities to ensure people have opportunities to be active and engaged in their everyday lives. • We will ensure our district is a healthy safe, attractive and accessible place for our residents and visitors.
Support Communities Support resilient, thriving, empowered and safe communities.	<ul style="list-style-type: none"> • We will recognise the value of the Community and Voluntary Sector promoting investment and supporting volunteers. • We will work with partners, building on their strengths and further develop their capacity to foster strong, collaborative, connected and sustainable participation.
Value and Enrich our Heritage Protect, enhance and make accessible the rich, diverse natural, built and cultural heritage of our district.	<ul style="list-style-type: none"> • We will conserve, develop, promote and enhance access to our heritage assets increasing and contributing to civic pride and economic development, community cohesion and wellbeing. • We will work in partnership to create opportunities for participation, supporting greater inclusion, understanding and valuing the diverse and dynamic cultural heritage in the district.

Tag	Measurement	Direction
Footfall	Footfall of Council parks and green space	↗
Wellbeing	Number of people Council helped through Community Wellbeing Plans	↗
Volunteering	Number of volunteers supported through Council grant and sponsorship programmes	↗
Support	Number of households receiving wraparound support to alleviate poverty	↗
Participation	Number of regular users of Leisure Centres	↗
Underrepresented	Increase in % of participants in physical activity programmes from underrepresented groups	↗
Culture	Number of participants in arts, cultural and heritage activity programmes	↗
Community	Number of community groups, clubs and organisations working in partnership with FODC, through the Community Support Programme	↗
Advice	Quantum of advice provided through Council supported 'Generalist Advice Service'	↗ (in line with demand)
Service	Number of statutory service requests received and responded to within agreed timeframe	↗

Priority 3: Shared Prosperity

Fermanagh and Omagh has a thriving and dynamic economy with strong levels of business start-up; it is a highly entrepreneurial region driven mostly from indigenously owned businesses.

As a Council we strive to position Fermanagh and Omagh as a prime location in which to invest, live and work. We will continue to do so, through the development of an Inclusive Economy Action Plan which reflects the need for further investment in infrastructure to enable the district to fulfil its economic potential. We will work in partnership with our Community Planning partners to achieve a district where everyone can access good quality education, appropriate skills and quality, better paid jobs to create a sustainable and vibrant local community. It is through the creation of an inclusive economy that we will address long-standing deprivation and enhance wellbeing with more opportunities for more people to participate in the growth and success of the district.

The district has sectoral strengths in terms of tourism output, agri-food, manufacturing, construction and allied industries alongside wholesale and retail trade. Tourism makes an important contribution to the local economy in terms of the revenue it generates and the employment opportunities it provides. We will work in partnership to deliver on the Visitor

Experience Development Plan for the region and ensure that Fermanagh and Omagh is globally recognised as an exemplar regenerative tourism destination. Through capital investment, such as the planned redevelopment of the Lakeland Forum, we will continue to create high-quality places that will grow the local economy and support urban and rural regeneration.

In identifying actions under this priority, we have focused on attracting better quality jobs to help improve productivity rates; reducing economic inactivity by engaging with communities and supporting industry to be more flexible in its approach to the labour market; and creating opportunities for capital investment and sustainable development.



Priority 3

Shared Prosperity: Drive an inclusive economy and aid prosperity across our district.

Core Objectives	What we will do
Inclusive Economy Support delivery of a strong local economy through a focus on inclusivity, productivity and environmental sustainability.	<ul style="list-style-type: none"> • We will work with partners to develop and deliver an Inclusive Economy Action Plan, supporting new and existing businesses to thrive through advancements in innovation, productivity and sustainability. • We will work in partnership to ensure that Fermanagh and Omagh is globally recognised as an exemplar regenerative tourism destination. • We will lobby for and support appropriate infrastructure investment and advancement to strengthen our economy. • We will support the economically inactive to secure meaningful employment through training and other tailored approaches.
Capital Investment Develop and deliver a sustainable capital programme and wider capital investment aligned with strategic priorities.	<ul style="list-style-type: none"> • We will agree priorities and continue to source external funding to support the development and delivery of the Council's Capital Programme. • We will ensure all capital projects promote and meet the targets included in the Council's Climate Change and Sustainable Development Action Plan. • We will work in partnership to deliver long term investment through the Mid-South West Growth Deal.
Quality Places Ensure that decision making, policies and land use zonings are in place to deliver sustainable development and recognise our unique rural characteristics and place shaping approach.	<ul style="list-style-type: none"> • We will deliver quality places, bringing land use and community planning functions closer together to encourage all partner organisations to focus on the issues of greatest importance to local people and local places. • We will develop and deliver a proactive improvement programme in relation to the planning functions which will improve and enhance service delivery, including meeting statutory targets. • We will continue to consider matters of importance to rural communities, utilising statistics, evidence and research to identify rural issues and their scale.

Tag	Measurement	Direction
Jobs	The number of jobs promoted through business startup activity (Note: subject to amendment based on forthcoming Economic Development Programmes)	↗
Employment	% participants on Council supported employability programmes who have a positive outcome following the programme	↗
Business Growth	# of businesses supported through the Council's business growth and scaling programmes	↗
Business Sustainability	# tourism businesses who participated in sustainable tourism business clusters and associated activities	↗
Capital	Expenditure on capital projects	↗
Planning 1	The average processing time of major planning applications	↘
Planning 2	The average processing time of local planning applications	↘
Planning 3	The percentage of enforcement cases processed within 39 weeks	↗
Tourism	Visitors (footfall) to Council tourism attractions	↗
Investment	Level of grant/investment income secured for the district	↗

Priority 4: One Council

In formulating this Corporate Plan, the Council has considered the type of organisation it wants to be; a forward-thinking innovative Council which is customer focussed and recognised internally and externally as accountable, transparent and effective. As we reach our first decade the Council must continue to provide strategic direction and leadership ensuring that robust systems and structures are in place to facilitate and support our dedicated, skilled and motivated staff to deliver key services for residents and visitors alike.

This Corporate Plan underpins our 'One Council' approach, which ensures all services are working towards shared objectives and will help different areas of the Council work together more effectively. Agility and innovation combined with the stable foundation of strong governance will characterise our ability to renew, adapt, respond and improve in an ever changing, turbulent local and global geopolitical environment.

In identifying the actions under this priority, we reflected on our budgetary constraints, our statutory obligations, our commitment to continuous improvement, and our growing maturity in developing the data and evidence to support and underpin our decision making, focusing on developing our 'One Council' approach to build whole community confidence in our service delivery.



Priority 4

One Council: Ensure an efficient, effective and agile Council founded on good governance practices.

Core Objectives	What we will do
Strong Governance Manage a transparent and effectively governed Council that is responsible to our citizens, while also maintaining strong financial discipline to ensure that we operate within our budgetary limits	<ul style="list-style-type: none"> • We will provide strong civic leadership and robustly represent the interests and needs of the district. • We will strive to keep business and domestic rates low and live within our means, making the most of the Council's money in ways that also help to deliver on our commitment to reduce carbon. • We will ensure robust financial discipline across the Council, identifying and delivering opportunities to generate income for services and other external funding sources. • We will prioritise based on need and our statutory obligation and ensure that we make data driven evidence-based decisions that will have the greatest impact on our ambitions for the Fermanagh and Omagh region. • We will recruit and continuously develop a highly skilled and motivated workforce, in an environment where Health, Safety and Wellbeing are prioritised, and where employees are supported to be flexible to ensure our resource is best aligned to areas of highest priority and risk.
Citizen Focussed Listening and engaging collaboratively with our citizens, communities and partners across the district to deliver services efficiently and to a high standard every day.	<ul style="list-style-type: none"> • We will plan to deliver right first-time services for all citizens, with clear pro-active communications to keep everyone well informed about our services, the decisions we take and why. • We will measure levels of customer satisfaction with Council services and seek to continuously improve. • We will seek to understand the priorities of our citizens, our communities, their needs and how to provide these, recognising that we need to collaborate with partners to achieve this. We will explore options to improve citizen engagement, especially with those who are older, younger, have a disability or access need.
Innovation and Continuous Improvement Continuously improve and simplify the delivery of our services, looking at new ways to work and innovate.	<ul style="list-style-type: none"> • We will continue to meet our statutory duty to improve, review and plan for new and improved delivery models and adopt an entrepreneurial approach to continue to ensure efficient and effective services are delivered. • We will invest in the latest digital technologies to enable online digital services and ways of working that are user friendly, reliable and accessible and that meet the highest levels of cyber security. • We will continuously explore how innovative technologies such as automation and Artificial Intelligence can improve productivity, quality of service and cost to deliver. • We will promote a positive culture and working environment, that will support and empower staff to consistently achieve their potential and encourage innovation for the benefit of all stakeholders.

Tag	Measurement	Direction
Budget	% of net expenditure v budget (include transfers)	↗
Attendance	% attendance by elected members at Council and Committee	↗
Absence	Average number of working days per employee lost due to absence	↘
Complaints	% complaints responded to within target time	↗
Income	New income streams developed (£)	↗
Rates	% rates increase (in real terms)	↘
Satisfaction	Residents' overall satisfaction with Council	↗
Listening	% residents' who consider the Council meets the needs of residents	↗
Innovation	Number of strategic innovations embedded	↗
Communications	Social Media engagement rate	↗
Learning	Number of Members and Officers who complete learning and development activities	↗

8.0 | 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

Text Phone:

028 8225 6216



Email:

info@fermanaghomagh.com



Live Web Chat:

Available on our website during office hours,
Mon-Fri, 9am-5pm



For people who are deaf or are hard of hearing:

SignVideo - www.fermanaghomagh.com/your-council/policies/equality/signvideo/



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.

Scan the QR code to complete the online survey:

The survey should take no more than 10 minutes to complete.



SCAN ME