



DRAFT IMPROVEMENT OBJECTIVES
FERMANAGH AND OMAGH DISTRICT COUNCIL

Draft Copy for Consultation Purposes Only

Draft Improvement Objectives 2024-2025

What we propose we will do

The Council has a statutory duty to identify, consult upon, publish and work to deliver annual Improvement Objectives. It is proposed to align the Council's Improvement Objectives for the next four years to the core priorities outlined in the new Corporate Plan 2024-2028. During this period, the associated actions are likely to change as progress is achieved and to reflect areas of challenge as identified through data, evidence and performance information gathering.

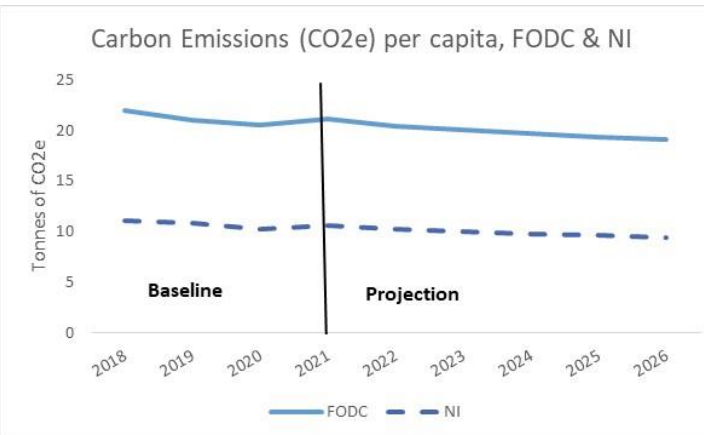
The tables below provide further detail on each of the four proposed Improvement Objectives, how each aligns to the 'FO 2030 Community Plan', the draft Corporate Plan 2024 – 2028, the United Nations' Sustainable Development Goals and relevant strategies at regional and local level. Information is provided on associated evidence and data trends which have supported identification of each Improvement Objective.

1. We will prioritise the Council progressing towards Net Zero.

Improvement Objective One	Lead officer: Director of Environment and Place Supported by: Lead Climate and Sustainable Development Officer and Head of Waste Management
Related Community Plan theme outcome/s and Corporate Plan priority area	Theme: Environment Outcome: 6 Our outstanding natural and built environment is sustainably managed and, where possible, enhanced FODC Corporate Priority: Climate Action: Embed sustainability to ensure progress towards Net Zero by 2040.

Links to UN Sustainable Development Goals	
Target Customers	<ul style="list-style-type: none"> • All residents • Businesses • Agriculture sector • Green energy providers • Statutory Partners • Community and Voluntary sector groups • Schools and education sectors • Council Staff (inc. Building Managers) • Land and Property Developers
Strategic significance at regional and local level	<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 • The Path to Net Zero energy (Secure. Affordable. Clean) (December 2021) • FODC Climate Change and Sustainable Development Strategy 2020-2030 and Action Plan Restore, Revive, Thrive • Local Development Plan 2030: Plan Strategy • FODC Biodiversity Strategy and 2022-2027 and Biodiversity Action Plan • FODC Energy Management Policy 2020- 2030 • FODC Estate Strategy 2020-2030 • FODC Fleet Strategy
What's the story behind the baseline?	<p>Outcome 6 measures four population indicators at strategic level, two of which are directly linked and are outlined below:</p>

6a: Carbon emissions

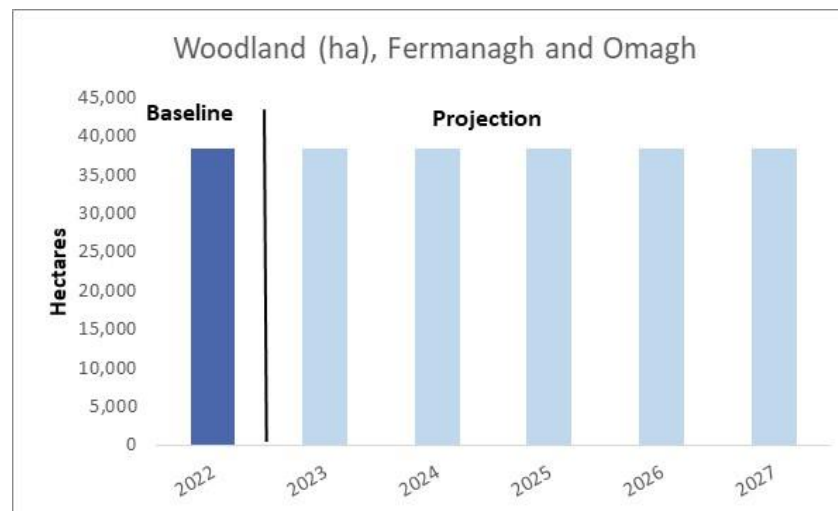


The average emissions level per resident of the Fermanagh and Omagh is 21.1 tonnes of CO₂e per annum. This is significantly higher than the average NI resident (10.6 tonnes CO₂e). The CO₂e emissions in FODC comprise of:

- 11.1 tonnes of CO₂ (52%)
- 7.9 tonnes of methane (CH₄) (37%)
- 2.2 tonnes of nitrous oxide (N₂O) (10%).

These are all above the NI average but are likely to be driven in part by the km of roads in the (large) Fermanagh and Omagh district and primary industry.

6d: Natural Environment Woodland



There are 38,286 hectares of woodland in the Fermanagh and Omagh District

This includes conifer, broadleaf, mixed, short rotation coppice, regenerating woodland and types unknown. Approximately 1/3 of NI's woodland is in Fermanagh and Omagh.

The provision and good maintenance of woodland is vital to ensuring a thriving range of wildlife, flowers and fauna. It is also a key contributor to carbon sequestration.

	<p>Summary analysis:</p> <p>Climate Change is essentially the most significant challenge we face in the next ten years, globally. This objective has been retained from the Performance and Improvement Plan 2023-2024 as it is a key priority in the Green Growth and Sustainability Outcome in the Executive’s Recovery Plan and it is the focus of implementation of the Council’s Climate Change Action Plan ‘Restore, Revive and Thrive’. The Climate Act (NI) 2022 brings a new legislative remit that all public bodies and businesses must implement and report on in NI. It sets out a clear policy direction to reduce carbon emissions alongside our work to 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 allocation, however, climate change is central to all our activities, and we plan to lead the Council and community to carbon neutrality while acknowledging the financial constraints we are working within.</p> <p>The Council wants to ensure that it has in place all the necessary processes and support mechanisms to capitalise on opportunities and meet its new legislative responsibilities.</p> <p>A priority of the new Corporate Plan 2024-2028 is to progress as an organisation towards net zero. The Council is currently seeking ways to do this and has identified its estate, fleet and amount of waste to landfill as key areas of focus in the financial year 2024-2025 (however ongoing work in other areas will also be progressed).</p>	
<p>Statutory Service Criteria</p>	<ol style="list-style-type: none"> 1. Strategic Effectiveness 2. Service Quality 3. Service Availability 4. Efficiency 5. Sustainability 6. Innovation 	
<p>Actions (What we propose to do)</p>	<p>What might this look like</p>	
<ol style="list-style-type: none"> 1. Determine the Energy Performance Rating (EPC) of our estate to improve our 	<ul style="list-style-type: none"> • Undertake EPC audits of priority one buildings. • Analyse the results of audits to support the development and delivery of an action plan with recommendations to reduce our energy use and promote energy efficiency practices. 	

energy management and efficiency.	
2. Increase the % of household waste preparing for reuse, recycling or composting.	<ul style="list-style-type: none"> • Progress a waste transformation project to deliver an efficient and effective waste management service. • Review the findings of the Small Business Research Institute pilot to increase the amount and quality of waste that is recycled using persuasive technologies and Artificial Intelligence. • Continue to promote the Clean, Dry, Empty, Flat (CDEF) campaign. • Develop initiatives to promote waste management and recycling and identify associated funding opportunities.
3. Reduce the Council's fleet emissions using sustainable fuels.	<ul style="list-style-type: none"> • Review the findings of the HVO pilot to assess the benefits of extending the pilot across additional Council fleet. • Increase the number of electric vehicles within the Council fleet. • Continue to work with external partners to identify opportunities for the use of sustainable fuel sources.
What difference will these actions potentially 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. • Improve the environmental behaviours of our citizens and encourage a more sustainable approach. • A sustainable and transformative approach to waste management. • Reduce the carbon emissions of our Council's own fleet, learning from HVO pilot and other relevant good practice models. • 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. 	

2. We will work in partnership to tackle disadvantage to ensure our people have access to opportunities.

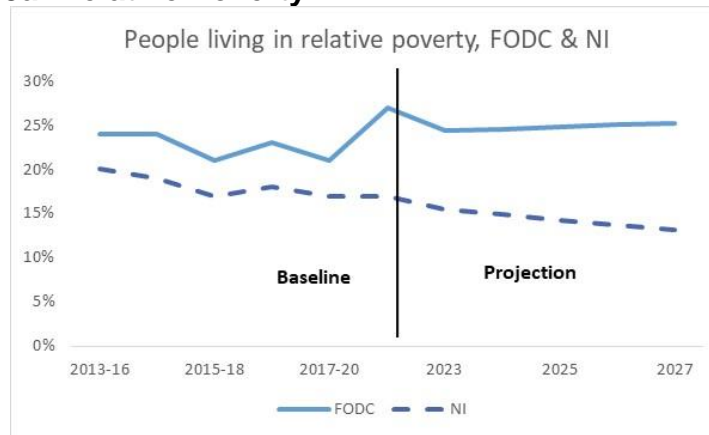
Improvement Objective Two	Lead officer: Director of Community and Wellbeing Supported by: Head of Community Services and Head of Wellbeing and Cultural Services
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	Theme: People and Communities Outcome 1: Our people are healthy and well – physically, mentally, and emotionally. Outcome 3: Our communities are inclusive, safe, resilient, and empowered and Outcome 4. Our children and young people have the best start in life. FODC Corporate Priority: People and Communities: Provide opportunities for everyone to live well
Links to UN Sustainable Development Goals	
Target customers	<ul style="list-style-type: none"> • All Residents • Low-income households • Families • Black, Asian and Minority Ethnic • Children and young people • Single households • People with a disability • People suffering from an illness
Strategic significance at regional and local level	<ul style="list-style-type: none"> • Building Forward: Consolidated COVID19 Recovery Plan (NIE) • DfC emerging Anti-Poverty Strategy • DfC emerging People and Place Strategy • DoH emerging Strategic Framework to prevent the harm caused by obesity and improved diet and levels of physical activity. • The Child Poverty Strategy: 2014 -2017

- NI Children and Young People’s Strategy 2020-2030
- Mental Health Strategy (NI) 2021-2031
- FODC Active Together Strategy
- FODC emerging Anti-Poverty Strategy and emerging Action Plan
- FO Local Community Wellbeing Plans

What’s the story behind the baseline?

Outcomes One, Three and Four have nine population indicators, five of which are directly relevant. These are outlined below:

3a: Relative Poverty

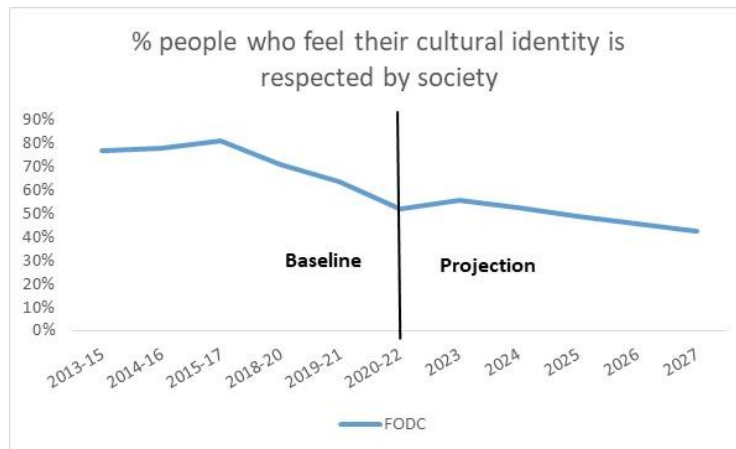


The latest data (2017-20) suggests that 27% of people in Fermanagh and Omagh live in relative poverty.

This is a notable year-on-year increase of 6 percentage points in Fermanagh and Omagh, whilst relative poverty levels in NI have remained largely unchanged.

Poverty (and deprivation) is considered to be a central factor contributing negatively to a wide range of issues, including health, education and economic outcomes.

3b: Cultural Identity

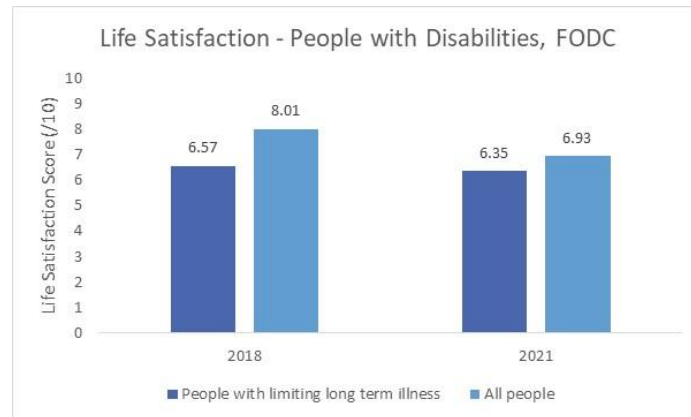


The latest data (2020-22) show that 52% of people living in Fermanagh and Omagh believe their ‘cultural identity is respected by society’. This indicator is broad, covering ethnic cultures, a person’s identity and good relations issues. There has been a notable decrease in those who feel their cultural identity is respected by society.

The key to improving this figure is to focus on embracing quality, inclusivity and diversity. The long-term risk of allowing this indicator to

decline could be an increase in hate crimes.

3c: Life Satisfaction

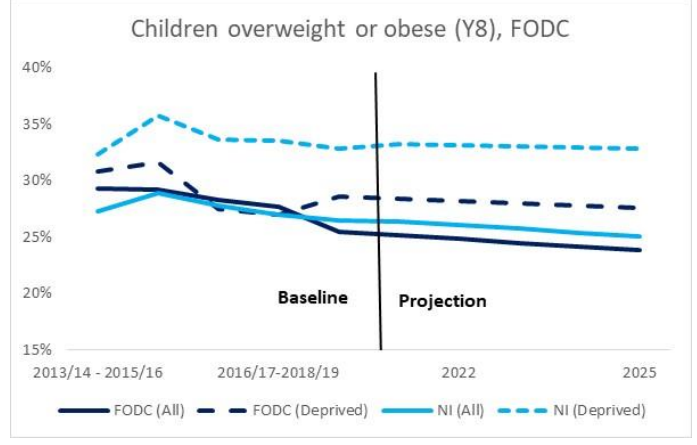
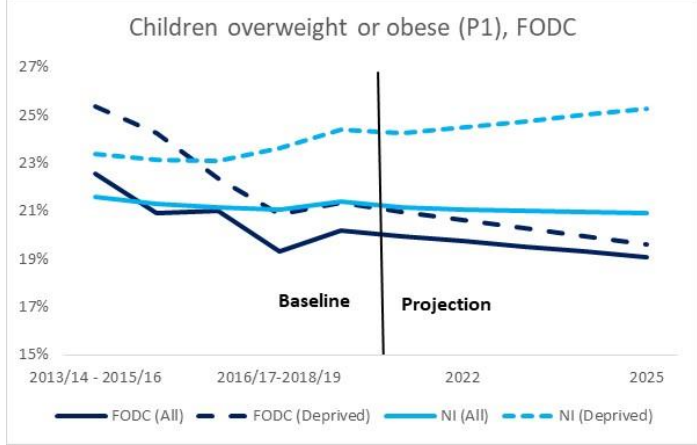


Life satisfaction is measured as a score / 10 across a range of facets of life:

- General life
- Physical health
- Mental health/emotional wellbeing Finances
- Living conditions
- Connectivity

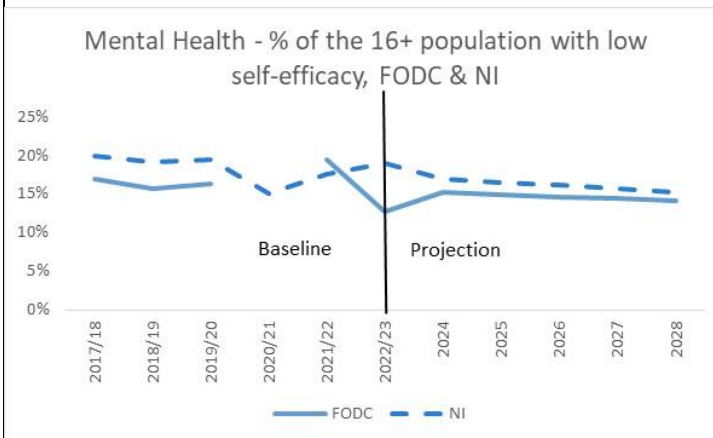
The average score shows that people with a disability / limiting long term illness report a lower life satisfaction score. The difference was more marked in 2018 (the pre-Covid-19 era).

4a: Health Childhood obesity



In Fermanagh and Omagh, 20% of P1 children and 26% of Y8 children are overweight or obese. This is higher in deprived areas (21% and 29% respectively). The rates at NI level are comparable, albeit the most deprived 20% of NI has a notably more significant issue with childhood obesity. The trend suggests a continuation of the (marginal) downward trend; however, the issue is whether it is acceptable to have over 1 in 5 children overweight and how this may impact future health outcomes (UpdatedNI Health Inequalities Report, due to publish on 27 March 2024)

1c: Mental Health - % of the 16+ population with low self-efficacy



The latest data (2022/23) suggests that 13% of people living in Fermanagh and Omagh have low self-efficacy. This is a statistically significant difference from the NI average.

However, the significant change year-on-year in Fermanagh and Omagh is an anomaly and should be treated with caution.

People with low self-efficacy have low self-confidence and thus feel they have a minimal ability to control their own lives. Self-efficacy is

considered as a pre-cursor to mental health; a person who has low self-efficacy doubts their abilities, are less ambitious and give up on their aims when challenged.

Summary analysis:

The latest data which covers 2017-2022 confirms that 330,000 people in Northern Ireland live in poverty, that is 18% of the total population of 1,860,000 and almost one in five people. This figure consists of 110,000 children, 190,000 working-age adults and 30,000 pensioners. The poverty rate varies greatly between different groups within the population in Northern Ireland. Pensioners have the lowest poverty rate (12%), followed by working-age people (17%). Poverty is highest among children – around one in four children in Northern Ireland are living in poverty (24%).

Poverty within FO has been a longstanding, deep rooted issue. The FODC locality claims almost one tenth of the 10% most income deprived Super Output Areas (SOAs) in NI. Poverty rates in FO are higher than the Northern Ireland average and a fifth of children here currently live in poverty. FO specific research has highlighted that there are areas where co-poverties exist, namely fuel, food and transport poverty and concluded that:

- 157 Small Areas (59%) are high-risk clusters for either fuel, food or transport poverty
- 52 Small Areas (33%) experience at least two types of poverty

	<ul style="list-style-type: none"> • 4 Small Areas experience all three types of poverty (fuel, food and transport). <p>FO has the largest land mass and smallest population of all Local Authority areas within NI. Almost 70% of our residents live outside the main towns of Omagh and Enniskillen and accessing the majority of services, jobs and opportunities can be difficult, thereby worsening poverty and making positive lifestyle choices more difficult. This is evidenced by low levels of self-reported physical activity, high levels of residents within the WHSCT who are overweight or obese and higher than NI average levels of dental cavities in those under 18. The cost-of-living crisis is having a significant impact on our residents with advice services reporting that debt queries have increased, in part, arising due to our lower than NI average Gross Disposable Household Income (GDHI). FODC recognises that reducing poverty and improving life chances cannot just be about mitigating the impact of the severe hardship many residents are currently facing but, tackling the root causes and work in Improvement Objective 3 of this plan will support addressing the long-term issues of economic inactivity, low wage levels and enhancing skills. However, immediate support is undoubtedly needed, and this improvement objective will work to support people now.</p>
Statutory Service Criteria	<ul style="list-style-type: none"> • Strategic Effectiveness • Service Availability • Fairness • Sustainability • Innovation
Actions (What we propose to do)	What might this look like
4. Provide immediate support for people living in poverty.	<ul style="list-style-type: none"> • Progress with the development and implementation of the Anti-Poverty Action Plan, based on the strategic direction as per the Strategy. This will include: <ul style="list-style-type: none"> - Building and sustaining the partnerships established and ensure effective allocation of resources through the continual evaluation of programmes and initiatives. - Developing and delivering a communications plan to work to reduce the stigma associated with poverty and empower people to seek support when required.

<p>5. Increase participation in physical activity among targeted groups.</p>	<ul style="list-style-type: none"> • Identify a baseline of membership and usage in leisure centres and participation in outreach programming amongst targeted groups. <p><i>(i.e. Target groups identified: young people, older people, women, girls, people with a disability, BAME, those on low incomes, rural areas and areas of deprivation.)</i></p> <ul style="list-style-type: none"> • Consult targeted groups where the percentage uptake is low to determine barriers and make recommendations to develop focussed delivery plans. • Improve the pathways to participation by promoting the availability of programmes and opportunities through the development of a single point of information and by incentivising engagement after a targeted intervention.
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What difference will this action make?

- Support those in poverty to ensure they meet their basic needs in an unprecedented time with significant rising costs of living and more low income families suffering food, fuel, and transport poverty.
- Utilise data and intelligence at local level in relation to deprivation and 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 criterion 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.
- Increase physical activity of key targeted groups including young people, older people, women, girls, people with a disability, BAME, those on low incomes, rural areas and areas of deprivation.
- Provide opportunities for everyone to participate in physical activity and encourage uptake to promote improved health benefits.
- Promote education that humanizes people living in poverty to assist with reducing the blame that people often place on the victims of poverty.

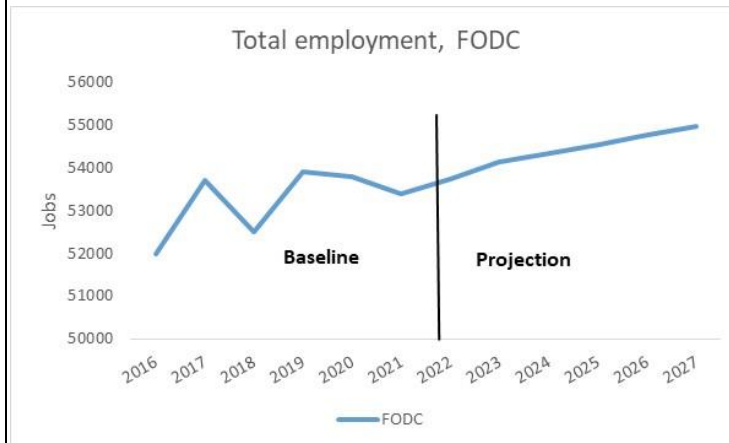
3. We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district.

Improvement Objective Three	Lead officer: Director of Regeneration and Planning				
		Supported by: Head of Economic Development and Investment			
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	<p>Theme: Economy, infrastructure, and skills</p> <p>Outcome 5: Our economy is thriving, expanding, and outward looking</p> <p>FODC Corporate Plan Priority: Shared Prosperity: Drive an inclusive economy and aid prosperity across our district.</p>				
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 				

What's the story behind the baseline?

Outcome 5 is directly relevant at strategic level and has 3 population indicators which are directly linked to this Improvement Objective and are outlined below:

5a: Jobs

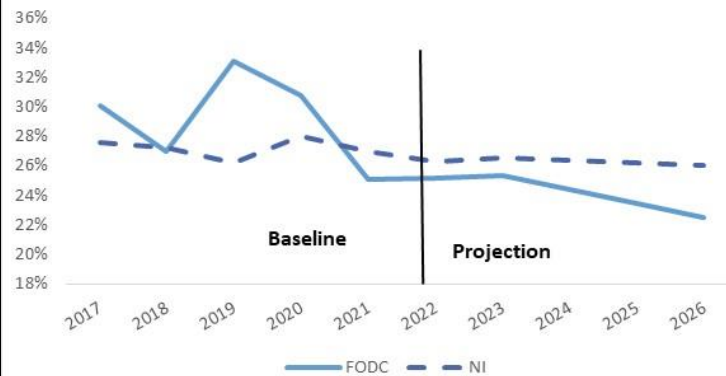


There are approximately 54,000 jobs located in the Fermanagh and Omagh District. This includes employees, self-employed and agriculture.

In the absence of any policy intervention, the projected employment levels are to grow by 900 jobs (2.3%) by 2027.

5b: Economic Inactivity

Economic Inactivity Rate, FODC & NI



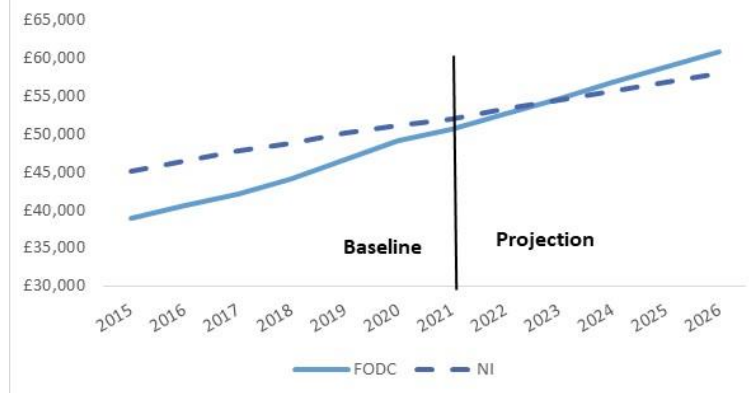
Economic inactivity is a well-known issue within the Northern Ireland economy.

The economic inactivity rate in Fermanagh and Omagh is 25% (2022), compared to the NI average of 26%.

This means that one-in-four of those aged between 16-64 are not available to work. Economic inactivity has tended to be higher in Fermanagh and Omagh than the NI average. Current economic inactivity levels are low by historical standards.

5c: Productivity

Productivity, FODC & NI



Productivity – economic output per employee – currently sits at £50,719 in Fermanagh and Omagh and £51,981 in Northern Ireland.

Productivity levels are correlated with wage levels (as productivity is classed as the sum of wages and profits), with productive economies tending to have better paid employees.

Sluggish productivity levels are a UK wide problem. The gap between FODC and NI has narrowed to 2%, but NI's productivity remains 17% below UK levels and 29% below the ROI average.

Summary analysis:

Productivity, measured as GVA per filled job, in the FODC area was £48k, which is 4% below the NI average. In turn productivity in Northern Ireland is 17% below the UK average, which is in turn 29% below the Republic of Ireland average. There is therefore a continued need for investment in local business supports that effectively increase productivity among the existing workforce (from investment in skills through to capital investment in new equipment and technologies that can enhance productivity). There is also a need to encourage growth among micro, small and medium sized businesses operating within higher value-adding sectors, such as manufacturing and engineering, fintech and life and health sciences.

FODC has the highest proportion of micro-sized businesses with a turnover less than £50k, 42% of all businesses in FODC have a turnover less than £50k, FODC makes up 17% of NI businesses with £50k or less.

Lack of access to workers and / or access to workers with the right skills acts as a major barrier to economic growth in FODC. Evidence highlights a tight labour market and high intensity of demand for jobs in key sectors of the local economy. There is therefore a need to ensure that collaborative working between industry and the education sector delivers a strong pipeline of workers with the necessary skills to drive economic growth, and that the district is promoted as a destination for inward flow of workers.

FODC faces the challenge of low wages, with average wages being around 10% lower than the Northern Ireland average, and typically fluctuating between 10% and 15% lower than NI. This wage disparity poses significant potential socio-economic implications for the district. Lower wages can lead to reduced disposable income, impacting local consumer spending and economic growth. It may also contribute to a lower standard of living for residents and difficulties in attracting and retaining skilled workers. The comparison to Belfast, where wages are 17% higher, further highlights the wage gap and potential disparities in opportunities between the regions. Addressing the issue of low wages requires targeted efforts such as promoting economic development, attracting higher-paying industries, improving skills and education, and encouraging entrepreneurship. By raising wages and improving overall economic prosperity, Fermanagh and Omagh can enhance the quality of life for its residents and create a more sustainable and inclusive local economy.

Businesses in the FODC area have reported issues in relation to shortages in the amount of industrial land available to facilitate growth and expansion within the district. As of June 2023, 7% (n=3) of all commercial property for sale / to let was in the FODC Council area, equating to 53 acres for sale. This deficit could limit growth of existing businesses, deter investment in the district by new businesses due to lack of suitable space, and ultimately negatively affect residents. Land deficit also limits the potential for Foreign

	<p>Direct Investment (FDI) in the district. FODC is also constrained in its ability to attract FDI due to the lack of capacity in relation to industrial land in the Omagh area, creating an indigenous business community which results in less dynamism due to lack of innovative ideas from new and evolving businesses outside the district.</p> <p>Evidence does, however, point to increasing levels of dynamism within the local economy, reflected in a narrowing gap between local business birth rates and the NI average in recent years. However, analysis of private investment data shows that, despite accounting for more than one third of NI businesses, the district accounts for just 0.5% of private investment in innovative businesses. The FODC area is home to 10 companies that have received external grants or private investment to support their growth. This represents just under one sixth of the total number of grant and investment raising companies in NI (3%, 10 out of 334). The total value of private investment raised by companies in NI since 2007 is £675m, with a median value of £300k. By comparison, FODC investment raising companies have secured a total of just £3.4m since 2011 (just 0.5% of the Northern Ireland total), with a median value of £200k. Considerable focus is therefore required on linking high- potential businesses, particularly within high-value adding sectors, to existing sources of funding that can accelerate growth.</p>
<p>Strategic significance at regional and local level</p>	<ul style="list-style-type: none"> • Building Forward: Consolidated COVID19 Recovery Plan (NIE) • 10X Economy • Skills for a 10X Economy • Place 10X (emerging strategy) • Draft Tourism Strategy for Northern Ireland • Mid South West Regional Economic Strategy • Fermanagh and Omagh Inclusive Economy Action Plan (emerging) • Fermanagh and Omagh Visitor Experience Development Plan • FO Labour Market Partnership Action Plan 2024-2025
<p>Actions (What we propose to do)</p>	<p>What might this look like</p>



<p>6. Develop and agree an Inclusive Economy Action Plan and establish an Inclusive Economy Network</p>	<ul style="list-style-type: none"> • Draft Inclusive Economy Action Plan to be developed and issued for Stakeholder consultation following robust data and evidence and policy review of the district. • Inclusive Economy Action Plan to be agreed and implementation commenced in-year. • Establish an Inclusive Economy Network and associated membership to support delivery of agreed actions.
<p>7. Support entrepreneurs to start a business.</p>	<ul style="list-style-type: none"> • Marketing and promotion of the Go Succeed Start Programme to attract participants. • Engage with potential entrepreneurs for the Go-Succeed Programme. • Assist in the creation of business plans to support business start-up and the creation of new jobs. • Provide opportunities for Master Classes to help develop skills. • Evaluate the programme in line with funder criteria.
<p>8. Support micro/small businesses to develop and grow.</p>	<ul style="list-style-type: none"> • Marketing and promotion of the Go Succeed Grow Programme to attract micro/small businesses. • Engage with micro/small businesses through the Go Succeed Programme. Provide mentor support, Master Classes based on business sector needs and provide support in areas to include innovation, Research and Development. • Promote access to small grants of up £5k to relevant business and provide support were required. • Evaluate the programme in line with funder criteria. • Ensure a proactive pathway of referrals to INI
<p>9. Create opportunities for those furthest from the labour market to secure quality local jobs.</p>	<p>REAP</p> <ul style="list-style-type: none"> • Marketing and promotion of the Rural Economic Accelerator Programme (REAP). • Design and delivery of programme of activity. • Conduct evaluation of Participant journeys post completion. <p>LMP</p> <ul style="list-style-type: none"> • Secure Department for Communities agreement on the 2024-2025 LMP Action Plan

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| | <ul style="list-style-type: none">• Evaluate LMP Action Plan 2023/2024.• Confirm funding offer.• Develop and deliver employability and skills programmes to address local labour market challenges.• Implement the 2024- 2025 approved Action Plan• Commence work to develop Annual 2025-2026 Action Plan (Regional Funding dependent). |
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What difference will this action make?

- 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.
- 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.

4. We will seek to innovate and advance our governance and digital capabilities to improve the quality of our services and the effectiveness and efficiency of the Council.

<p>Improvement Objective Four</p>	<p>Lead officer: Director of Corporate Services and Governance</p> <p>Supported by: Head of Corporate and Strategic Services, Head of Human Resources and Organisational Development and Digital ICT and Cyber Security Lead Officer</p>			
<p>Related Community Plan Theme, Outcome/s and Corporate Plan priority area</p>	<p>Theme: One Partnership</p> <p>Outcome: All six outcomes</p> <p>FODC Corporate Plan Priority: One Council: Ensure an efficient, effective and agile Council founded on good governance practices.</p>			
<p>Links to UN Sustainable Development Goals</p>				
<p>Target customers</p>	<ul style="list-style-type: none"> • Residents • Staff • Elected members 			

<p>What's the story behind the baseline?</p>	<p>In formulating the new Corporate Plan, the Council considered the type of organisation it wanted 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.</p> <p>This Improvement Objective 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 over the next four years. 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.</p> <p>In identifying the actions under this Improvement Objective, 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.</p> <p>We have reviewed our performance against the other 8 Councils in NI that participate in the APSE benchmarking process and the focus in this financial year is in service areas regarding complaints, staff performance management and ensuring digital connectivity in our outreach facilities.</p>
<p>Strategic significance at regional and local level</p>	<p>Local Government Complaints Handling Procedure FODC Complaints Handling Procedure FODC People Plan</p>
<p>Actions (What we propose to do)</p>	<p>What might this look like</p>

<p>Implement improved processes for recording, analysing and monitoring of complaints.</p>	<ul style="list-style-type: none"> • Embed the legislative duties contained in the Local Government Complaints Handling Procedure into updated organisational policy and practices. • Roll out staff training and awareness raising to ensure effective approaches in complaint reporting, handling and resolution through a centralised reporting system. • Utilise business intelligence (BI) to analyse complaints to identify recurring issues and make data and evidence informed corporate decisions that improve customer service.
<p>Maximise the capability of the Council's IT system to improve processes for talent management, succession planning and training and development of employees.</p>	<ul style="list-style-type: none"> • Operationalise the Council's IT system to support talent management, succession planning and identification of training needs for staff through the digitisation of processes. • Roll out training for line managers on new processes and utilisation of the system. • Implement a pilot programme to roll out the new processes within the Corporate Services and Governance Directorate. • Review implementation of the pilot and identify any challenges or issues before rolling out to all other Directorates.
<p>Enhance digital connectivity across Council facilities to enable new technology enabled services and support for residents.</p>	<ul style="list-style-type: none"> • Upgrade to full fibre IT connectivity at Council sites and facilities throughout the district. • Implement measures to future-proof sites, ensuring the capacity for upgrading and enhancing web-based technology. • Identify and scope new and improved future service delivery models capitalising on enhanced connectivity.

What difference will this action make?

- Resolution processes for complaints will be standardised across the Council and this will make it easier for our citizens to make a complaint when service delivery falls below the expected standards, and will lead to more timely responses being issued.
- Embedding of new complaints processes will lead to an improvement in the Council culture of learning from complaints which will further improve the quality of our service delivery.

- In line with the Council 'People Plan', implementation of new Human Resource system functionality will enable greater efficiency and provide up to date data gathering and reporting to support management decision making which underpins the effective delivery of our services to citizens.
- All council public facing facilities will now have full fibre IT connectivity and this investment and roll out of IT infrastructure will underpin future plans for more effective and efficient service delivery.

End.../