



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

Performance Improvement Plan

Part 2:

Continuous Improvement

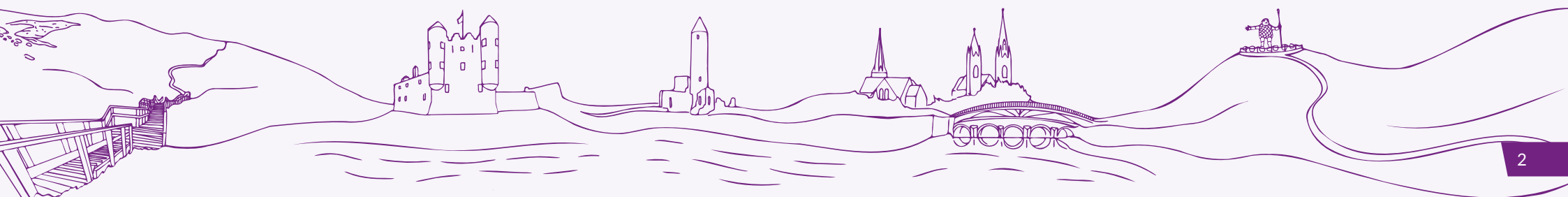
2024-2028

1 April 2025 – 31 March 2026

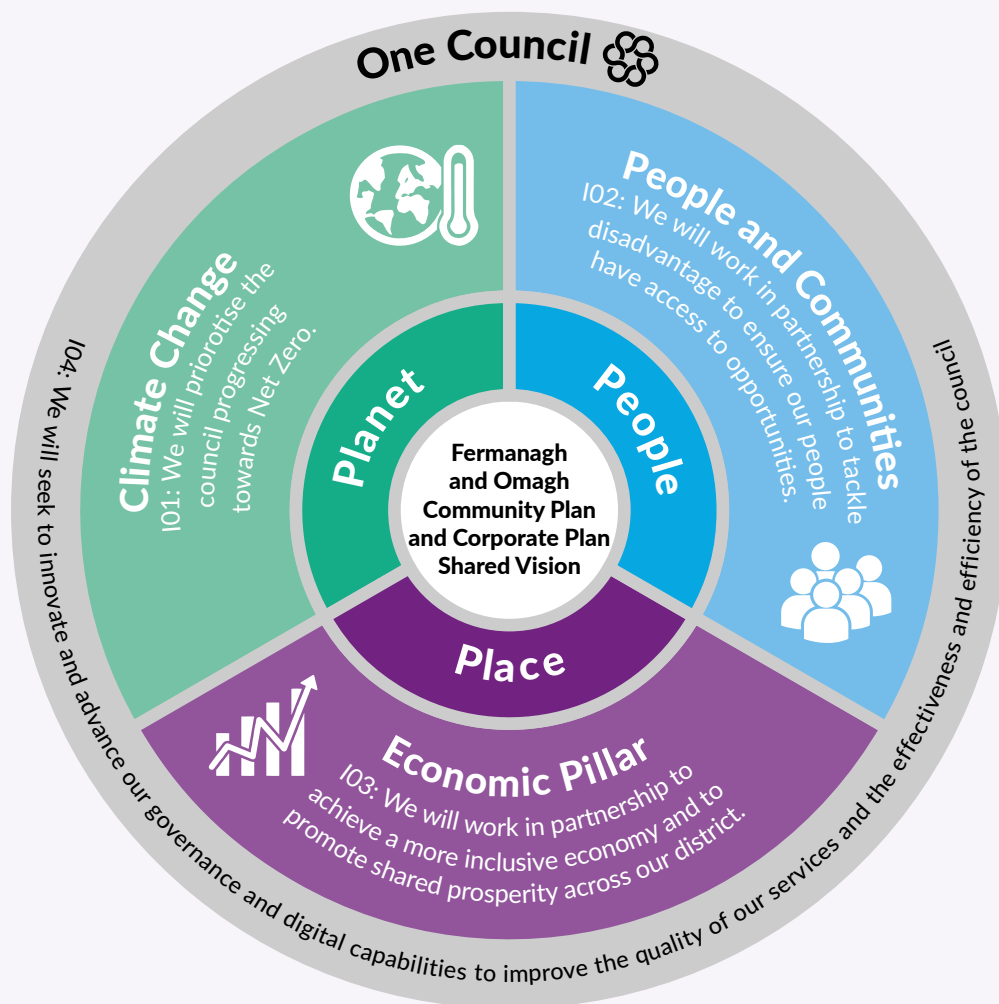


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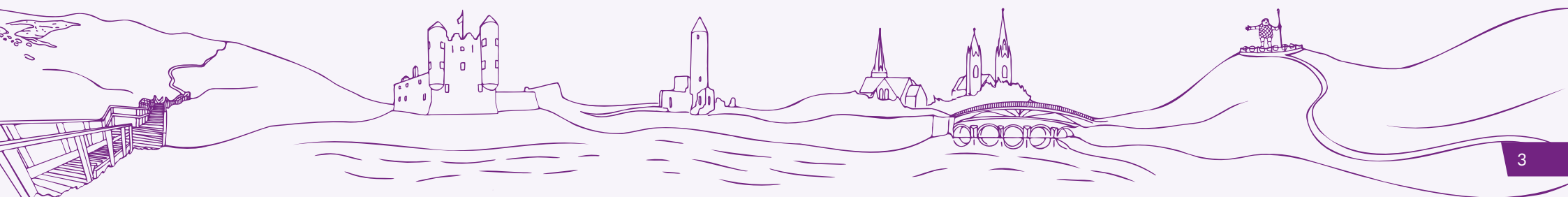
1.0 | Introduction



The [Local Government Act \(NI\) 2014](#), places a statutory duty on Councils to ensure continuous improvement and to agree, for each financial year, Improvement Objectives and produce an annual Improvement Plan. This is referred to as our “Duty to Improve”. 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 Council’s Improvement Plan does not include everything we intend to do over the year to bring about improvement but instead focuses on a small number of key Improvement Objectives which have been identified and consulted upon, and which will be monitored and reported on through the performance improvement reporting process. Our Improvement Objectives include a mix of social, economic, and environmental improvements, coupled with service improvements, to provide a broad, but balanced approach. The PIP reflects not only our statutory responsibilities under the legislation, but also our shared ambition to contribute meaningfully to the regional goals of the Programme for Government (PfG) ensuring Fermanagh and Omagh (FO) remains a great place to live, work, visit and invest.

1.1 | The Performance Improvement Objectives 2025/26

Fermanagh and Omagh District Council is committed to delivering high quality services that enhance the wellbeing of all our residents, businesses, and communities. The 2025/26 Performance Improvement Plan (PIP) builds upon our strong foundations in service delivery and continuous improvement achieved in year 2024/25 whilst also considering the new [Programme for Government](#) (PfG). The PfG places a strong emphasis on improving outcomes for all people across NI, with a focus on collaboration, innovation, and tackling persistent challenges including poverty, inequality and environmental sustainability. Our Corporate Plan [‘Our Council, Our Plan 2024-2028’](#) aligns closely with these priorities, recognising that local government has a critical role in driving forward shared outcomes at a local level. Our Improvement Objectives are aligned to the corporate priorities and reflect the need to protect and enhance the environment, reduce inequalities, support the health and wellbeing of our communities, strengthen economic growth, and ensure our governance is effective and efficient.

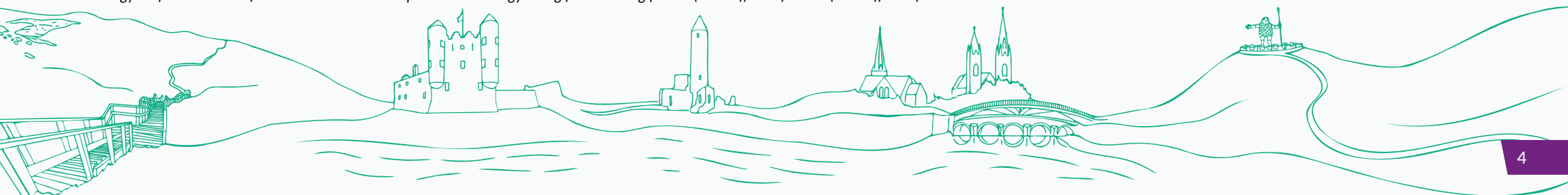


2.0 | Looking Back: Performance Improvement Plan 2024/25 and its impact

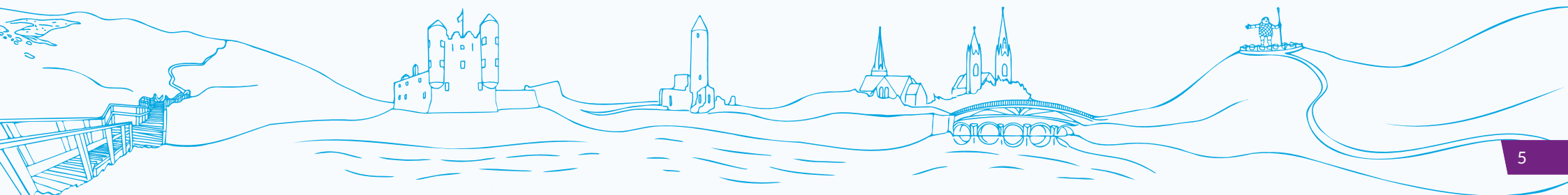
The **Performance Improvement Plan (PIP) 2024/25** identified four Improvement Objectives. The table below presents an end of year update against each of the actions identified and sets out which will be carried forward into the 2025/26 Performance Improvement Plan. Where the action has not been carried over it is noted that work has completed; progress against the workplan and agreed deliverables have been well documented; and is well evidenced through the bi-annual reports. **(available on the Council website at www.fermanaghomagham.com).**

Improvement Objectives	Actions		Overview of progress at year end
IO1 We will prioritise the Council progressing towards Net Zero.	IO1 A1	Determine the Energy Performance Rating *(EPC) of our estate to improve our energy management and efficiency.	Fermanagh and Omagh District Council continues to prioritise the energy performance of its buildings as part of its broader commitment to climate action, sustainability, operational efficiency and compliance with statutory obligations. The Council has 33 Priority 1 buildings (i.e. those with the highest energy usage) and has currently determined the energy performance ratings of 24 of these buildings. The focus in 2025/26 PIP will be to complete EPCs for the remaining 9 Priority 1 buildings and support the implementation of all recommendations to ensure the reduction of energy use and promote energy efficiency practices across the estate. This action has been carried over into PIP 2025/26.
	IO1 A2	Increase the % of household waste preparing for reuse, recycling or composting.	The Council is committed to increasing the percentage of waste that is prepared for reuse, recycled, or composted, aligning with NI waste management targets and environmental sustainability goals. The Council has made good progress in 2024/25 and will continue to progress the waste transformation project to deliver an efficient and effective waste management service. This action has been carried over into PIP 2025/26.
	IO1 A3	Reduce the Council's fleet emissions using sustainable fuels.	The Council has made significant progress this year and at year end 81 Council vehicles are currently operating on hydrotreated vegetable oil (HVO). This action will be carried over in PIP 2025/26, with a focus to extend the use of sustainable fuels within the Council fleet. In addition, the Council will work with external partners to identify opportunities for the use of sustainable fuel sources and share good practice. This action has been carried over into PIP 2025/26.

*An Energy Performance Certificate is a document that provides an energy rating for a building from A (most efficient) to a G (least efficient).

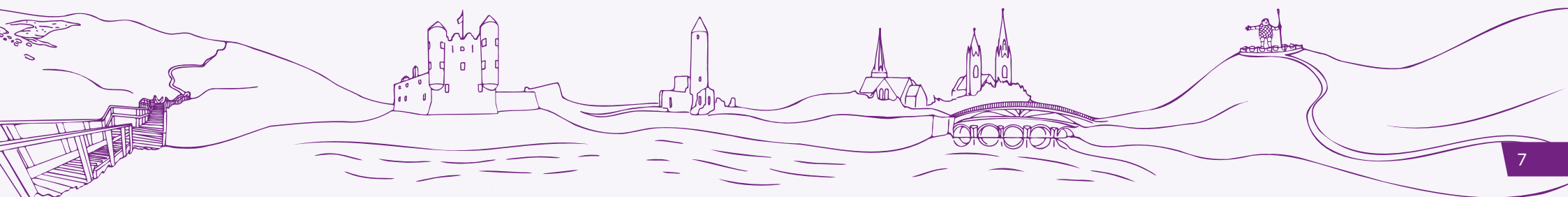


Improvement Objectives	Actions		Overview of progress at year end
IO2 We will work in partnership to tackle disadvantage to ensure our people have access to opportunities.	IO2 A4	Provide immediate support for people living in poverty.	The Council continues to address the challenges that poverty and deprivation pose to the residents in Fermanagh and Omagh. In December 2024 the Council launched it's 10-year strategy 'Pathways out of Poverty' which identifies the priorities to mitigate the effects; prevent and reduce; rethink and design, and deliver services for those experiencing poverty. The strategy emphasises the need for continued collaboration across statutory bodies, community and voluntary organisations to create a supportive environment aimed at reducing poverty and improving the well-being of residents. The focus in 2025/26 will be poverty proofing of selected Council services and implementing an Integrated Advice Partnership Fund. This action has been carried over into PIP 2025/26.
	IO2 A5	Increase participation in physical activity among targeted groups.	This action has been carried over into PIP 2025/ 26 with a focused approach next year on people with a disability. Extensive work took place in 2024/25 to develop processes to monitor participation across the 7 target groups and increase participation. This work is clearly evidenced through the 'Taking Stock' report. Robust monitoring processes are currently in place for leisure centres and outreach programmes. The number of individuals from targeted groups attending outreach programmes and leisure centres has significantly increased in 2024/2025, particularly with respect to women attendees (653% increase) and those living in deprived areas (577% increase).
	IO2 A6	Undertake a comprehensive assessment of Leisure Services booking systems to optimise and streamline the booking process for enhanced effectiveness and efficiency.	This action has not been carried over into PIP 2025/26 as the work progressed in line with agreed workplan, timescales and deliverables in PIP 2024/25. Progress has been well demonstrated and evidenced through the 'Taking Stock' report. The customer journey mapping undertaken focused on determining the functionality and user experience of the Customer Relations Management System (CRMS) and how it could be improved. The Legend booking system was revised with options for enhanced functionality considered, including software supplements 'Pitch Bookings' (for pitch management) and 'Coursepro' (for swim programmes). A scoping document for the procurement and implementation of Coursepro (Swim lesson specific software) has been completed.

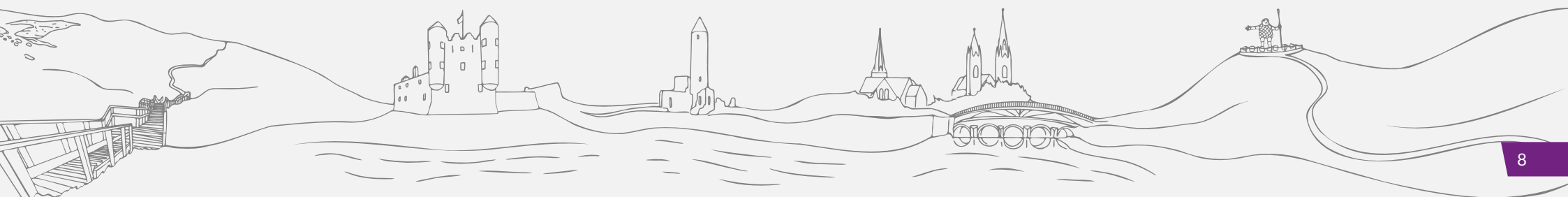


Improvement Objectives	Actions	Overview of progress at year end
IO3 We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district.	IO3 A7 Develop and agree an Inclusive Economy Action Plan and establish an Inclusive Economy Network.	This action progressed well during the 2024/25 year with all actions demonstrating progress in line with agreed workplan, deliverables and within agreed timescales. The Action Plan was issued for public consultation in April 2024 and formally adopted by Council on 1 July 2024. Delivery advanced through collaboration with key programmes including Go Succeed, the Economic Business Conference, and the Digital Transformation Flexible Fund (DTFF). The Council has a number of established working groups and partnerships in place that collectively fulfil the role of an Inclusive Economy Network. This includes the Economic Development and Inward Investment Working Group, the Labour Market Partnership (LMP), the Fermanagh and Omagh Community Planning Strategic Partnership Board (CPSPB) and the Visitor Experience Development Plan Partnership (VEDP). In addition, following the launch of the Department for the Economy (DfE) Sub-Regional Economic Plan in October 2024, the Local Economic Partnership (LEP) has also been established and is being fulfilled by the LMP with extended membership. The complementarity of the work of these groups provides the network to progress continued delivery of the Inclusive Economy Action Plan (IEAP). Given the complementarity of the actions of the Inclusive Economy Action Plan with the work that will be progressed in the context of the DfE Sub Regional Economic the focus of 2025/26 will move to implementation of the Sub-Regional Plan, with the Improvement Objective evolving to "Develop and implement a Sub-Regional Economic Action Plan." This action has not been carried over into PIP 2025/26 but will be reflected in the Council's Regeneration and Planning Directorate Plan and progress on delivery will be reported through the Council's Regeneration and Community Committee.
	IO3 A8 Support entrepreneurs to start a business.	At year end, good progress was demonstrated against the workplan and the deliverables. The Go Succeed service generated significant interest in the Engage and Foundation pillars, exceeding recruitment targets for participants. The success of Go Succeed in its first 18 months has led to additional funding being secured, with all 11 Councils awarded further support through the UK Shared Prosperity Fund (UKSPF) to continue delivery in 2025/26, although with an overall budget reduction of 8%. This action will be carried over into the 2025/26 financial year, acknowledging that targets will be adjusted to reflect the 8% budget reduction.

Improvement Objectives	Actions		Overview of progress at year end
	IO3 A9	Support micro/small businesses to develop and grow.	Good progress has been demonstrated against the workplan and deliverables at year end. The Go Succeed Growth Pillar exceeded recruitment targets for the 2024/25 financial year, supported by a range of promotional events. The number of attendees at masterclasses also surpassed targets, with 344 participants attending from the Council area against a target of 320. Tailored one-to-one mentoring support proved highly successful, with 156 businesses receiving a total of 3,797 mentoring hours up to February 2025 (March figures pending). The grants element also exceeded expectations, with 155 businesses offered funding compared to a target of 137. This action has been carried over into PIP 2025/26.
	IO3 A10	Create opportunities for those furthest from the labour market to secure quality local jobs.	At year end good progress has been demonstrated against the workplan and deliverables. Through the Rural Economic Accelerator Programme (REAP), recruitment targets were exceeded by 15%, with 304 participants recruited against a target of 264. Of 430 programme leavers, 32% secured employment and 13% progressed to further education or training. The Department for Communities (DfC) have approved the Labour Market Partnership (LMP) Action Plan for 2025/26 and 2026/27. This action will be carried forward into 2025/26, noting that REAP will have a 45% budget reduction and a revised participant target of 175.



Improvement Objectives	Actions	Overview of progress at year end
IO4 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.	IO4 A11	This action has been completed and will not be carried forward to PIP 2025/26. Progress has been demonstrated against the workplan and deliverables. The system is fully operational, the Council has robust training in place and is currently monitoring and reporting on the new system through Council Committee.
	IO4 A12	Significant progress has been demonstrated at year end against the workplan and deliverables. This included the implementation of the new online process developed for 2025/26, and piloted across the CSG Directorate, R&P Directorate and Chief Executive's Department, including training and guidance in 2024/25. The focus in 2025/26 will be to continue to operationalise the system, review training, and ensure the system is fully utilised across the organisation to support talent management, succession planning and identification of training needs for staff through the digitisation of processes. This action will be carried over into the PIP 2025/26.
	IO4 A13	Significant progress has been demonstrated against the workplan and deliverables of this action which focused in 2024/25 on enhancing connectivity across the estate. The action has been carried over into PIP 2025/26 although the focus will now be on the identification of improved future service delivery models to support capitalising on the enhanced connectivity opportunities; as well as, exploring opportunities for the council to leverage the use of Artificial powered Intelligence (AI).



2.1 | Key Achievements

A snapshot of some of the key achievements for 2024/25 is illustrated in Table 2: Key Achievements 2024/25 below which has been taken from the Taking Stock Report 2024/25 at year end which you can access in full [here](#).

Table 2: Key Achievements 2024/25

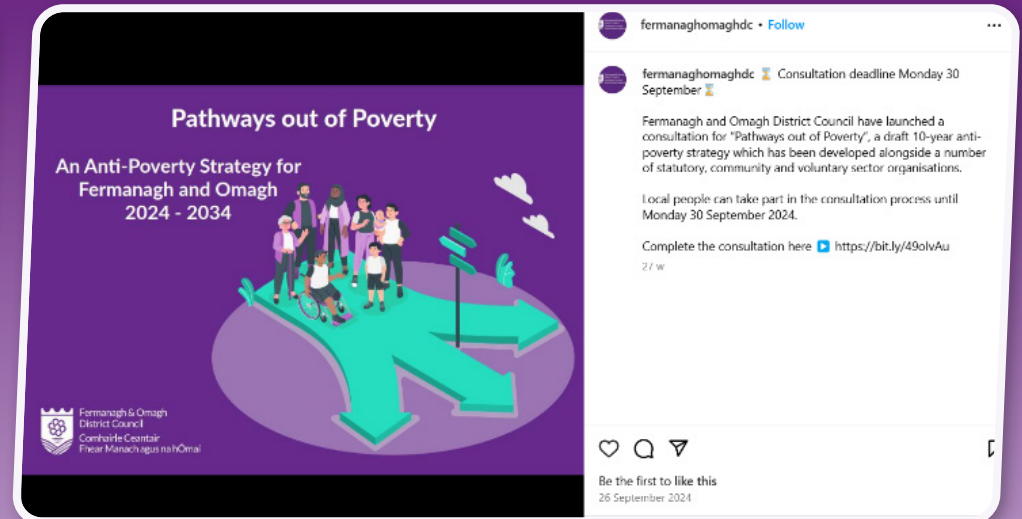
People and Communities	Shared Prosperity	Climate Action	One Council
656 people supported through Western Response and Action on Poverty Programme (WRAP). Pathways out of Poverty 10 year Anti Poverty Strategy agreed and launched. Over £2M+ additional income generated through Advice Services. At year end 40K+ individuals from targeted groups attended an outreach programme. 8K+ people from targeted groups used our leisure centres.	136* jobs promoted through Go Succeed Start programme. 226* business plans. 184 businesses supported through mentoring. 316 attendees at Master Classes relating to the Go Succeed Start Programme. £490k+ awarded for applications to the Go Succeed Grow Programme.	6,206 participants attended knowledge sharing environmental activities events. 81 Council vehicles currently operating on HVO. Energy Policy Officer now a qualified Non-Domestic Energy Assessor. FODC have engaged the Carbon Trust to carry out a Council Fleet Electrification Feasibility Study. 16 participants gained basic repair skills and received take-home kits at a Textile Reuse and Repair Event.	New Complaints system fully operational. 90% Stage 1 complaints responded to on time. 3770 learning and development opportunities completed by officers. 80 premises are now connected to full fibre. 78 (98%) sites now have a download speed of 100mbps.

*Figures provided are based on unverified information at time of publication

2.2 | Impact of Improvement Objectives 2024/25

A small sample of Good News Stories related to Improvement Objectives promoted on social media is outlined below:





3.0 | Our Strategic Planning Framework

3.1 | FO 2030 Community Plan

The [Fermanagh and Omagh Community Plan 2030](#) is the district's overarching strategic plan. It was first published in 2017, following extensive engagement with residents and partners. It sets out a long-term vision for Fermanagh and Omagh and identifies six shared outcomes, supported by 18 population indicators and an action plan to help monitor and demonstrate progress towards the outcomes. The Community Planning Strategic Partnership Board (CPSPB) brings together statutory and non-statutory partners to work together towards achievement of the outcomes, in collaboration with businesses, community and voluntary sector organisation.

During the 2023/24 year, the CPSPB reviewed and updated the [Community Plan Action Plan](#), and the following seven priority areas were agreed in February 2024 (these remain unchanged).

Partnership and Governance



People and Communities		Economy, Infrastructure & Skill		Environment	
Improve Citizen Wellbeing  Creating the conditions for all citizens to enjoy long, healthy, creative, and valued lives.	Inclusive and Empowered Communities  Enabling safe, empowered, resilient and connected communities.	Enabling an Innovative, Inclusive, and Sustainable Economy  Enabling an innovative, inclusive, and sustainable Economy. (NB. to be further scoped through the development of the Fermanagh and Omagh Inclusive Economy Action Plan and the DfE Sub Regional Economic Plan)	Destination Fermanagh Omagh  Increasing visitor spend in the district through investment in quality, regenerative visitor experiences which deliver lasting benefits to places and communities.	Climate Action  Embed sustainability to ensure progress towards a Net Zero district.	Biodiversity  Protect, restore, and enhance our local environment and biodiversity of the district.

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

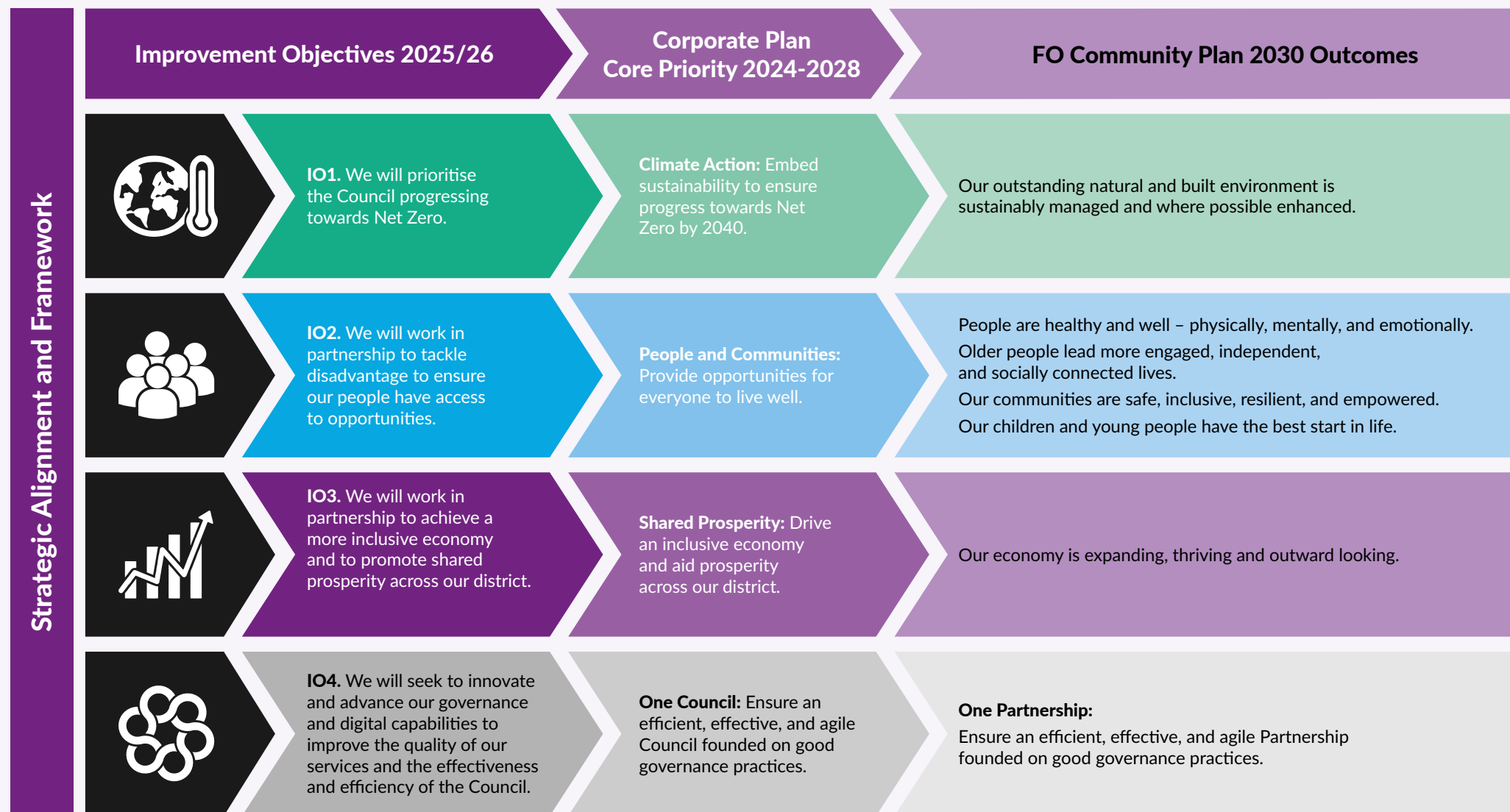
3.2 | Council Strategic Planning and Performance Framework

The Council's [Corporate Plan](#) sets out its strategic direction for the medium term identifying key corporate priorities and actions and how the Council will contribute towards the district's Community Plan. The Council has several supporting strategies / plans to help manage and direct specific targeted activity. For example, the Local Development Plan which is the spatial planning framework for the district, and the medium-term Financial Plan which sets out the financial strategy for the Council. These supporting strategies / plans, including this Performance Improvement Plan, are supported by operational plans including annual Directorate Plans to ensure activity for the year ahead is appropriately managed.

Figure 1: Strategic Planning Framework



The activities set out in the Performance Improvement Plan are focused on improving Council services, however, reference is made to the Community Plan outcomes to demonstrate wider strategic alignment. This is demonstrated in the table below:



*Improvement Objective (IO)

3.3 | Statutory Guidance and Outcomes

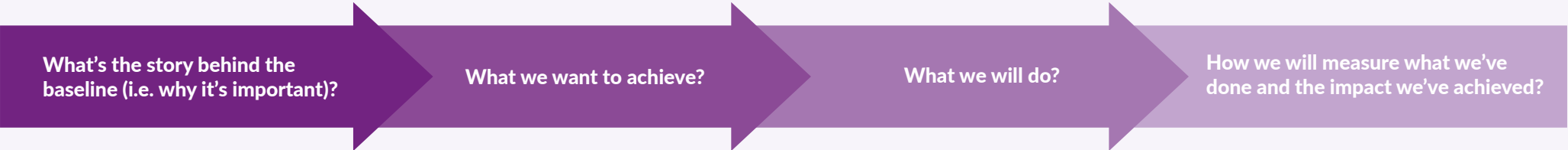
Legislation identifies that the Council, when developing its Improvement Objectives, must ensure that each objective relates to one or more of the following requirements:

						
Strategic effectiveness	Service quality	Service availability	Fairness	Efficiency	Sustainability	Innovation
This relates to longer term outcomes – are we making a difference?	This is about what we do – are we delivering good services and programmes that meet our residents' needs across the district?		This is about equality – are we being inclusive and ensuring that no one is left behind?	This is about good financial management – are we running our services well and providing value for money?	This is about sustainable development – are we doing things that will contribute to sustainable development for the generations that follow?	This is about trying new things – are we continually learning and improving what we do?

Furthermore, legislation and guidance identify that the Council must review its Improvement Objectives to satisfy itself that they are:

- **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 bi-annual basis to demonstrate impact (see Section 5 for full analysis).

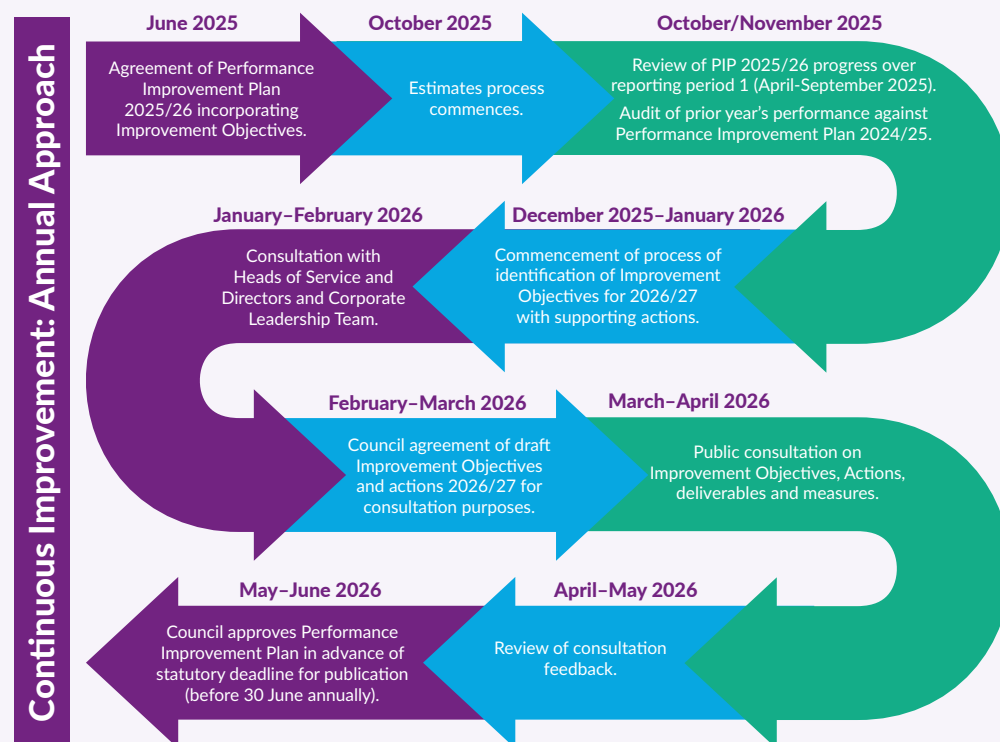
In addition to the requirements of legislation and statutory guidance, we also apply an outcomes-based approach to our performance improvement duty. This means focusing on the impact, or end-results, of our improvement activities rather than solely on the service or process. Under each of our Improvement Objectives, we therefore explain the rationale for each Improvement Objective in report card templates using the sections outlined below.



3.4 | Annual Review

Every year we review, consult upon and update our Improvement Objectives to ensure we continue to focus on the right areas of improvement. This process is supported by an initial assessment of the previous year's Improvement Objectives in terms of the progress achieved, the current strategic context, and the statutory guidance. This forms part of our annual corporate planning process. We then share our draft Improvement Objectives and proposed actions with the public for comment. Only when our residents have had an opportunity to have their say, do we finalise the Improvement Plan.

Our annual review process for 2025/26 is set out in the table below:



3.5 | Consultation and Engagement

A commitment to 'Engagement and Involvement' is set out in the Council's Corporate Plan as a shared value and this commitment is evident through development of Council strategies, plans, and policies.

The consultation process in respect of the Council's Performance Improvement Plan 2025/26 took an evidence based and participative approach. Consultation with staff took place regarding potential areas for improvement. This followed on from a review of the Council's performance towards the actions set out in its Corporate Plan '[Our Council, Our Plan](#) 2024-28' and a series of meetings with Directors and Heads of Service to establish the draft content.

This work, which included consideration of budgetary constraints and funding challenges; the impacts of the cost-of-living crisis; the climate emergency and new legislative responsibilities and an overview of progress towards Improvement Objectives identified in 2024/25, enabled the Council to agree to continue to implement the Improvement Objectives and actions for 2025/26 with some minor amendments.

Public consultation was undertaken on the Improvement Objectives. A range of consultation methods were adopted, identifying key target groups and ensuring all Section 75 categories had an opportunity to respond. Public consultation on the Improvement Objectives ran from 13 February until 09 April 2025. Consultation responses could be submitted in writing (either by email or letter), online survey or by contacting a Council Official to discuss. This consultation was conducted in line with GDPR Regulations (2018).



The content of the Performance Improvement Plan for 2025/26 is broadly a carryover of the actions outlined in the previous year, with some minor amendments, to reflect emerging concerns, including violence against women and girls. The consultation results re-emphasise broad support for all Improvement Objectives and actions that have been carried over and refined.



91%

agreed improvement objective **'work in partnership to tackle disadvantage to ensure our people have access to opportunities'** was a key priority.



87%

agreed improvement objective **'inclusive economy and shared prosperity'** was a key priority.



83%

agreed improvement objective **'advancing councils' digital capabilities'** was a key priority.



63%

agreed improvement objective **'prioritise progressing towards Net Zero'** was a key priority.



89%

of respondents agreed the action to **'support entrepreneurs to start a business'** was important.



87%

of respondents agreed the action to **'promote positive attitudes to end violence against Women and Girls'** was important.



85%

of respondents agreed the action to **'increase participation in physical activity among targeted groups'** was important.



47

online survey responses received

Overall, the responses to public consultation strongly supported the identified Improvement Objectives and associated actions.

Example of Communication methods used:



Staff

Detail:

Consultation with all Council staff using all staff email, surveys, and focus group discussions with Heads of Service and Managers.



Local Press

Newspaper Notices in all local papers (4) on week commencing 10 February 2025.



Email Campaign

Detail:

Internal/External Databases targeted

- Community Planning Partnership
- Community and Voluntary Sector database
- Business Sector database (including Place Shaping Plans)
- Access and Inclusion Group
- Community and Voluntary Sector Forum
- Internal Climate Change Working Group
- Community Planning Partners
- Schools - Primary and Secondary (on Climate Change theme through KNIB, Eco School)
- FODC Consultee List
- FO Youth Voice Forum
- Community Support Newsletter

Note: This is not an exhaustive list

Impact: Over **5,498** people contacted.



Social Media Platforms

Detail:

Utilisation of FODC Social Media platforms

- 16 Facebook posts over 8-week period
- 16 LinkedIn posts over 8-week period
- 16 Instagram posts over 8-week period
- 16 Twitter posts over 8-week period

Impact:

- Facebook (reach 13k+ inc. comments)
- LinkedIn (1,300+ impressions including comments)
- Twitter (439)
- LinkedIn (1,353)

At the closing date, 47 responses were received from the public consultation. The public consultation demonstrated a high level of support for the Improvement Objectives. This feedback directly informed the content of the Performance Improvement Plan 2025/26 and is outlined in the Consultation Report in full '[Your Voice, Our Commitment 2025/26](#)'. The recommendation outlined below was presented to Council for consideration, has been incorporated, and is reflected in section 5 of this document in the IO report card as a result of the public consultation report.

1. The best idea aligned to action 6 'Promote positive attitudes and behaviours towards women and girls' across the Community and Wellbeing directorate to be amended to read 'Promoting positive attitudes towards women and girls in line with the strategic direction outlined in the Regional Strategy '[Ending Violence Against Women and Girls](#)' and a review of performance measures will consider the concerns raised.

4.0 | 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 (NB: following verification, data on performance for 2024/25 will be published in the Council's Annual Performance Report 2024/25 in September 2025):

Statutory Indicator	2018–2019		2019–2020		2020–2021		2021–2022		2022–2023		2023–2024		RAG Status
	Target	Actual	Target	Actual	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	170	186	170	117	0 out of 11 Councils met their targets this year due to changes in the funding landscape and the late start of the Go Succeed programme.
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	30 weeks	64 weeks	30 weeks	22.9 weeks	FODC are ranked 3/11 Councils with 22.9 weeks. The highest (i.e. longest processing time) was 154.8 weeks, the lowest (i.e. shortest processing time) was 21.1 weeks and the overall average for all Council's was 46.5 weeks.
P2: The average processing time of local planning application	15 weeks	12.2 weeks	15 weeks	10.6 weeks	15 weeks	15.6 weeks	15 weeks	16.4 weeks	15 weeks	13 weeks	15 weeks	13.2 weeks	FODC are ranked 3rd out of 11 councils with 13.2 weeks. The highest (i.e. longest processing time) was 9.4 weeks and the lowest (i.e. shortest processing time) was 42.4 weeks and the overall average was 20.8 weeks.

Statutory Indicator	2018–2019		2019–2020		2020–2021		2021–2022		2022–2023		2023–2024		RAG Status
	Target	Actual	Target	Actual	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%	70%	73.7%	70%	*79.6%	FODC are ranked 7th out of 11 councils with 79.6% processed in 39 weeks. The highest was 96% and the lowest was 55.7% and the overall average was 76.4%.
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)	47.13%	50% by 2020 (FODC target set of min of 1% increase pa)	47.7%	50% by 2020	45%	50%	46.7%	FODC ranked 10 out of 11 councils with 46.7% The highest was 60.9% the lowest was 41.1% and the overall average was 51.1% across all councils.
W2: The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	< 14,675 tonnes	13,677 tonnes	< 13,781 tonnes	13,478 tonnes	<13,781 tonnes	14,410 tonnes	<13,781 tonnes	14,026 tonnes	<13,781 tonnes	13,579	<13,781 tonnes	14,773 tonnes	FODC ranked 10 out of 11 councils with 14,773 tonnes. The highest tonnage was 15,239 tonnes and the lowest tonnage was 369 tonnes.
W3: The amount (tonnage) of Local Authority Collected Municipal Waste Arisings	n/a	55,931 tonnes	n/a	55,233 tonnes	n/a	58,108 tonnes	Baseline 21/22 58,108 tonnes	58,211 tonnes	Baseline 21/22 58,211 tonnes	55,362 tonnes	n/a	56,521 tonnes	FODC had the lowest tonnage out of all 11 councils with 56,521 tonnes. The highest tonnage was 160,282 tonnes and the lowest was 56,521 tonnes.

*Note: This was a misprint in the Annual Report 2023-2024 and should have read 79.6% instead of 79.4% as detailed in the RAG status column.

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 2 **'We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district'**.
- Statutory indicators W1, W2 and W3 are assigned to Improvement Objective 1 **'We will prioritise the Council progressing towards Net Zero'**.
- Data on statutory indicators P1-P3 is published quarterly by the Department for Infrastructure and reported to the Council's Planning Committee.
- Inclusion within the Performance Improvement Plan, with progress monitored biannually through the Corporate Leadership Team and Council reporting **Appendix 1: Taking Stock Impact report 2025/26** provides a trend analysis of measures over the financial year with information provided every six months and analysis provided against previous reporting periods and baselines where relevant.
- Inclusion within Directorate Business Plans, Risk Assessments and budgets where relevant, with progress being monitored monthly at Heads of Service meetings.
- Inclusion on service area team meetings where relevant.
- Data submissions to Government Departments, with reports being issued to monitor the performance of each Council, outlining regional trends and comparisons.

5.0 | Improvement Objectives 2024/25 – What we propose we will do?

The Council has aligned its Improvement Objectives to the key priorities as outlined in the Corporate Plan ‘Our Council, Our Plan 2024-28’. Whilst the Improvement Objectives are likely to remain unchanged (subject to public consultation) the associated actions evolve and develop as progress is achieved over the plan period and to reflect areas of challenge as identified through ongoing review of data, evidence and consultation.

The tables below provide further detail on each of the four Improvement Objectives adopted, how each aligns to the United Nations Sustainable Development Goals, FO 2030 Community Plan, Corporate Plan ‘Our Council, Our Plan 2024-28’, and relevant strategies at regional and local level. Information is provided on evidence and data trends which have supported identification of each improvement objective.

5.1 | We will prioritise the Council progressing towards Net Zero

Improvement Objective One	Lead officer: Director of Environment and Place Supported by: Lead Climate Change 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	11SUSTAINABLE CITIES AND COMMUNITIES 12RESPONSIBLE CONSUMPTION AND PRODUCTION 13CLIMATE ACTION 14LIFE BELOW WATER 15LIFE ON LAND 17PARTNERSHIPS FOR THE GOALS

Target Customers

- 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

Progressing towards net zero in NI involves strategies at both regional and local level addressing emissions reduction across various sectors.

Key legislation, regional strategies and plans include:

- [Climate Change Act \(Northern Ireland\) 2022](#): serves as a critical framework for addressing climate change within the region. It mandates ambitious targets to transition NI to a low-carbon economy and aligns with international and UK climate commitments.
- **Draft Environmental Principles Policy Statement (EPPS) for Northern Ireland**: is designed to guide policymakers with integrating environmental consideration into decision making. It outlines five key environmental principles: prevention, precautionary actions, polluter-pays, rectification at source, and sustainable development. Once finalised these principles will legally obligate Ministers and Departments to incorporate them into policymaking under the Environment Act 2021.
- **NI Climate Action Plan**: This overarching framework outlines sector specific actions to achieve the legally binding net zero target by 2050, focusing on energy, transport, and agriculture.

- **The Climate Change (Reporting Bodies) Regulations (Northern Ireland) 2024** require public bodies, such as Council, to report on their carbon emissions, as well as their plans and progress in reducing these emissions. Public bodies will be required to report on what they plan to do about, and their progress in, tackling the risks and impacts from climate change, with the first Climate Change “Adaption” Report due on 31st March 2026.
- **Green Growth Strategy:** Promotes sustainable economic development by integrating environmental sustainability into regional policies, including renewable energy production, clean technologies, and resource efficiency. This strategy is the primary framework that embeds the Climate Change Act (NI) 2022 and integrates the legal obligations set out by the Climate Act, including the target of achieving net zero emissions by 2050 and a minimum 48% reduction in greenhouse gas emissions by 2030. The strategy emphasises decarbonisation, natural capital, circular economy and just transition.
- **Energy Strategy for NI (2021):** Aims to transition to 70% renewable electricity by 2030 and enhance energy efficiency in homes, businesses, and public infrastructure.
- **Programme for Government 2024-2027 ‘Our Plan: Doing What Matters Most’** - Aims to improve wellbeing for all by focusing on the issues that matter most to people, including the protection and enhancement of our environment.

Key local strategies and plans include

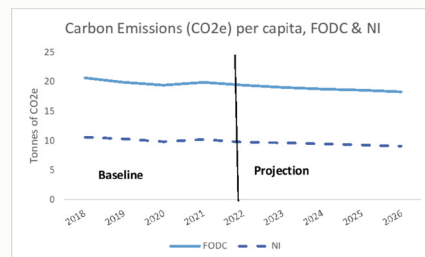
- [FODC Climate Change and Sustainable Development Strategy 2020-2030](#) and [Action Plan Restore, Revive, Thrive](#)
- [Local Development Plan 2030: Plan Strategy](#)
- [FODC Biodiversity Strategy and Action Plan 2022-2027](#)
- [FODC Energy Management Policy 2019/20- 2029/30](#)
- [FODC Estate Strategy 2020-2030](#)
- **FODC Fleet Strategy** (internal document)

Collaboration between regional and local plans and policies ensures alignment of strategies, pooling of resources, and sharing of good practice.

What's the story behind the baseline?

Outcome six measures four population indicators at strategic level. Two of which are directly linked and are outlined below:

6a: Carbon emissions

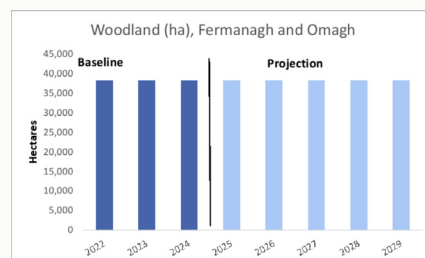


The average resident of the Fermanagh and Omagh district emits 19.4 tonnes of CO2e per annum. This is significantly higher than the average NI resident (9.8 tonnes CO2e). The CO2e emissions in FODC comprise of:

- 9.5 tonnes of CO2 (49%)
- 7.9 tonnes of methane (CH4) (41%)
- 2.0 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 the large agriculture 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.

Summary Analysis:

Climate Change is the most significant challenges likely to face the planet over the next ten years, globally. This objective has been retained from the Performance and Improvement Plan 2024-2025 as it is a key priority in the Green Growth Strategy and supports 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 has given us clear policy direction to reduce carbon emissions setting a target for 2050. 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 whilst acknowledging the financial constraints we are working within.

Councils are on the front line of mitigating climate change impacts, including extreme weather events, flooding, and biodiversity loss. The Council want to ensure that it has in place all the necessary processes and support mechanisms to capitalise on opportunities and meet its new legislative responsibilities whilst setting an example for residents and businesses, encouraging wider adoption of sustainable practices within the community.

The focus of the new Corporate Plan, 'Our Council, Our Plan 2024-2028' is to progress as an organisation to net zero. By prioritising net zero the Council is future proofing our communities against these environmental risks, ensuring sustainable development for future generations. The Council continue to strive to be innovative and seek new ways to do this and have identified its estate, fleet and amount of waste to landfill as the key focus over the next four years, however ongoing work in other areas will also be progressed.

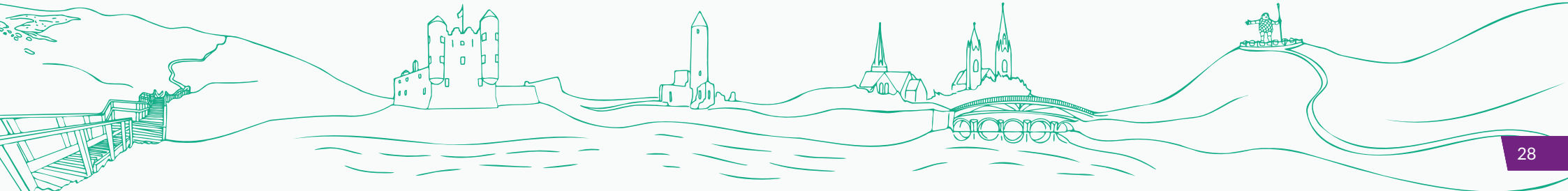
Climate change is perceived to significantly impact the cost of living for residents in Fermanagh and Omagh due to rising energy costs, increased insurance premiums, and the need for adaptation measures. Presenting the case for short term sacrifices to achieve long term sustainability requires a careful balance of transparency. To gain public support for measures like retrofitting and expanding renewable energies, it's essential to frame the conversation with clarity and focus on benefits.

Statutory Service Criteria	1. Strategic Effectiveness 2. Service Quality 3. Service Availability 4. Efficiency 5. Sustainability 6. Innovation	
Actions (What we propose to do)	Actions retained or refined	How we are monitoring progress
1. Determine the Energy Performance Rating (EPC) of our estate to improve our energy management and efficiency. Note: An EPC is a document that assesses and provides an energy efficiency rating for a building, typically a home or business. It helps people understand how energy efficient a property is and provides recommendations for potential improvements.	1. Continue to undertake EPC audits of Priority 1 buildings. 2. Analyse the results of audits to support the development of an action plan with recommendations to reduce our energy use and promote energy efficiency practices.	1. # of Priority 1 buildings within Council estate with an EPC rating.
2. Increase the % of household waste preparing for reuse, recycling or composting.	3. Continue to progress the ‘waste transformation’ project to deliver an efficient and effective waste management service. 4. Continue to explore opportunities to increase the amount and quality of waste that is recycled.	2. # The amount of (tonnage) of local authority collected municipal waste arisings. 3. % engagement rate for waste communications and circular economy.

	5. Continue to promote campaigns to support a circular economy e.g. Clean, Dry, Empty, Flat (CDEF) campaign. 6. Develop initiatives to promote waste management and recycling and identify associated funding opportunities.	4. # funding applications submitted. 5. % mixed dry recyclables.
3. Reduce the Council's fleet emissions using sustainable fuels.	7. Extend the use of sustainable fuels within the council fleet. 8. Continue to work with external partners to identify opportunities for the use of sustainable fuel source.	6. # Vehicles fuelled by sustainable fuels. 7. CO2e emissions from the Council fleet.

What difference will these actions potentially make?

- 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 expanding recycling programs, reducing landfill waste, and encouraging circular economy practices.
- Energy efficiency is promoted. Retrofitting council buildings with energy efficient technologies.
- Transitioning the council's vehicle fleet to low emission vehicles.
- 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.



5.2 | 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. Outcome 4: Our children and young people have 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	• Women and girls • Older People • People with a disability • People with specific medical conditions • Children and Young People • Ethnic Minorities • People living in rural areas • People living in areas of disadvantage

Strategic significance at regional and local level

Tackling disadvantage and ensuring access to opportunities for all spans across many cross-cutting policy areas both at regional and local level. However, careful consideration using data and evidence has been used to support the identification of those considered target groups that are most at risk, as well as those groups of people considered 'hard to reach' in the IO context.

Key legislation, regional strategies and plans include:

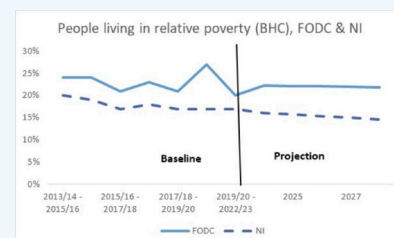
- **The Local Government Act (NI) 2014:** is the cornerstone legislation guiding local government. Key provisions in this context include:
- **Community Planning:** These plans focus on improving social, economic and environment wellbeing while reducing inequality and disadvantage.
- **Section 75:** Requires councils to promote equality of opportunity across a range of dimensions including age, gender, disability and socio-economic background.
- **Urban Regeneration and Community Development Policy Framework:** This framework supports councils in addressing disadvantage in urban areas. Objectives include tackling poverty and social exclusion and empowering local communities by providing them with resources.
- **Good relations Duty:** Provides that councils have a duty to promote good relations under the NI Act 1998.
- **The Rural Needs Act (NI) 2016:** This Act obliges councils to consider the needs of rural communities when developing policies and services. It aims to ensure fair access to opportunities for those living in rural and often disadvantage areas.
- **Tackling Rural Inequalities and Promoting Social Inclusion TRIPSII Framework:** supports local government efforts to tackle disadvantage and provide opportunities for all.
- **DfC emerging Anti-Poverty Strategy:** Although still under consultation this forthcoming strategy aligns with council's community planning duties by setting out measures to reduce poverty and provide equitable opportunities. Councils are expected to play a key role on delivering on these objectives.
- **Ending Violence Against Women and Girls Strategy 2022-2030:** This strategy aims to deliver a holistic response to gender-based violence by addressing prevention protection, and support.
- **DoH emerging Strategic Framework:** to prevent the harm caused by obesity and improve diet and levels of physical activity.
- **NI Children and Young People's Strategy 2019-2029:** Councils must consider this strategy, which aims to improve the wellbeing of children and young people. It emphasises reducing child poverty, supporting education employment and health initiatives for disadvantaged youth.
- **Mental Health Strategy (NI) 2021-2031:** This strategy is a long-term plan to transform mental health services and improve mental health wellbeing for all.

Key local strategies and plans include:

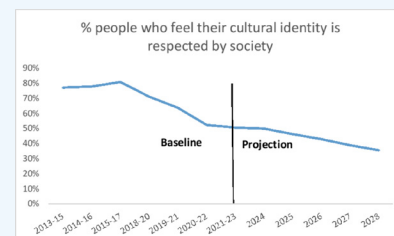
- [FODC Active Together Strategy](#)
- [FODC 'Pathways out of Poverty' Strategy](#)
- **FO Local Community Wellbeing Plans** (internal documents)

What's the story behind the baseline?

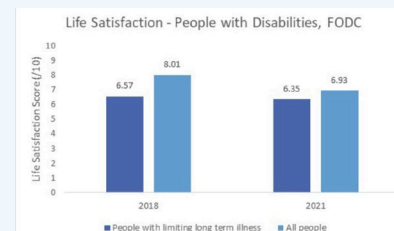
Outcomes one, three and four have five directly relevant population indicators. They are outlined below:

3a: Relative Poverty

In Fermanagh and Omagh 23%, of the population, on average, has been in relative poverty over the last 6 years. Poverty (and deprivation) contributes negatively to a wide range of issues, including health, education and economic outcomes.

3b: Cultural Identity

The latest data (2021-23) show that 51% 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.

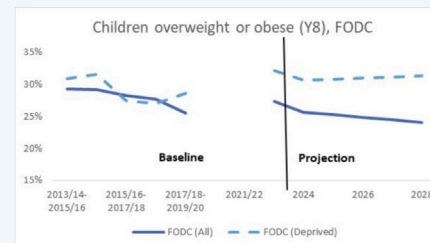
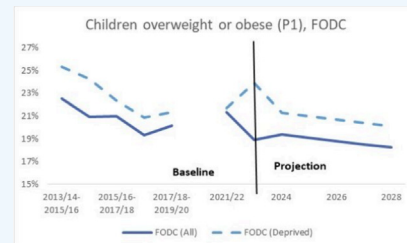
3c: Life Satisfaction

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

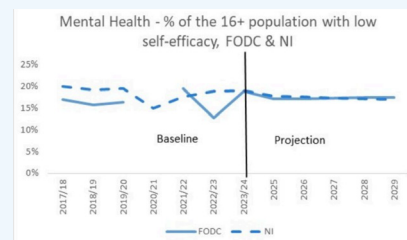
The average score shows that people with a disability/limiting long term illness report a lower life satisfaction score. The difference was more marked in 2018 (the pre-Covid-19 era).

4a: Health Childhood obesity



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.

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



The latest data (2023/24) suggests that 18.8% of people living in Fermanagh and Omagh have low self-efficacy. People with low self-efficacy have low self-confidence and thus feeling 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 Northern Ireland Poverty and Income Inequality Report 2022/23 states that 18% of individuals in NI (approximately 349,000 people) are considered to live in relative poverty (before housing costs); 14% of individuals in NI (approximately 271,000 people) are considered to live in absolute poverty (before housing costs). The evidence suggests that poverty levels are higher in the Fermanagh and Omagh District than the average. Both measures have increased year-on-year. Of all family types, 'couples without children' and 'pensioner couples' had the lowest risk of being in relative poverty, at 13%. The family type at the highest risk was 'single with children', at 38%. In total, almost one-in-four children living in NI are living in relative poverty. In total, 9% of individuals in NI live in 'food insecure' households. Of those living in relative poverty, 18% (64,000 individuals) lived in food insecure households; 25% of children in relative poverty live in food insecure households (27,000 children). In Fermanagh and Omagh, 23% of individuals, on average, have been in relative poverty over the last 6 years.

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
- 4 Small Areas experience all three types of poverty (fuel, food and transport)

FO has the largest land mass and smallest population of all Local Authority areas within NI, almost 70% of our dwellers live outside the main towns of Omagh and Enniskillen, therefore, 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 this severe hardship residents are currently facing but, tackling the root causes and work in Improvement Objective three 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.

Ending violence against women and girls is a crucial government priority in NI including FO due to the widespread prevalence of gender-based violence and its devastating impact on individuals, families and communities. In NI, 98% of women report experiencing some form of violence or abuse in their lifetime, with 70% facing such experiences within the past year. Domestic abuse is a significant issue within this district as evidenced by police reports and services struggling to meet demands.

Statutory Service Criteria

- Strategic Effectiveness
- Service Availability
- Fairness
- Sustainability
- Innovation

Actions (What we propose to do)	What might this look like	How we are monitoring progress
4. Provide immediate support for people living in poverty.	9. Implementing an Integrated Advice Partnership Fund. 10. Undertake a poverty-proofing review of business areas to identify if we are doing all we can to support residents impacted by poverty.	8. Provider Appointed Y/N. 9. # people supported with debt advice in Fermanagh and Omagh. 10. Completed poverty audit of Council Services Y/N. 11. Recommendations considered and agreed Y/N. 12. # recommendations implemented by relevant service areas.
5. Increase participation in physical activity among targeted groups. (the focus in 2025/26 will be amongst 'people with a disability')	11. Engage with disability advocacy groups to identify barriers to participation and make reasonable adjustments to improve access to programming and activities. 12. Support local clubs and societies to increase opportunities for people with a disability to participate in physical activity. 13. Increase participation in physical activity amongst people with a disability by 15% from 2024/25 figures.	13. # meetings held. 14. % meeting attendance. 15. # clubs and societies engaged with. 16. # local clubs and societies engaged with. 17. # people with a disability participating in organised programmes. 18. # people with a disability participating in physical activity in organised programmes and leisure facilities.

6. Promote positive attitudes to end violence against Women and Girls.

14. Support local organisation to end violence against women and girls through utilisation of the Change Fund.

15. Promote positive attitudes and behaviours towards women and girls outlined in the Regional Strategy 'Ending Violence Against Women and Girls'.

19. # grants awarded.

20. £ value of grants awarded.

21. # participants at Change Fund events and programmes.

22. # participants who report increased knowledge of what violence against women and girls is.

23. # workshops held with Council staff

24. # staff trained.

25. # participants who report increased confidence about what they can do to help end violence against women and girls.

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 and more low paid 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, Ethnic Minorities, 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.
- Targeted strategies and interventions provide a robust foundation to support women and girls affected by violence and ensure a coordinated, long-term response to this pressing issue.
- Providing support for the CVS will ensure they can continue their vital work, effectively and sustainably. With stronger infrastructure, resources and skills these sectors can adapt to changing needs, enhance their impact and contribute to a more inclusive and resilient community.

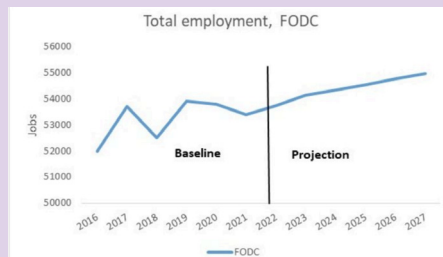
5.3 | We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district

Improvement Objective Three	Lead officer: Director of Regeneration and Planning Supported by: Head of Economic Development and Investment and Head of Place Shaping and Regeneration
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	Theme: Economy, infrastructure, and skills Outcome 3: Our communities are inclusive, safe, resilient, and empowered Outcome 5: Our economy is thriving, expanding, and outward looking FODC Corporate Plan Priority: Shared Prosperity: Drive an inclusive economy and aid prosperity across our district.
Links to UN Sustainable Development Goals	
Target customers	• Recently unemployed • 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?

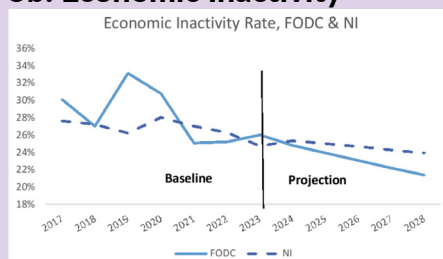
Outcome five is directly relevant at strategic level and has three population indicators which are directly linked to this Improvement Objective and are outlined below:

5a: Jobs:



There are approximately 54,000 (2022) jobs located in the Fermanagh and Omagh District. This includes employees, self-employed and agriculture.

5b: Economic Inactivity

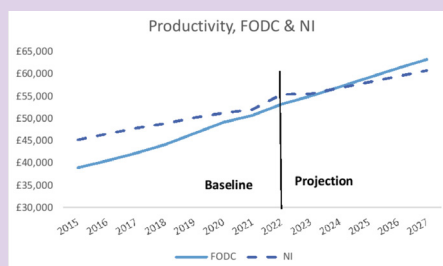


Economic inactivity is a well-known issue within the Northern Ireland economy.

The economic inactivity rate in Fermanagh and Omagh is 26% (2023), compared to the NI average of 25%.

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 – economic output per employee as measured by GVA per filled job – in 2022 sits at £53,182 in Fermanagh and Omagh and £55,364 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 4% (from 14% in 2015), but NI's productivity remains below UK levels and significantly below the ROI average.

Summary analysis:

Productivity in the FODC area, measured as GVA per filled job, stands at £53,182. While UK-wide productivity growth remains sluggish, FODC has narrowed its gap with the NI average, though both still lag behind UK and Republic of Ireland levels. 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 and life and health sciences. According to the Enterprise section of NISRA's Local Labour Market Insight's Dashboard FODC has 11% share of all registered businesses (8715 in 2024) in Northern Ireland. The share of firms with sole owners and no employees is 46.1% (4015 firms, compared to 27.7% in NI). Then the share of micro firms is 47.8% (3990 firms employing between 1-9 people, compared to 61.6% in NI); the share of small business is 5.1% (445 firms employing 10 to 49 people, compared to 8.6% in NI); with 0.8% share of medium-sized business (70 firms employing 50 to 249 people, compared to 1.7% in NI) and approximately 10 large companies (employing over 250 people).

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 lower wages. The gross median weekly full-time pay (resident) in 2023 was £495 which is 8% below the NI average of £533 and 16% below the UK average of £574. 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. 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 in total. 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 Direct Investment (FDI) in the district. FODC is 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.

Evidence shows 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. 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.

Strategic significance at regional and local level

Key legislation, regional strategies and plans include:

- **NI Programme for Government 2024–2027, “Doing What Matters Most”:** The PfG draft emphasises improving wellbeing and reducing inequality across NI, with key outcomes related to economic inclusion, employment, and community cohesion. The PFG focuses on the Ministers key priorities, which are: Productivity, Good Jobs, Reduce Carbon Emissions and Regional Balance.
- **Regional Development Strategy 2035:** provides a spatial framework for sustainable development in NI, emphasising balanced regional growth and rural development. Its relevance to FO is to promote connectivity and accessibility, ensuring that rural communities can access economic development opportunities. It also encourages support for the unique needs of the district including tourism development and small business support, as well as advocating for sustainable development practices that protect the natural heritage.

- **Skills for a 10X Economy:** This strategy aims to equip people with the skills needed to thrive in a fast changing, inclusive economy. Its relevance to the district ensures targeting educational and vocational training opportunities to reduce skill gaps. It also focuses on inclusivity by addressing barriers faced by underrepresented groups, such as women and young people in Science, Technology, Engineering and Mathematics (STEM) fields.
- **Invest NI Business Strategy “Our Future in Focus” 2024-2027:** This strategy focuses on regional balance on economic activity across areas outside the Belfast Metropolitan area (BMA) which will include FODC.
- **Green Growth Strategy:** This strategy supports a transition to a low carbon economy while creating opportunities for economic growth and social inclusion.
- **Mid South West Growth Deal Strategy:** This strategy will support an inclusive economy in Fermanagh and Omagh. It is considered a vital road map for fostering an inclusive economy by addressing skills gaps, improving infrastructure, supporting businesses and sustainability.
- **Department for the Economy (DfE) Sub Regional Economic Plan:** Will help to address the barriers to economic development within the district through projects that align with the Minister’s key priorities.

Key local strategies and plans include

- [Inclusive Economy Action Plan \(IEAP\)](#) – This plan identifies actions to build on the economy within Fermanagh and Omagh to be more inclusive, greener and prosperous that will benefit people, businesses and places.
- [Visitor Experience Development Plan \(VEDP\)](#) – The Plan for Fermanagh Lakelands and Omagh and the Sperrins is a people centred approach for improving tourism and the visitor experience. The VEDP sets a strategic ten year vision and pathway to develop new connections and ways of working that are more collaborative across communities, industry, various levels of government organisations and potential funders.
- [FO Labour Market Partnership Action Plan 2024-2025](#) – Through the development of local annual Action Plans, enables regional objectives to be achieved whilst being adaptable to meet the needs of local labour market conditions by improving employability outcomes and/or labour market conditions locally.
- [PEACE Plus Programme:](#) The funding parameters in FO supports skill development and employability programs for marginalised groups.

Actions (What we propose to do)	What might this look like	How we are monitoring progress
7. Develop and Implement a Sub Regional Economic Action Plan.	16. Sub Regional Economic Action Plan developed and agreed for a 3-year period (2025-2028) with annual review undertaken. 17. Implementation of Plan commenced and projects progressing. 18. Establish performance measures to monitor progress going forward, reflecting DfE monitoring requirements.	26. Sub Regional Action Plan Agreed Y/N. 27. Performance Measures in Place Y/N.
8. Support entrepreneurs to start a business.	19. Marketing and promotion of the Go Succeed Start Programme to attract participants. 20. Engage with potential entrepreneurs for the Go-Succeed Programme. 21. Assist in the creation of business plans to support business start-up and the creation of new jobs. 22. Provide opportunities for Master Classes to help develop skills. 23. Evaluate the programme in line with funder criteria.	28. % engagement rate for Go Succeed Programme. 29. # business plans (Statutory). 30. # jobs promoted through Go Succeed Start programme (Statutory). 31. # attendees at Master Classes relating to the Go Succeed Start Programme.

9. Support micro/small businesses to develop and grow.

- 24. Marketing and promotion of the Go Succeed Grow Programme to attract micro/small businesses.
- 25. 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.
- 26. Promote access to small grants of up to £5k to relevant business and provide support where required.
- 27. Evaluate the programme in line with funder criteria.

- 32. # businesses supported through mentoring.
- 33. # attendees at Master Classes relating to the Go Succeed Grow Programme.
- 34. # grants awarded.
- 35. £ value of grants awarded.
- 36. % value of grants awarded as % of budget available.
- 37. # of businesses signposted to other business support.

10. Create opportunities for those furthest from the labour market to secure quality local jobs.

1. Rural Economic Accelerator Programme (REAP)

- 28. Marketing and promotion of the Rural Economic Accelerator Programme (REAP).
- 29. Design and delivery of programme of activity.
- 30. Conduct evaluation of participant journeys post completion.

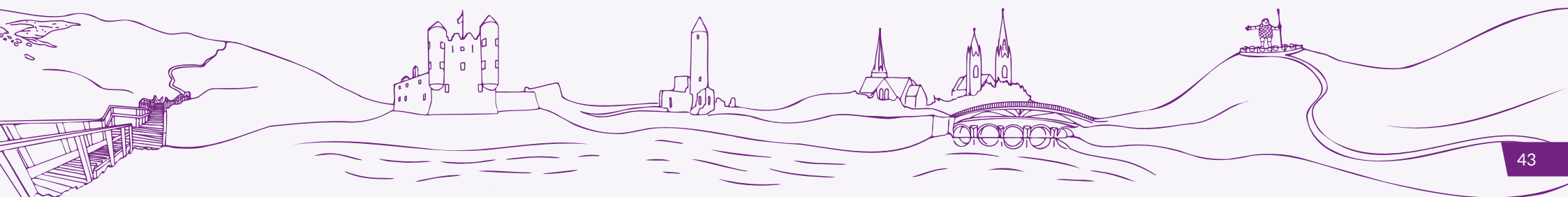
- 38. % engagement rate for REAP Programme.
- 39. # of programme participants.
- 40. % of participants who progress to further learning or employment on programme completion.
- 41. # of courses/qualifications completed

2. Labour Market Partnership (LMP)

- | | |
|--|--|
| <ul style="list-style-type: none"> 31. Secure Department for Communities agreement on the 2025/26 LMP Action Plan. 32. Evaluate LMP Action Plan 2024/25. 33. Confirm funding offer for 2025/26. 34. Develop and deliver employability and skills programmes to address local labour market challenges. 35. Implement the 2025/26 approved Action Plan. 36. Commence work to develop Annual 2026/27 Action Plan (Regional Funding dependent). | <ul style="list-style-type: none"> 42. Letter of Offer received Y/N. 43. LMP Annual Report 2024-2025 published Y/N. 44. # of programme participants. 45. % of participants who progress to further learning or employment on programme completion. |
|--|--|

What difference will this action make?

- A Sub Regional Economic Action Plan provides a framework to attract investment, create jobs, and support sustainable economic development tailored to the needs of Fermanagh and Omagh.
- 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.



5.4 | 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

Improvement Objective Four	Lead officer: Director of Corporate Services and Governance Supported by: Head of Corporate and Strategic Services, Head of Human Resources and Organisational Development and Digital ICT and Cyber Security Lead Officer
Related Community Plan Theme, Outcome(s) and Corporate Plan priority area	Theme: One Partnership Outcome: All six outcomes FODC Corporate Plan Priority: One Council: Ensure an efficient, effective, and agile Council founded on good governance practices.
Links to UN Sustainable Development Goals	
Target customers	• Residents • Staff • Elected members
What's the story behind the baseline?	In formulating the Corporate Plan 'Our Council, Our Plan' 2024-2028, 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. Fermanagh and Omagh District Council is now a decade in existence, celebrating success, but acknowledging that 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 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.

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.

Strategic significance at regional and local level

The framework of legislation strategies, and initiatives in NI empowers local councils to innovate and modernise delivery and governance. The Local Government Act (NI) 2014, coupled with strategies like the Digital Transformation strategy provides councils with the tools to enhance efficiency, transparency and citizen satisfaction.

Key legislation and regional strategies and plans include:

- **General Power of Competence:** allowing councils to act innovatively in areas not explicitly restricted by law.
- **NICS Generative AI Guidelines published in 2023**, provides overarching principles for responsible and ethical AI use in the civil service. Broader regulations, such as the UK Data Protection Act 2018 (aligned with GDPR), govern data handling, and privacy when deploying AI systems.
- **Digital Governance Act:** Supports the adoption of digital technologies across public services, encouraging councils to implement systems for citizen engagement, governance and improved service delivery.
- **Freedom of Information Act:** Encourages transparency and accountability, promoting the use of digital platforms for public access to council information and governance data.

- **Digital Transformation Strategy for NI 2020-2030:** Focuses on embedding digital innovation across the public sector. Prioritising areas including data driven decision making, digital inclusion and E-governmental platforms to improve service delivery at the local level.
- **Innovation Strategy for NI 2021-2031:** Guides councils in fostering innovation through partnerships with businesses, universities and the community. Encourages investment in digital technology to improve service delivery.

Key local strategies and plans include:

- **FODC People Plan** (internal document)
- **FO Digital Services 5-year strategic Framework 2021-2026** (internal document)

Actions (What we propose to do)	What might this look like	How we are monitoring progress
11. Develop a 'whole Council approach' to customer service transformation.	Develop and implement a Customer Service Transformation Strategy: 37. To include enhanced digital engagements; and 38. Consolidate existing customer support systems.	46. # staff engaged in the development process. 47. Customer Service Transformation Strategy Agreed Y/N.
12. Maximise the capability of the Councils IT system to improve processes for talent management, succession planning and training and development of employees.	39. Operationalise the Councils IT system to support talent management, succession planning and identification of training needs for staff through the digitisation of processes. 40. Roll out training for line managers on new processes and utilisation of the system. 41. Review implementation of the pilot and identify any challenges or issues before rolling out to all other Directorates.	48. # learning and development opportunities completed by officers. 49. # staff trained. 50. # staff undertaking performance appraisals digitally Y/N. 51. Post pilot evaluation undertaken Y/N.

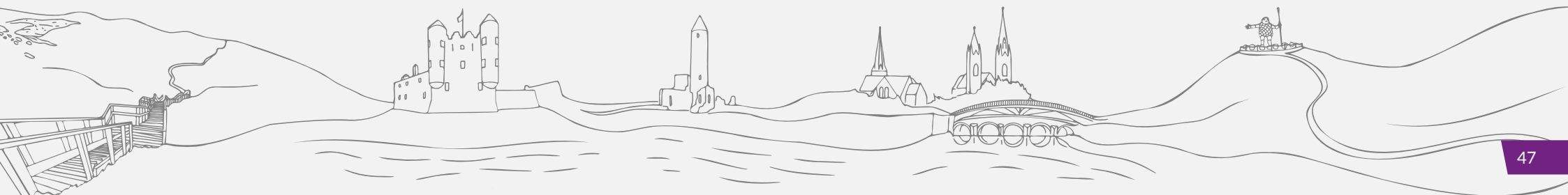
13. Enhance digital connectivity across Council facilities to enable new technology enabled services and support for residents.

42. Identify and scope new and improved future service delivery models capitalising on enhanced connectivity.
43. Explore the opportunities for the council to leverage the use of Artificial powered Intelligence (AI) to support advancements in service delivery and effectively manage its use.
44. Promote the use of online bookings and automation to improve customer experience for registrations.

52. # Future opportunities identified.
53. AI Guidance Procedure developed and approved Y/N.
54. Staff awareness/training rolled out Y/N.
55. % of registrations completed using the Booking System.

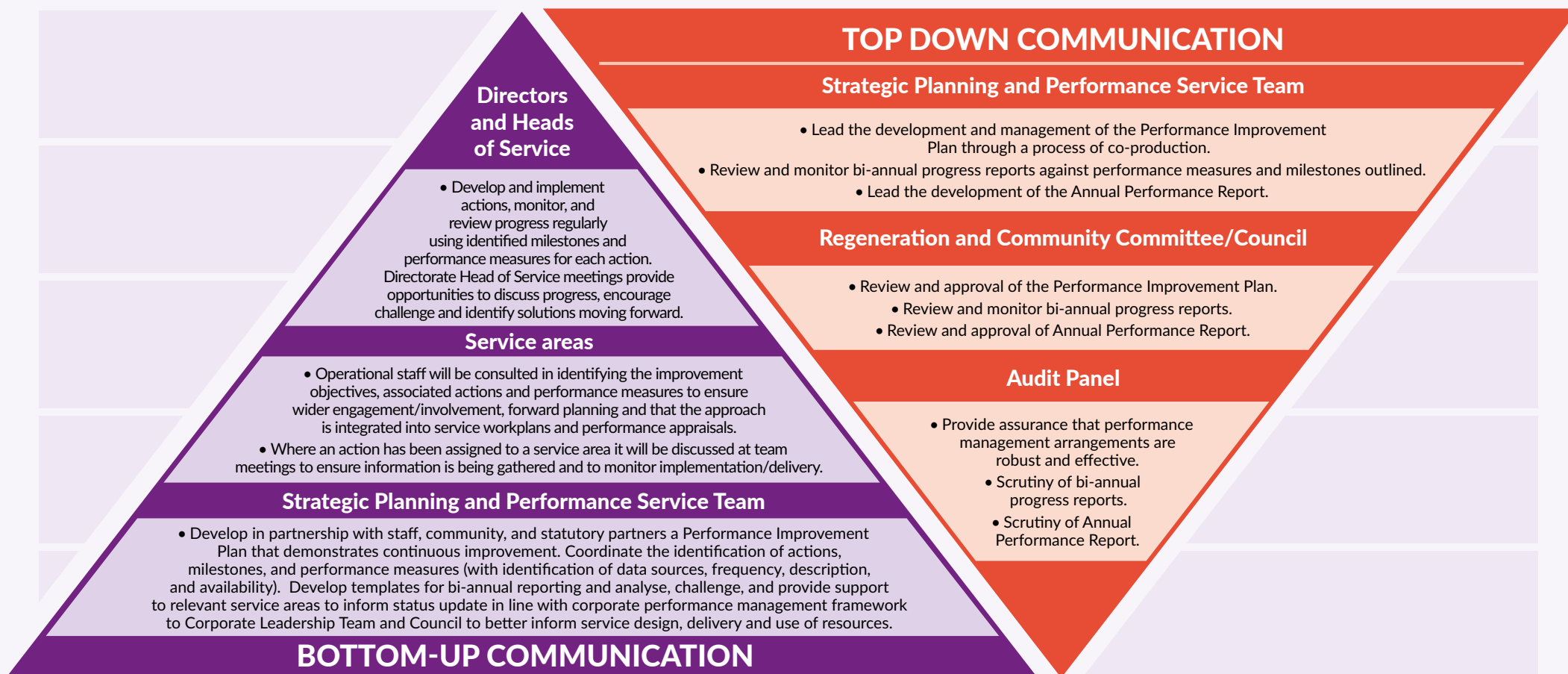
What difference will this action make?

- 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.
- Artificial Intelligence has the potential to improve efficiency and service delivery. It can also contribute to cost savings, improved user experience and assist with the management of workloads and efficiency.
- Introducing an online booking system for registration will provide citizens 24/7 access to services. Staff can easily manage complex scheduling and resourcing/staffing requirements. Citizens benefit from more frequent communications that are relevant & personalised.



6.0 | 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 2025/26 are outlined below:



The Council will publish its Annual Performance Report 2024/25 by 30 September 2025 which will provide an overview of how the Council has performed during 2024/25 against its identified Improvement Objectives. This will be published on the Council's website. 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 2025. 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.

7.0 | Equality Screening and Rural Needs Impact Assessment

In accordance with 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 equality screening. The outcome of the equality screening process determined that the Performance Improvement Plan 2025/26 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 2025/26. Both documents can be accessed [here](#).

8.0 | We want to hear from you – get in touch

Fermanagh and Omagh District 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:
strategicplanning@fermanaghomagh.com



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



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



Writing:
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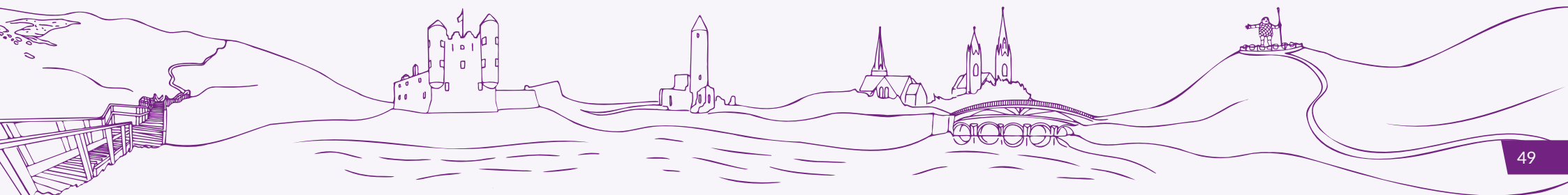


Alternatively, you may wish to speak to your local Councillor – contact details can be found at www.fermanaghomagh.com/your-council/councillors/

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.



Taking Stock Impact Report 2024/25

The 'Taking Stock Impact Report 2024/25' document can be accessed [here](#).



2024/25

Taking Stock Report Fermanagh and Omagh Performance Improvement Plan

Continuous Improvement: Part One

1st April 2024 – 31st March 2025

