



## **Audit and Assessment Report 2025-26**

### **Report to the Council and the Department for Communities under Section 95 of the Local Government (Northern Ireland) Act 2014**

**Fermanagh and Omagh District Council**

1 December 2025

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*We have prepared this report for Fermanagh and Omagh District Council's sole use. You must not disclose it to any third party, quote or refer to it, without our written consent and we assume no responsibility to any other person.*

# 1. Key Messages

## Summary of the audit

<b>Audit outcome</b>	<b>Status</b>
Audit opinion	Unqualified opinion
Audit assessment	The LGA has concluded that the Council is likely to comply with Part 12 of the Local Government Act (Northern Ireland) 2014 (the Act) during 2025-26.
Statutory recommendations	The LGA made no statutory recommendations
Proposals for improvement	The LGA made no new proposals for improvement

This report summarises the work of the Local Government Auditor (LGA) on the 2025-26 performance improvement audit and assessment undertaken on Fermanagh and Omagh District Council. We would like to thank the Chief Executive and her staff, particularly the Strategic Planning and Performance Manager, for their assistance during this work.

We consider that we comply with the Financial Reporting Council (FRC) ethical standards and that, in our professional judgment, we are independent and our objectivity is not compromised.

## Audit Opinion

The LGA has certified the performance arrangements with an unqualified audit opinion, without modification. She certifies an improvement audit and improvement assessment has been conducted. The LGA also states that, as a result, she believes that Fermanagh and Omagh District Council (the Council) has discharged its performance improvement and reporting duties, including its assessment of performance for 2024-25 and its 2025-26 improvement plan, and has acted in accordance with the Guidance.

## **Audit Assessment**

The LGA has assessed whether the Council is likely to comply with its performance improvement responsibilities under Part 12 of the Local Government Act (Northern Ireland) 2014 (the Act). This is called the 'improvement assessment'.

In her opinion, the Council is likely to discharge its duties in respect of Part 12 of the Act during 2025-26 and has demonstrated a track record of improvement. The LGA did not exercise her discretion to assess and report whether the Council is likely to comply with these arrangements in future years.

## **Audit Findings**

During the audit and assessment, we identified no issues requiring a formal statutory recommendation under the Act. We made no proposals for improvement (see Section 3). Detailed observations on thematic areas are provided in Annex B.

## **Status of the Audit**

The LGA's audit and assessment work on the Council's performance improvement arrangements is now concluded. By 31 March 2026 she will publish an Annual Improvement Report on the Council on the NIAO website, making it publicly available. This will summarise the key outcomes in this report.

The LGA did not undertake any Special Inspections under the Act in the current year.

## **Management of information and personal data**

During the course of our audit, we have access to personal data to support our audit testing. We have established processes to hold this data securely within encrypted files and to destroy it where relevant at the conclusion of our audit. We can confirm that we have discharged those responsibilities communicated to you in accordance with the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018.

## **Other matters**

### **Sustainability and Climate Change**

Under the Climate Change Act (Northern Ireland) 2022, Councils are required to prepare prospective reports on how they are adapting to climate change in the exercise of their functions. The reports are designed to help aid well-informed action to tackle climate change, reduce greenhouse gas emissions, and reduce the impact of climate change.

The first report covers the four year period beginning January 2026. At present individual councils are at varying stages in their journey toward the NI Executive's target of a 48 per cent reduction in their baseline emissions by 2030.

If Councils are to link climate change and sustainable action to their performance objectives or even as part of their wider continuous improvement arrangements in future years, it will be necessary to consider arrangements to improve, including ensuring adequate resourcing and gathering of accurate data.

### **Benchmarking**

As I have reported in previous years, whilst councils have undertaken work to improve benchmarking, for example by participating in the Association of Public Service Excellence (APSE) Performance Networks, more progress needs to be made by the sector to allow a broader range of functions to be compared to support councils with their General Duty to Improve, in accordance with section 84 of the Local Government (Northern Ireland) Act 2014.

## 2. Audit Scope

Part 12 of the Act provides all councils with a general duty to make arrangements to secure continuous improvement in the exercise of their functions. It sets out:

- a number of council responsibilities under a performance framework; and
- key responsibilities for the LGA.

The Department for Communities (the Department) has published 'Guidance for Local Government Performance Improvement 2016' (the Guidance) which the Act requires councils and the LGA to follow. Further guidance to clarify the requirements of the general duty to improve was issued by the Department during 2019.

The improvement audit and assessment work is planned and conducted in accordance with the Audit Strategy issued to the Council, the LGA's Code of Audit Practice for Local Government Bodies in Northern Ireland and the Statement of Responsibilities.

### *The improvement audit*

Each year the LGA has to report whether each council has discharged its duties in relation to improvement planning, the publication of improvement information and the extent to which each council has acted in accordance with the Department's Guidance. The procedures conducted in undertaking this work are referred to as an "improvement audit". During the course of this work the LGA may make statutory recommendations under section 95 of the Act.

### *The improvement assessment*

The LGA also has to assess annually whether a council is likely to comply with the requirements of Part 12 of the Act, including consideration of the arrangements to secure continuous improvement in that year. This is called the 'improvement assessment'. She also has the discretion to assess and report whether a council is likely to comply with these arrangements in future years.

### *The annual improvement report on the Council*

The Act requires the LGA to summarise all of her work (in relation to her responsibilities under the Act) at the Council, in an 'annual improvement report'. This will be published on the NIAO website by 31 March 2026, making it publicly available.

### *Special inspections*

The LGA may also, in some circumstances, carry out special inspections which will be reported to the Council and the Department, and which she may publish.

### **3. Audit Findings**

During the audit and assessment no issues were identified that required a formal recommendation under the Act. There were also no issues identified requiring a Proposal for Improvement, which represents good practice to assist the Council in meeting its responsibilities for performance improvement.

Our procedures were limited to those considered necessary for the effective performance of the audit and assessment. Therefore, the LGA's observations should not be regarded as a comprehensive statement of all weaknesses which exist, or all improvements which could be made.

Detailed observations for the thematic areas can be found at Annex B.

## **4. Annexes**

### **Annex A – Audit and Assessment Certificate**

#### **Audit and assessment of Fermanagh and Omagh District Council’s performance improvement arrangements**

##### **Certificate of Compliance**

I certify that I have audited Fermanagh and Omagh District Council’s (the Council) assessment of its performance for 2024-25 and its improvement plan for 2025-26 in accordance with section 93 of the Local Government Act (Northern Ireland) 2014 (the Act) and the Code of Audit Practice for local government bodies.

I also certify that I have performed an improvement assessment for 2025-26 at the Council in accordance with Section 94 of the Act and the Code of Audit Practice.

This is a report to comply with the requirement of section 95(2) of the Act.

##### **Respective responsibilities of the Council and the Local Government Auditor**

Under the Act, the Council has a general duty to make arrangements to secure continuous improvement in the exercise of its functions and to set improvement objectives for each financial year. The Council is required to gather information to assess improvements in its services and to issue a report annually on its performance against indicators and standards which it has set itself or which have been set for it by Government departments.

The Act requires the Council to publish a self-assessment before 30 September in the financial year following that to which the information relates, or by any other such date as the Department for Communities (the Department) may specify by order. The Act also requires that the Council has regard to any guidance issued by the Department in publishing its assessment.

As the Council’s auditor, I am required by the Act to determine and report each year on whether:

- The Council has discharged its duties in relation to improvement planning, published the required improvement information and the extent to which the Council has acted in accordance with the Department’s guidance in relation to those duties; and
- The Council is likely to comply with the requirements of Part 12 of the Act.

## **Scope of the audit and assessment**

For the audit I am not required to form a view on the completeness or accuracy of information or whether the improvement plan published by the Council can be achieved. My audits of the Council's improvement plan and assessment of performance, therefore, comprised a review of the Council's publications to ascertain whether they included elements prescribed in legislation. I also assessed whether the arrangements for publishing the documents complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing them.

For the improvement assessment I am required to form a view on whether the Council is likely to comply with the requirements of Part 12 of the Act, informed by:

- a forward looking assessment of the Council's likelihood to comply with its duty to make arrangements to secure continuous improvement; and
- a retrospective assessment of whether the Council has achieved its planned improvements to inform a view as to its track record of improvement.

My assessment of the Council's improvement responsibilities and arrangements, therefore, comprised a review of certain improvement arrangements within the Council, along with information gathered from my improvement audit.

The work I have carried out in order to report and make recommendations in accordance with sections 93 to 95 of the Act cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

## **Audit opinion**

### **Improvement planning and publication of improvement information**

As a result of my audit, I believe the Council has discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with section 92 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently.

### **Improvement assessment**

As a result of my assessment, I believe the Council has discharged its duties under Part 12 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently.

In my opinion, the Council has demonstrated a track record of ongoing improvement and I believe that the Council is likely to comply with Part 12 of the Act during 2025-26.

I have not conducted an assessment to determine whether the Council is likely to comply with the requirements of Part 12 of the Act in subsequent years. I will keep the need for this under review.

### **Other matters**

I have no recommendations to make under section 95(2) of the Local Government (Northern Ireland) Act 2014.

I am not minded to carry out a special inspection under section 95(2) of the Act.

A handwritten signature in cursive script that reads "Colette Kane".

Colette Kane  
Local Government Auditor  
Northern Ireland Audit Office  
106 University Street  
BELFAST  
BT7 1EU

29 November 2025

## Annex B – Detailed observations

Thematic area	Observations
General duty to improve	<p>The Council has in place arrangements to secure continuous improvement in the exercise of its functions.</p> <p>The Council’s arrangements to secure continuous improvement are evident throughout the Council’s Corporate and Community planning processes and the 2025-26 Performance Improvement Plan (“PIP”). The Council has adopted a “One Council” approach to performance improvement and has identified four Improvement Objectives, each of which has been clearly linked to a theme from the Council’s 2030 Community Plan and a priority area from the 2024 to 2028 Corporate Plan.</p> <p>The Council’s improvement objectives include a mix of social, economic and environmental factors and were identified and agreed following a consultation process to help identify local needs and priorities. Performance improvement is embedded at a service level within the Council where there is continuous monitoring of performance in each service area.</p> <p>Project teams have been established with responsibility for each improvement objective. Each Project team is led by a Council Director who reports to the Strategic Planning and Performance Manager (“SPP Manager”). This facilitates six-monthly reporting to: the Corporate Leadership Team (“CLT”); the Regeneration and Community Committee (“R&amp;C Committee”); Audit Panel; and Full Council.</p> <p>The Council continues to make use of baseline data, performance indicators and measures, which are being developed both internally by Council and as part of the Association for Public Service Excellence (“APSE”) network in order to benchmark and help identify those functions and services which would benefit most from improvement.</p>

Thematic area	Observations
Governance arrangements	<p>The Council has established governance arrangements to assist it in securing continuous improvement and continue to develop these, where necessary, to assist in meeting its performance improvement responsibilities.</p> <p>Strategic planning and performance management sit within the Council’s Regeneration and Planning Directorate and overall responsibility for delivery of the Council’s performance improvement function sits with the Director of Regeneration and Planning.</p> <p>The Director of Regeneration and Planning is supported by the Head of Place Shaping and Regeneration, who leads the Strategic Planning and Performance Team. This role is currently vacant, with the Strategic Planning and Performance Team led on an interim basis by the Lead Office – Data Science and Intelligence/Strategic Planning and Performance (interim).</p> <p>Responsibility for the day-to-day management of performance improvement sits with the Strategic Planning and Performance Manager who is supported by two Strategic Planning and Performance Officers. The team oversees the strategic planning and performance of the Council, including community planning, corporate planning and performance improvement duties. This helps to ensure synergy across the plans and commitment to continuous improvement through the adoption of a shared vision and commitment to an outcomes-based approach to performance at population and performance level.</p> <p>The Council has assigned responsibility for oversight of its performance improvement responsibilities to the R&amp;C Committee. The R&amp;C Committee receive bi-annual progress reports on the Council’s PIP. Performance Report Cards are used to highlight how each individual improvement objective and the associated performance measures are progressing.</p>

Thematic area	Observations
	<p>The Council’s Audit Panel also has responsibility for providing independent scrutiny of the Council’s performance improvement activities as required by the Act. The Audit Panel’s responsibilities in this respect have been articulated within the Audit Panel’s Terms of Reference. We see evidence of this scrutiny through attendance at Audit Panel meetings. The Council’s 2024-25 Report to those Charged with Governance highlighted a need to review the reporting line of the Audit Panel with a view to it aligning with the NIAO’s guidance on Effective Audit and Risk Assurance Committees. The impact of any such changes on the Council’s performance improvement reporting arrangements will also need to be kept under review by Council.</p> <p>During 2024-25, the Council’s Internal Audit function completed a review of Community Planning. The review focused on the functions of planning, planning enforcement, the Local Development Plan and Community Planning. A satisfactory level of assurance was provided. We also note that a further review of “Performance Improvement and Reporting” has been scheduled for completion during 2026-27, as part of the Council’s Internal Audit Strategy 2023-2027. No validation of performance improvement data is completed by Internal Audit.</p> <p>The PIP was approved by the R&amp;C committee on 13 May 2025 and ratified by full Council on 3 June 2025. The Annual Performance Report was approved by the R&amp;C Committee on 9 September 2025. The delegated authority to approve the Annual Performance Report was granted to the R&amp;C Committee by full Council, the recording of which was documented in the Council meeting minutes from 2 September 2025.</p>
Improvement objectives	The Council set four improvement objectives within the 2025-26 PIP. The objectives are legitimate, clear, robust, deliverable and demonstrable, as required by the Act. The seven aspects of improvement are addressed by the four improvement objectives.

Thematic area	Observations																																								
	<p>The Council is required to ensure that each improvement objective aligns with at least one of the statutory criteria set out in the Act (strategic effectiveness, service quality, service availability, fairness, sustainability, efficiency and innovation). We noted that alignment with the statutory criteria has not been documented in the PIP for Improvement Objectives 3 and 4. Our discussions with Management identified that this detail was omitted from the PIP in error but has since been rectified in a revised publication of the PIP. It is also noted that as the Improvement Objectives had all been carried over from 2023/24, the statutory service criteria had not changed year-on-year, therefore mitigating the initial omission.</p> <p>We were able to confirm that whilst not initially documented, each improvement objective did meet at least one of the statutory criteria. We have outlined the criteria met by each objective in the table below:</p> <table border="1" data-bbox="562 742 2004 944"> <thead> <tr> <th>Improvement Objective</th> <th>Strategic effectiveness</th> <th>Service quality</th> <th>Service availability</th> <th>Sustainability</th> <th>Efficiency</th> <th>Innovation</th> <th>Fairness</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>2</td> <td>✓</td> <td></td> <td>✓</td> <td>✓</td> <td></td> <td>✓</td> <td>✓</td> </tr> <tr> <td>3</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td>✓</td> <td>✓</td> </tr> <tr> <td>4</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table> <p>All four of the 2025-26 improvement objectives have been carried forward from the 2024-25 PIP. The Council explains this within the PIP and includes a brief “Taking stock at year-end” section to summarise how each improvement objective was progressed during the previous year.</p> <p>Within the PIP, the Council explains the rationale supporting each improvement objective and summarises this using the following headings:</p> <ul style="list-style-type: none"> <li>a) the story behind the baseline (i.e. why the objective was chosen;</li> <li>b) what the Council proposes to do;</li> </ul>	Improvement Objective	Strategic effectiveness	Service quality	Service availability	Sustainability	Efficiency	Innovation	Fairness	1	✓	✓	✓	✓	✓	✓		2	✓		✓	✓		✓	✓	3	✓	✓	✓			✓	✓	4	✓	✓	✓	✓	✓	✓	✓
Improvement Objective	Strategic effectiveness	Service quality	Service availability	Sustainability	Efficiency	Innovation	Fairness																																		
1	✓	✓	✓	✓	✓	✓																																			
2	✓		✓	✓		✓	✓																																		
3	✓	✓	✓			✓	✓																																		
4	✓	✓	✓	✓	✓	✓	✓																																		

Thematic area	Observations
	<p>c) what actions the Council will take; and</p> <p>d) how the Council will measure what has been done and the impact it has achieved.</p> <p>The outcomes of each improvement objective are clearly documented within the PIP and specific performance measures have been included for each improvement objective to enable the Council to measure and determine whether they have been achieved.</p>
Consultation	<p>The Department for Communities' guidance requires Councils to consult when deciding how to discharge the general duty to improve and on its proposed improvement objectives.</p> <p>The Council has consulted in respect of its improvement objectives using a range of methods and considered the responses received as part of developing its performance improvement objectives. The Council has met its statutory duty in this respect.</p> <p>A draft suite of four improvement objectives for 2025-26 was proposed for public consultation after Council consideration of budgetary constraints, the impact of the cost-of-living crisis, the climate emergency, legislative responsibilities, and an overview of outturn in progress towards meeting the Improvement Objectives in 2024-2025. Consultation with all Council staff took place from 13 February to 9 April 2025 regarding potential areas for improvement. Alongside this process, members of the public were provided with the opportunity, through the Council website, to suggest potential improvement objectives for consideration within an appropriate timescale.</p>

Thematic area	Observations
	<p>A range of consultation methods were used, identifying key target groups and ensuring all Section 75 categories had an opportunity to respond. The public consultation also ran for a period of eight weeks commencing on 13 February 2025 and running until 9 April 2025. Consultation responses could be submitted in writing (either by email or letter), responding to an online survey or by contacting a Council Officer for discussion. We note a total of 47 responses were received via the online public consultation survey, an increase on the 36 responses received in 2024-25. Our discussions with Management identified that the Council received no written responses during public consultation this year or requests to speak to an officer.</p> <p>Following broad support for the Council's draft improvement objectives, the four improvement objectives were finalised for inclusion in the 2025-26 PIP. We also note that a specific action associated with Improvement Objective 2, was amended to reflect consultation responses.</p> <p>The Council's consultation process for developing the annual PIP is conducted in accordance with the principles outlined in the Council's Marketing Communications Framework and the Council's Engagement Strategy. The Council's Engagement Strategy references that a consultation phase on the performance improvement objectives takes place, and sets out how the consultation is managed and the roles and responsibilities in this respect.</p>
Improvement plan	<p>The Council published its PIP for 2025-26, on 27 June 2025, prior to the deadline of 30 June. The PIP was published on the Council's website and publication of the PIP was promoted through social media platforms and advertised in the local newspapers.</p> <p>The improvement objectives outlined in the PIP are directly aligned with the themes and priorities identified in the 2030 Community Plan and the Council's Corporate Plan 2024-2028. The PIP specifically outlines a number of areas of focus across the Council, with the aim of delivering improvements to benefit residents and service users.</p>

Thematic area	Observations
	<p>For each of the four improvement objectives, the PIP sets out: the relevant Directorate; the Lead Officer; the strategic significance at a regional and local level; associated actions; what those actions might look like in practice; performance measures; and a summary of the impact that these objectives should have on Council residents.</p> <p>The PIP also references Section 89 of the Local Government Act (NI) 2014 which requires Councils to publish the results of the statutory performance indicators set by Central Government (focusing on economic development, planning and waste management). Each of the seven statutory performance indicators are listed along with the Council's performance against these indicators over the past five years.</p>
Arrangements to improve	<p>The Council has adequate arrangements in place to secure the achievement of its improvement objectives, statutory performance indicators and the general duty to improve.</p> <p>The Council's improvement objectives are supported by a suite of performance measures and stand-alone projects. Projects are supported by Project Plans and progress against performance measures is tracked through the completion of Outcomes Based Accountability Performance Report Cards. Ongoing risks associated with the delivery of projects are identified and managed as part of project management arrangements and, if required, escalated to the Council's Corporate and Directorate Risk Registers as part of the Council's normal risk management reporting arrangements. Project specific risks are recorded on Project Risk Registers in the first instance.</p> <p>Progress against all improvement objectives and the associated performance measures is reviewed at a service level on a monthly basis (via meetings between Directors and Heads of Service), and reported bi-annually to the R&amp;C Committee and Audit Panel. The Council uses a Red, Amber, Green ("RAG") reporting mechanism to highlight progress, which serves as a useful visual for Members.</p>

Thematic area	Observations
Collection, use and publication of performance information	<p>The Council’s arrangements to assess its performance and to publish the results are in line with the legislative requirements and the Department’s guidance.</p> <p>The Council published its Annual Performance Report for 2024-25 on 27 September 2025 (in line with the statutory deadline) following approval by the R&amp;C Committee on 9 September 2025. The delegated authority to approve the Annual Performance Report was granted to the R&amp;C Committee by full Council, the recording of which was documented in the full Council meeting minutes from 2 September 2025. The Annual Performance Report was:</p> <ul style="list-style-type: none"> <li>• published on the Council’s website and social media platforms;</li> <li>• issued to the media; and,</li> <li>• circulated to staff, elected members and Community Planning Partners.</li> </ul> <p>The published Annual Performance Report includes:</p> <ul style="list-style-type: none"> <li>• the Council’s performance in discharging its general duty to secure continuous improvement in 2024-25;</li> <li>• outturn of the Council’s 2024-25 performance against the seven statutory performance indicators, along with comparison performance data dating back five years; and</li> <li>• outturn of the Council’s 2024-25 performance against the 33 self-imposed performance indicators, along with one year of comparison performance data. The Council agreed upon a new suite of self-imposed measures during 2024-25 to ensure alignment with the Council’s new 2024-2028 Corporate Plan. Our discussions with Management identified that once these new self-imposed measures have had time to embed across the Council, comparison performance data dating back further than one year will be reported in future Annual Performance Reports.</li> </ul>

Thematic area	Observations
	<p>The Annual Performance Report includes an overview and self-assessment of the performance of the Council during the previous financial year in accordance with its legislative requirements. The key purpose of the report is to show citizens and other stakeholders how the Council is discharging its duty under legislation to secure continuous improvement. It enables the Council to communicate progress against its improvement objectives and to highlight what visible improvements it has made to its functions and services.</p> <p>There is clear linkage between the Council’s improvement objectives, associated actions and performance measures, and Corporate and Community Plan priorities. As a result, we consider that the Council is collecting and reporting relevant data for citizens.</p> <p>The performance outturn results for the seven statutory performance indicators (covering Economic Development, Planning and Waste) is subject to external validation processes, set by the relevant Government Departments. The Council collects and shares the data with the relevant Government Department, who then take responsibility for publishing the results.</p> <p>The Council reported that it met five of the seven statutory performance indicators in 2024-25, which is an improvement from 2023-24, where four indicators were met. For both statutory performance indicators that were not met, the Council has set out its plans to rectify this in a section titled “We will maintain/ improve performance by”.</p> <p>During the year an Internal Audit review of the ‘Go Succeed’ programme was carried out by Belfast City Council (BCC). BCC is responsible for collating the economic development figures for all Councils across NI. The figures are then used as the basis for the Department for the Economy’s statutory indicator figures for Economic Development. The Internal Audit review identified that the figures relating to 189 business plan approvals</p>

Thematic area	Observations
	<p>(approximately 7.5 per cent of the total approvals for the year) are not reliable. BCC is undertaking further work on these figures to assess whether some or all of the information can be included in the statistics for economic development.</p> <p>The Council is a member of the Association of Public Service Excellence (APSE), including the APSE Performance Network, a public sector benchmarking organisation which assists the Council in improving its ability to compare performance across a wide range of services and activities.</p> <p>The Council uses data from a variety of its internal systems and data sources to report against the newly introduced suite of 16 APSE Core Performance Indicators. APSE data is used to benchmark the performance outturn results from these performance measures. The Council's Data Science and Intelligence (DSI) Team are responsible for reviewing the Council's data collection and reporting processes on a six monthly basis. This includes the data used by the Council to report progress against its Corporate and Community Plans as well as its performance improvement objectives. Data is collected and recorded across a number of Microsoft Excel databases, developed specifically for performance improvement and reporting purposes, by the DSI team. Our sample testing on a number of actions associated with each improvement objective identified no issues in terms of the accuracy and validity of the data held and reported by Council. The Council may however wish in the medium/long term, to consider investing in dedicated performance reporting software, with a view to achieving further efficiencies in this area. Performance reporting software is already working effectively in other councils.</p>

Demonstrating a track record of improvement

The Council has reported on the achievement of outcomes within the 2024-25 Annual Performance Report.

**Performance Improvement Objectives from 2024-25**

The Council identified four performance improvement objectives in 2024-25. Each improvement objective was supported by specific actions and further supported by a number of “best ideas”. A total of 59 best ideas were identified across the four improvement objectives in 2024-25. At year-end, 38 (64 per cent) of these best ideas had a green RAG rating which per the Council’s definition, indicates that these had either been met or were on target to be met within the agreed timeline. Any best idea and actions not completed during the year were carried over to 2025-26. The Council also provides a narrative explanation to support the RAG conclusion on all measures. All four of the 2024-25 improvement objectives were carried forward to 2025-26. We noted that whilst the overall improvement objectives have remained the same, a number of the associated actions have been removed in 2025-26 following their achievement in 2024-25.

**Statutory performance indicators**

There are seven statutory performance indicators across three service areas (Economic Development, Planning and Waste Management). Of these:

- five indicators have been met and rated as green (P1, P2, P3, W2 and W3); and
- two indicators have not been met and rated as red (ED1 and W1).

Where a statutory performance indicator has not been met, the Council has outlined the factors that contributed to this and has explained how performance will be improved moving forward. It is noted that the Council only met four of the statutory performance indicators during 2023-24 so the 2024-25 outturn represents improvement.

**Self-Imposed performance measures**

The Council identified 33 self-performance measures in 2024-25. Of these:

- 19 performance measures displayed an upwards trend of improvement and were rated as green (58 per cent);
- 7 performance measures were rated amber, as there had been no significant improvement from the prior year (21 per cent);
- 5 performance measures displayed a downward trend of improvement and were rated as red (15 per cent); and
- 2 performance measures were not rated due to data not being available (6 per cent).

Explanations have been provided for instances where improvement has not been achieved. We note that the two performance measures, for which data is not available, are "Residents' overall satisfaction" and "Residents who consider the council meets the needs of residents". The outcome of these two performance measures is due to be reported once the data from the 2025 Fermanagh and Omagh Residents' Survey has been analysed and reviewed. The survey fieldwork took place during January and February 2025.

Throughout the Annual Performance Report, the Council includes trend analysis data for all of its performance data and for the statutory indicators, the Council provides an overview of how the Council has performed against other Northern Ireland Councils. The use of a graphical format for statutory performance indicators in particular, is useful in showing progress, and in most cases can demonstrate a trend of ongoing improvement. Where there have been difficulties in meeting a statutory indicator, the reasons contributing to this have been documented as well as an additional section titled "We will maintain/improve performance by".

The Council has been proactive in including as much data as is available to allow benchmarking and trend analysis to be as complete as it can be. This demonstrates Council performance in a wide context with clear comparatives. The Council continues to demonstrate improvement, meeting outcomes and indicators and where not, offering explanation and amending working practices with the aim of future achievement.