

Taking Stock Report
Fermanagh and Omagh District Council
Improvement Plan
Continuous Improvement: Part Two
1st April 2025 – 31st March 2026

Improvement Objectives	Action ref no:	Actions	Overview of progress at year end
IO1 We will prioritise the Council progressing towards Net Zero.	I01 A1	Determine the Energy Performance Rating (EPC) of our estate to improve our energy management and efficiency.	<p>Fermanagh and Omagh District Council continue to prioritise the energy performance of its estate in support of climate action, sustainability, operational efficiency, and statutory compliance. During 2025/26, the Council completed Energy Performance Certificate (EPC) audits for the remaining Priority 1 buildings.</p> <p>In the 2025/26 reporting period, six EPCs were undertaken, completing EPC audits for the Council's 30 Priority 1 buildings. While the action will be carried forward into 2026/27, the associated best ideas will be updated to reflect a revised focus. This will include undertaking energy assessments for Priority 2 buildings with higher annual energy consumption, alongside detailed analysis of the completed Priority 1 EPC audits. This work will support the development of a targeted programme of works to reduce energy use and promote improved energy efficiency practices across the Council's estate.</p>
	I01 A2	Increase the % of household waste preparing for reuse, recycling or composting.	<p>Fermanagh and Omagh District Council remain committed to increasing the proportion of household waste that is prepared for reuse, recycled or composted, in line with Northern Ireland waste management targets and wider environmental sustainability objectives. During 2025/26, progress continued through the advancement of the Waste Transformation Project, strengthening governance arrangements and progressing key workstreams to support service improvement.</p> <p>Key developments during the year included the establishment of a Waste Transformation Project Board, progression of health and safety improvements at Household Recycling Centres, engagement with WRAP to explore opportunities to increase organic waste capture through the emerging Enhanced Refuse Collection project, and ongoing community engagement initiatives to promote waste reduction and recycling behaviours.</p> <p>This action will be carried forward into the 2026/27 Performance Improvement Plan, with an additional programme of work to increase the collection of organic waste for composting and recycling.</p>
	I01 A3	Reduce the Council's fleet emissions using sustainable fuels.	<p>The Council achieved a significant reduction in fleet-related carbon emissions during 2025/26, with total emissions recorded at 86.96 tCO₂e. This represents a 92% reduction in Scope 1 emissions compared to 2024/25, primarily due to the continued use of Hydrotreated Vegetable Oil (HVO) across both depots for a full 12-month period.</p> <p>Progress has continued towards fleet electrification, with two electric vehicles purchased in March 2026. Officers are progressing an application to the Depot Charging Scheme to support increased charging capacity at the Council's depots.</p>
IO2 We will work in partnership to tackle disadvantage to ensure our people have access to opportunities.	I02 A4	Provide immediate support for people living in poverty.	<p>During 2025/26, the Council delivered tangible impacts through the Integrated Advice Partnership Fund and the embedding of poverty awareness across services. The Advice Partnership Fund supported 422 individuals over the year to access vital advice services, with 306 cases relating to debt, demonstrating strong demand for targeted financial support among people experiencing poverty. Delivery was strengthened through the successful award of a contract to the Fermanagh and Omagh Advice Consortium, reinforcing a partnership-based approach to advice provision. In parallel, significant progress was made in building organisational capacity to address poverty, with six poverty awareness and leadership training events delivered to 113 staff, laying the foundations for systematic poverty proofing across Council decision-making. Collectively, these actions have improved access to support for residents most affected by poverty while strengthening the Council's ability to recognise and respond to poverty impacts in policy and service delivery.</p>
	I02 A5	Increase participation in physical activity among targeted groups.	<p>In 2025/26, progress was made in supporting local clubs and organisations to increase opportunities for people with disabilities to participate in physical activity. A key achievement was the delivery of a Junior Paralympic Day at Omagh Leisure Centre in November. In addition, the Council continued to engage with Disability Sport NI to support the establishment of a Wheelie Active Group at Hospital Road Community Centre and the development of a boccia club at Strathroy Community Centre. Engagement with National Governing Bodies, including the IFA, Tyrone GAA, Ulster Rugby and Fermanagh GAA, supported a review and refocusing of activity delivery to ensure greater inclusion of people with disabilities. These actions strengthened partnerships and contributed to the development of</p>

			<p>more inclusive local sports and physical activity provision. In 2025/26, significant progress was also achieved in increasing participation in physical activity among people with disabilities, exceeding the targeted 15% increase. Participation rose from 1,705 in 2024/25 to 2,823 in 2025/26, representing a 60% increase across leisure and outreach activities. This demonstrates the positive impact of targeted engagement, partnership working, and the development of inclusive programmes and initiatives at a local level.</p> <p>In 2026/27, this Action will be carried forward, with a continued focus on sustaining this growth. Work will centre on strengthening partnerships with clubs, governing bodies and key partners, expanding inclusive opportunities, embedding inclusive approaches within local provision, and maintaining high levels of participation through targeted engagement and continued programme development.</p>
	IO2 A6	Promote positive attitudes to end violence against Woman and Girls.	<p>By the end of 2025/26, Action 6 had successfully advanced the promotion of positive attitudes and behaviours towards women and girls across the district. A coordinated programme of awareness-raising, community engagement and targeted training reached over 900 participants, including Council staff, Elected Members and local communities. These actions strengthened preventative approaches, improved awareness and understanding of violence against women and girls, and embedded stronger organisational and community-level foundations to support sustained cultural change in 2026/27.</p>
IO3 We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district	IO3 A7	Develop and Implement a Sub Regional Economic Action Plan.	<p>This action progressed well during 2025/26, with significant milestones achieved in the development of the Sub-Regional Economic Action Plan (2025–2028). Key governance arrangements were established, including agreed Terms of Reference and a Memorandum of Understanding with the Department for the Economy (DfE) and Invest NI. A consultant was appointed to lead research and stakeholder engagement, and draft priorities and actions were developed and reviewed through the Local Economic Partnership and relevant advisory groups. The draft Action Plan for years 2 and 3 has now been developed, with final approval anticipated in Q1 2026/27.</p> <p>The year 1 Action Plan was approved in February 2026, with a Letter of Offer issued for the value of £68,166. In parallel, a dedicated Local Economic Partnership delivery team was appointed to support future implementation. This action will therefore be carried forward into 2026/27 to allow for formal agreement of year 2 and 3 Action Plan. Once approved, the focus for this action in 2026/27 will shift to project development and the implementation of the agreed actions.</p>
	IO3 A8	Support entrepreneurs to start a business.	<p>At year end, good progress was made against the workplan, although targets for business plans and job creation were not fully met. This reflects a strategic shift in the Go Succeed service, away from a primary focus on business plans towards a more flexible, needs-based delivery model.</p> <p>This action will be carried forward into 2026/27 to continue supporting entrepreneurs to start and develop new businesses through the Go Succeed programme. Engagement activity during 2025/26 successfully increased awareness and access to support, across the district. Delivery in 2026/27 will be shaped by available resources, with revenue funding expected to reduce to approximately 70% of 2025/26 levels. Confirmation of the grant allocation element is anticipated in May or June 2026, following which activity targets and delivery plans will be finalised.</p>
	IO3 A9	Support micro/small businesses to develop and grow.	<p>At year end, good progress was made in supporting micro and small businesses to develop and grow through the Go Succeed Programme. A total of 172 clients were recruited to the service, with strong demand for tailored one-to-one mentoring. Targets were exceeded for the number of businesses supported through mentoring, with over 2,700 hours of mentoring delivered during 2026/27. This support focused on business development, innovation, research and development, and growth planning. In addition, 141 participants attended masterclasses delivered as part of the Go Succeed Grow programme.</p> <p>Two calls for grant funding were issued during the year, generating a total of 99 applications. Following assessment, 86 Letters of Offer were issued to local businesses, representing a total grant value of £188,657, equivalent to 87% of the available budget. This action will be carried forward into 2026/27; however, delivery will be shaped by available resources, with revenue funding expected to reduce to around 70% of 2025/26 levels.</p>
	IO3 A10	Create opportunities for those furthest from the labour market to secure quality local jobs.	<p>At year end, good progress has been demonstrated against the agreed workplan and deliverables across both Rural Economic Accelerator Programme (REAP) and the Labour Market Partnership (LMP).</p> <p>REAP made strong progress against delivery targets, recruiting 167 participants against a target of 175 (95.5% achievement, within 10% allowable variance) and recording 179 programme leavers. Progression outcomes</p>

			<p>exceeded targets, with 36% entering employment (target 30%) and 12.3% progressing to further education (target 10%). In addition, 154 participants achieved 544 qualifications.</p> <p>Within the Labour Market Partnership, 174 participants were recruited against a target of 165. Delivery was impacted by knock-on delays arising from the late issue of the 2024/25 Letter of Offer, which resulted in the continued delivery of the 2024/25 Action Plan up to 31 December 2025 and a reduced delivery window for the 2025/26 Action Plan. Extensions have been approved by Department for Communities (DfC) to allow delivery of the 2025/26 Action Plan beyond 31 March 2026, with recruitment continuing during the extended period.</p>
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	Develop a 'whole Council approach' to customer service transformation.	By the end of 2025/26, strong foundations had been established to progress Customer Services Transformation. Key scoping and development activity was completed, including the drafting of Terms of Reference for the Customer Services Transformation Working Group, development of a workplan and vision, and engagement with Heads of Service. In parallel, organisation-wide mapping of customer services provided a clear baseline of existing systems, processes and frontline delivery. This work has improved understanding of current provision and positioned the Council to progress more detailed analysis, efficiency improvements and implementation activity in 2026/27.
	IO4 A12	Maximise the capability of the Councils IT system to improve processes for talent management, succession planning and training and development of employees.	By the end of 2025/26, Action 12 was fully achieved through the successful piloting, evaluation and refinement of the online performance appraisal system. The system was extended to Chief Officers, RP Directors and departmental staff, supported by targeted training sessions, guidance materials and organisation-wide communications. Feedback from participating departments directly informed system and process improvements, evidencing positive staff engagement and strengthened management of performance and development. This work has established a robust and well-refined system ready to support wider organisational rollout, with no further activity required within PIP 2026/27.
	IO4 A13	Enhance digital connectivity across Council facilities to enable new technology enabled services and support for residents.	<p>During 2025/26, significant progress was made in delivering Action 13 across connectivity, digital enablement and governance. Full-fibre connectivity was upgraded at 80 sites, with internal network migration progressing across key locations including County Buildings, Townhall and Grange. Replacement of Wi-Fi infrastructure is scheduled for Spring 2026. This programme of work was completed within RP1 and will continue into PIP 2026/27 solely to finalise Wi-Fi upgrades and remaining connectivity enhancements.</p> <p>In parallel, governance arrangements for artificial intelligence were established, including approval of guidance to support safe and controlled use. Staff were provided with access to Microsoft Copilot, with further rollout and communications planned. This element of the action will not continue into PIP 2026/27.</p> <p>In addition, exploratory work progressed during 2025/26 as part of the wider ICT framework, contributing to the development of a long-term digital transformation plan to 2031. This programme of work will continue into PIP 2026/27 in a revised form, focusing on identifying and scoping improved service delivery models enabled through enhanced connectivity.</p>

RAG STATUS OF ACTIONS/BEST IDEAS IN PROGRESS REPORTING PERIOD (1st April 2025 until 31st March 2026)

GREEN: On target for delivery within the timeline/cost/deliverables identified

AMBER: Some doubt as to the delivery of the best ideas within the timeline/cost/deliverables identified

RED: Best Ideas is unlikely to/will not be delivered within the timeline/cost/deliverables identified

GREY: Not applicable in reporting period

Black: Not updated in reporting period

KEY: IO-Improvement Objectives; S-Strand

On target	Issues identified	Unlikely to be delivered	Not applicable in reporting period
Reporting Period 1: Number of best ideas - Green: 86% (38)	Reporting Period 1: Number of best ideas: Amber: 7% (3)	Reporting Period 1: Number of best ideas: Red: 0% (0)	Reporting Period 1: Number of best ideas: Grey: 7% (3)

Reporting Period 2: Number of best ideas: Green 100(44%)	Reporting Period 2: Number of best ideas: Amber: -	Reporting Period 2: Number of best ideas: Red: -	Reporting Period 2: Number of best ideas: Grey: -
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Action ref code	What might this look like	Timeframe	Achievements	RAG Status by Period		Further Action in 2026/27 Overview/or best idea completed
				RP1	RP2	
IO1 A1 Determine the Energy Performance Rating (EPC) of our estate to improve our energy management and efficiency.	A1.1 Continue to undertake EPC audits of Priority 1 buildings.	All Year	30 EPC are now complete at all Priority 1 listed buildings.			All 30 Priority 1 buildings across the Council's estate have a completed Energy Performance Certificate (EPC). The information is being assessed and work to progress recommendations will continue. This Best Idea has been refined and updated in PIP 2026/27. The new wording is 'Complete an energy assessment of Priority 2 buildings with an annual energy consumption above 8,000 kWh/annum'. The focus has therefore shifted to allow for baseline information across the entire estate to be progressed to help inform interventions that are value for money, efficient and appropriate and in line with the Council's approach.
	A1.2 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.	All Year	The completed Energy Performance Certificates (EPCs) each include a recommendation report outlining the works required to improve energy efficiency. The results of these audits have been collated to create a high-level overview of the key improvement opportunities, helping to inform priorities for investment and the development of an overall energy efficiency strategy. Key insights include intervention such as: Lighting improvements, boiler upgrades/ replacements, building fabric improvements and increased renewable energy generation and utilisation. Examples of work progressed in reporting period 2 include: Castle Park Boiler Project- Oil-Gas The two ageing oil-fired boilers at Castle Park Leisure Centre are due to be replaced with more efficient LPG-fired models, reducing carbon emissions and future-proofing the facility for conversion to natural gas when available. In the current reporting period, the project board was established, consultant appointed, and detailed design has been developed. Contractor has been appointed in March; prestart meeting has been held with works expected to be complete by July 2026. Camowen Hydro Project: Tender for the Recommissioning, Operation and Management of the Camowen Hydro Scheme went live on 17 th Nov 2025, and closed 19 th December 2025. Tender moderation completed, and preferred bidder has been identified. The recommissioning process will commence in 2026/27, pending successful negotiation, and LPS and Council approvals.			During the reporting period, Energy Performance Certificates (EPCs) were completed and their recommendations collated to provide a high-level overview of priority energy efficiency opportunities. Key themes identified include lighting upgrades, boiler replacements, building fabric improvements, and increased use of renewable energy. An overall action plan will be developed in 2026/27; this approach will ensure value for money by enabling the prioritisation of actions based on EPC ratings and identified opportunities to reduce energy use and promote energy efficiency practices. Whilst the intention was to develop an action plan with recommendations within 2025/26 the focus now is on a planned and resourced programme of works. The wording has been updated to 'Analyse the results of Priority 1 audits to support the development of a programme of works to reduce our energy use and promote energy efficiency practices' to reflect this.
IO1 A2 Increase the % of household waste preparing for	A2.3 Continue to progress the waste transformation project to deliver	Ongoing	Waste Transformation Project Board established in September 2025; Terms of Reference agreed and continues to meet monthly (07 Oct 2025; 04 Nov 2025; 02 Dec 2025; 02 Feb and 03 March 2026).			During 2025/26, the Waste Transformation Project progressed through strengthened governance and advancement of key workstreams. The Project Board was established in September 2025 and met regularly to oversee delivery. Within reporting period 2, key milestones included approval of the Project Mandate for health and safety improvements at

reuse, recycling, or composting.	an efficient and effective waste management service.		Key work streams progressed in current reporting period include: Fleet Addendum (business case addendum approved March 2026); Safety Enhancements at Household Recycling Centres (HRCs), (approved February 2026); Enhanced Refuse Collection (ERC) service (investment decision expected Q1 2026-27); and Drummees (closed) Landfill Capping project (Project Board established, ICT appointed, contractor procurement underway).			Household Recycling Centres and progression of related business cases, alongside completion of the Fleet Addendum review. Work will continue in 2026/27, with the Project Board continuing to meet monthly to oversee delivery. Key priorities include progressing vehicle procurement identified within the Fleet Addendum, reviewing the Fleet Strategy, completing Household Recycling Centre (HRC) works by Quarter 3 2026/27, progressing the Enhanced Refuse Collection business case through the Capital Programme Management Board, and approving and recruiting to the Waste Transformation Project Team by Quarter 2. This Best Idea will be carried over to 2026/27.
	A2.4 Continue to explore opportunities to increase the amount and quality of waste that is recycled.	Ongoing	Continued engagement with the Waste and Resources Action Programme (WRAP) on the development of the Council's Enhanced Refuse Collections projects. WRAP provided evidence on the potential increase in diversion of waste from landfill. Ongoing engagement and collaboration with Council Waste Forum, NI Technical Advisors Group and Government Waste Working Group on 'reduce, reuse, recycle'; funding application submitted to DAERA Collaborative Change Fund to refresh refuse collection vehicle livery to raise and reinforce public awareness of recycling.			During 2025/26, progress was made to explore opportunities to increase the amount and quality of waste recycled. Initial and ongoing engagement took place with the Waste and Resources Action Programme (WRAP) to assess the potential expansion of 240-litre brown (co-mingled organic waste) bins as part of the emerging Enhanced Refuse Collection (ERC) project. WRAP provided supporting evidence demonstrating the potential to increase diversion of waste from landfill through this approach. Work will continue in 2026/27, with the focus on progressing the Enhanced Refuse Collection project, subject to approval and ratification by Council, and further developing recycling options informed by WRAP evidence and operational feasibility. This Best Idea will be carried over 2026/27.
	A2.5 Continue to promote campaigns to support a circular economy e.g. Clean, Dry, Empty, Flat (CDEF) campaign.	Ongoing	25 posts on several waste and circular economy messages released via social media channel.			A total of 65 posts were published during 2025/26. Overall engagement was below the 2024/25 baseline, although rates improved in Reporting Period 2 due to more targeted, relevant content focused on events and practical recycling behaviours. In 2026/27 the Communication's team will continue to promote campaigns including CDEF and from other groups including WRAP and NI NCAP during Recycle Week and Repair Week. The Council website will be kept up to date on 'What happens to your waste'. This Best Idea will be carried over to 2026/27; however, the metric measuring percentage engagement rate for waste communications and the circular economy will be reviewed for 2026/27.
	A2.6 Develop initiatives to promote waste management and recycling and identify associated funding opportunities.	Ongoing	In March 2026, Fermanagh and Omagh District Council was awarded funding of up to £12,045 (50% of total project costs) through the Department of Agriculture, Environment and Rural Affairs Household Waste Recycling Collaborative Change Programme. The funding will support the installation of new livery on selected RCVs to promote recycling and waste reduction messaging. The Environmental Youth Speak competition focused on the theme of 'Repair and Reuse', engaging 11 schools and showcasing 13 pupil presentations. The initiative increased awareness of recycling and sustainable practices, while building pupils' knowledge and confidence to influence positive waste behaviours at home and within their communities. FODC was one of four councils participating in the Zero Waste Champions Programme, with Northern Ireland Resources Network, engaging three schools in the district with workshops on waste reduction, recycling, and circular economy practices during the 2025/26 academic year.			In 2025/26, 2,080 people participated in litter picks, 2,123 signed up to Adopt a Spot, and 479 registered as Litter Champions, demonstrating strong community engagement in maintaining clean local environments. Work also progressed through partnership initiatives, including costume swap events with Libraries NI and the delivery phase of the PeacePlus-funded <i>Environment for All</i> project, which has supported a range of sustainability activities such as repair cafés, food waste reduction, and community composting. In 2026/27, the Council will continue to build on this momentum by supporting community-led litter initiatives and promoting environmental responsibility. While external funding opportunities are limited, delivery will focus on maximising existing programmes and continuing key sustainability initiatives, with further development of education and training activities across the programme.

			<p>As part of the Environment for All programme, initiatives are being delivered across the seven DEAs to support the circular economy, including providing community groups with assistance to establish their own repair cafés. Following the Expression of Interest stage, 38 EOIs were received, with 24 groups expressing interest in repair café or repair skills activities.</p> <p>Between 1 October 2025 and 31 March 2026, 882 people participated in organised litter picks, supported with equipment and guidance to help keep local neighbourhoods, parks, and public spaces clean.</p> <p>As at 31 March 2026, 2,123 people were signed up to Adopt a Spot and 479 were registered as Litter Champions, strengthening community involvement in maintaining a litter-free environment. In addition, 187 people took part in Recycling and Leave No Trace workshops delivered by the Climate</p>			
IO1 A3 Reduce the Council's fleet emissions using sustainable fuels.	A3.7 Extend the use of sustainable fuels within the council fleet.	Ongoing	<p>All internal combustion engine vehicles based in Killyvilly and Gortrush continue to operate on HVO. In the reporting period, 1 October 2025 – 31 March 2026, 345,205 Litres of HVO was consumed. This use of HVO mitigated 875tCO₂e (compared to Diesel).</p> <p>2 additional electric vehicles were purchased in March 2026.</p>			<p>In 2025/26, the transition to Hydrogenated Vegetable Oil (HVO) was fully implemented across fleet operations at Killyvilly and Gortrush depots, meaning all vehicles are now operating on sustainable fuel. This has delivered a significant reduction in emissions, with total fleet carbon emissions recorded at 86.96 tCO₂e, a 92% reduction in Scope 1 emissions compared to 2024/25. A total of 681,755 litres of HVO was used during the year, resulting in an estimated reduction of 1,725 tCO₂e compared to conventional diesel. In addition, two electric vehicles were purchased in March 2026, with a further two vehicles procured and scheduled for delivery in early 2026/27.</p> <p>In 2026/27, the focus will shift towards consolidating these gains by expanding the electric vehicle fleet and enhancing supporting infrastructure. This includes progressing an application to the Depot Charging Scheme to increase charging capacity across the Council's primary depots at Killyvilly, Gortrush and Drummeel, ensuring the fleet is well-positioned to support continued decarbonisation.</p>
	A3.8 Continue to work with external partners to identify opportunities for the use of sustainable fuel sources.	Ongoing	<p>Integrated Climate Action Network (I-CAN) During the reporting period I-CAN continued to operate as a collaborative forum within the Council's community planning arrangements and met on two occasions (January and March 2026). The January 2026 meeting included presentations on FODC's Grange retrofit project and Encirc's approach to measuring and reducing Scope 1–3 emissions, alongside discussion on future I-CAN priorities, including fleet transition, low-carbon fuels and the implications of Scope 3 reporting for public bodies.</p> <p>Waste Management Technical Advisory Group FODC's Director of Environment and Place and Head of Waste Management attended a Presentation given by Translink on 25th March 2026 regarding their hydrogen fuel testing work.</p> <p>OnStreet Residential Chargepoint Scheme (ORCs) Work continues to install 11 22kW Electric Vehicle Charge points across the district. 2 of these</p>			<p>In 2025/26, four meetings of the I-CAN group were held, with a focus on strengthening partnerships, improving alignment on shared priorities, and promoting a more joined-up approach to environmental action and governance. A key achievement during the year was enhanced collaboration with partners to support mitigation and adaptation reporting requirements under the Climate Change (Reporting Bodies) Regulations (Northern Ireland) 2024. This has improved shared understanding of reporting obligations, strengthened coordination across organisations, and supported a more consistent approach to meeting environmental and climate-related requirements.</p> <p>In 2026/27, this work will be progressed through continued engagement with I-CAN partners, with a focus on further strengthening collaboration, supporting delivery of reporting requirements, and embedding a coordinated and consistent approach to climate action across organisations.</p>

			(Ecclesgrove and Omagh Leisure Complex) have the infrastructure installed and groundwork completed and are awaiting energisation. The remaining 9 are due for completion by Q2 2026/27.			
IO2 A4 Provide immediate support for people living in poverty.	A4.9 Implementing an Integrated Advice Partnership Fund.	Ongoing	In the period 1/10/2025 – 31/03/2026 an additional 296 persons accessed advice support of which 228 related to debt advice A contract has been awarded to Fermanagh and Omagh Advice consortium for the delivery of the Integrated Advice Partnership Fund.			In 2025/26, delivery of the Integrated Advice Partnership Fund progressed, supporting people living in poverty to access advice services. Between 1 October 2025 and 31 March 2026, an additional 296 individuals accessed advice support, with 228 cases relating specifically to debt advice. A contract was successfully awarded to the Fermanagh and Omagh Advice Consortium to deliver the programme, strengthening partnership-based provision. Over the full year (1 April 2025 – 31 March 2026), a total of 425 people accessed advice support, including 306 debt-related cases. In 2026/27, delivery will continue through the established partnership model, with a focus on maintaining and expanding access to advice services, particularly in relation to debt, and ensuring continued support for those most impacted by poverty.
	A4.10 Undertake a poverty-proofing review of business areas to identify if we are doing all we can to support residents impacted by poverty.	Ongoing	An introduction to Poverty Proofing and Leadership Training was delivered by Children Northeast during March. This is a prerequisite to the Poverty Proofing Process. 6 Training events were provided with 113 attendees. The following training has been delivered: 5/2/26 Poverty Awareness Raising -18 attendees 6/2/26 Poverty Awareness Raising – 33 attendees 5/3/26 Leadership Training - 16 attendees 6/3/26 Leadership Training -12 attendees 24/3/26 Poverty Awareness Webinar – 17 attendees 25/3/26 Poverty Awareness Webinar – 17 attendeesb			In 2025/26, progress was made in embedding poverty awareness and poverty proofing across Council business areas. An introduction to Poverty Proofing and Leadership training was delivered by Children in Northern Ireland (CiNI) in March, supporting the development of this approach as a precursor to wider implementation. A total of six training events were delivered, engaging 113 attendees, including sessions on poverty awareness, leadership, and webinars to build understanding of the impacts of poverty on residents. In 2026/27, this work will be further developed through continued training and capacity building, with additional leadership training sessions already scheduled. The focus will be on embedding poverty proofing approaches across services to ensure decision-making is informed by an understanding of poverty impacts and supports more effective targeting of support for those in need.
IO2 A5 Increase participation in physical activity among targeted groups (the focus in 2025/26 will be amongst people with a disability)	A5.11 Engage with disability advocacy groups to identify barriers to participation and make reasonable adjustments to improve access to programming and activities.	Ongoing	In Reporting Period 2, FODC have engaged with the following advocacy groups: October - Meetings with DSNi in preparation for Junior Paralympic Day at OLC 2 Dec 2025 and 7 Jan 26 - meetings with DSNi post 2 Nov event to discuss possible future activities and establishment of inclusive club and boccia club in Omagh 20 Jan 26 – Meeting with Cycling Ireland discussions included inclusive bikes and Park Cycle potential project. 5 Feb 26 – Presentation and meeting with the Access and Inclusion Group. 19 Feb 26 – Discussions with Sport NI consultant re disability issues in our area and info sharing across NI.			In 2025/26, significant progress was made in increasing participation in physical activity among people with disabilities through sustained engagement with advocacy groups and key partners. During Reporting Period 2, the Council engaged with a range of organisations including Disability Sport NI, Cycling Ireland, the Access and Inclusion Group, and Sport NI. This included meetings to support the Junior Paralympic Day at Omagh Leisure Centre, discussions on developing inclusive clubs such as boccia, and exploration of initiatives including inclusive cycling projects. These collaborative efforts have strengthened partnerships, improved understanding of barriers to participation, and supported the delivery of inclusive programmes and targeted engagement activities, increasing awareness of opportunities for people with disabilities. This Best Idea has been completed in 2025/26. However, in 2026/27 the Council will continue to build on this progress through ongoing partnership working, supporting the delivery of inclusive programmes and initiatives, and embedding inclusive approaches to ensure sustained participation in physical activity across targeted groups.
	A5.12	Ongoing	Delivery of a Junior Paralympic Day at Omagh Leisure Centre on 2 nd November followed by meetings with			In 2025/26, progress was made in supporting local clubs and organisations to increase opportunities for people with disabilities to participate in physical activity. A key

	Support local clubs and societies to increase opportunities for people with a disability to participate in physical activity.		<p>Disability Sport NI to establish a Wheelie Active Group at Hospital Road Community Centre, Omagh and a Boccia Club at Strathroy Community Centre, Omagh.</p> <p>Meetings held with NGBs to help review and refocus to ensure that activities for people with a disability are a focus of their delivery.</p> <p>27 Feb 26 – Meeting with IFA 3 Mar 26 – Meeting Tyrone GAA 4 Mar 26 – Meeting Ulster Rugby 9 Mar 26 – Meeting Fermanagh GAA</p>			<p>achievement was the delivery of a Junior Paralympic Day at Omagh Leisure Centre in November, alongside ongoing engagement with Disability Sport NI to establish a Wheelie Active Group at Hospital Road Community Centre and a boccia club at Strathroy Community Centre. Engagement with National Governing Bodies, including the IFA, Tyrone GAA, Ulster Rugby and Fermanagh GAA, helped to review and refocus activity delivery to ensure greater inclusion of people with disabilities. These actions have strengthened partnerships and supported the development of more inclusive local provision.</p> <p>In 2026/27, this work will continue through sustained collaboration with clubs, governing bodies and partners to expand inclusive opportunities, build on established programmes, and further embed inclusive approaches within local sports and physical activity provision.</p>
	A5.13 Increase participation in physical activity amongst people with a disability by 15% from 2024/25 figures.	Ongoing	<p>Disability Participation Figures in 24 /25 were 1705 across leisure and outreach and 2823 in 25/26 an increase of 60%</p>			<p>In 2025/26, significant progress was achieved in increasing participation in physical activity among people with disabilities, exceeding the targeted 15% increase. Participation figures rose from 1,705 in 2024/25 to 2,823 in 2025/26, representing a 60% increase across leisure and outreach activities. This reflects the positive impact of targeted engagement, partnership working, and the development of inclusive programmes and initiatives at a local level.</p> <p>In 2026/27, this Best Idea will be carried forward, with a continued focus on sustaining and building on this growth. Efforts will centre on strengthening partnerships, expanding inclusive opportunities, and maintaining high levels of participation through targeted engagement and continued development of accessible programmes.</p>
IO2 A6 Promote positive attitudes to end violence against Women and Girls.	A6.14 Support local organisation to end violence against women and girls through utilisation of the Change Fund.	Ongoing	<p>Ongoing engagement with the 5-project supported through the Change Fund to promote collaboration and maximise impact.</p>			<p>In 2025/26, progress was made in supporting local organisations to address violence against women and girls through the Change Fund. Five local projects were successfully delivered, with grants totalling £69,325 awarded to support targeted, community-based interventions. Ongoing engagement with funded organisations took place across both reporting periods, helping to strengthen collaboration, maximise impact, and support delivery and reporting requirements to The Executive Office (TEO). These initiatives have contributed to raising awareness, preventing violence, and providing support to those affected.</p> <p>In 2026/27, this work will be carried forward with a continued focus on supporting local organisations to deliver impactful interventions. Engagement with partners will be maintained to ensure effective project delivery, compliance with reporting requirements, and the continued development of coordinated approaches to preventing violence against women and girls and supporting those affected.</p>
	A6.15 Promote positive attitudes and behaviours towards women and girls outlined in the Regional Strategy 'Ending Violence Against Women and Girls'.	Ongoing	<p>Christmas campaign delivered across the district to raise awareness of EVAWG and in preparation for the Local Change Fund grant call.</p> <p>Promoted awareness at 7 x community information events.</p> <p>Workshop with FODC staff and Elected Members by Leonard Consulting exploring attitudes and responses to domestic abuse.</p> <p>3 x Bystander training sessions delivered to FODC staff by NEXUS.</p>			<p>In 2025/26, activity focused on promoting positive attitudes and behaviours towards women and girls in line with the Regional Strategy. Key achievements included delivery of a district-wide Christmas awareness campaign, engagement across seven community events, and a range of training and capacity-building initiatives for Council staff and Elected Members. These included workshops exploring attitudes and responses to domestic abuse, mandatory EVAWG training linked to strategic capital grants, and three bystander training sessions delivered by NEXUS. Procurement was also completed for a Community Conversation Series aimed at challenging harmful social norms. Across Change Fund events and programmes, over 900 participants engaged, demonstrating increased awareness and understanding of violence against women and girls and the importance of promoting positive attitudes and behaviours.</p> <p>In 2026/27, this work will be carried forward and refined, with a continued focus on delivering community-based initiatives and strengthening preventative approaches. This will include a review of the Council's Domestic Violence Policy, enhanced support and</p>

			Procurement complete for delivery of Community Conversation Series a participatory and inclusive approach aimed at engaging community members in dialogue, reflection, and collective action to challenge and change harmful social norms, beliefs, and behaviours that perpetuate violence.			training for Confidential Advisors, and the rollout of the Community Conversation Series. The approach will prioritise sustained community engagement, increased awareness, and embedding good governance practices across the organisation to support women and girls to thrive.
IO3 A7 Develop and Implement a Sub Regional Economic Action Plan.	A7.16 Sub Regional Economic Action Plan developed and agreed for a 3-year period (2025-2028) with annual review undertaken.	Completion: RP1	<p>In September 2025, Cogent Management Consulting was appointed to lead on consultation and develop a draft Action Plan on behalf of Fermanagh & Omagh Local Economic Partnership (LEP). The consultant was tasked with carrying out research and stakeholder engagement to help shape the priorities and interventions for the district. A number of consultation events were held in-person (29 October 2025, Enniskillen and 30 October, Omagh) as well as a Tourism focused online event on 25 November 2025.</p> <p>Wider consultation has also taken place on a one-to-one basis with key stakeholders. Consultations have also been completed with the Council elected Member Economic Development & Inward Investment Steering & Advisory Group; the group has met on three occasions to inform the action plan process. Since January 2026, the LEP has convened four meetings to consider and develop the draft action plan.</p> <p>The Fermanagh and Omagh Local Economic Partnership (LEP) Year One Action Plan was agreed by Regeneration and Community Committee in February 2026 and ratified at March Council</p> <p>The Council LEP Delivery Team continue to engage on development of the Action Plan and associated activity. Anticipated to complete by Q1 2026/27.</p> <p>The LEP Delivery Team were appointed in January 2026 (Manager and Officer) and March 2026 (Admin Support).</p>			<p>In 2025/26, substantial progress was made in developing the Sub-Regional Economic Action Plan (2025–2028). A consultant (Cogent Management Consulting) was appointed in September 2025 to lead research, stakeholder engagement, and the drafting of the Action Plan on behalf of the Fermanagh and Omagh Local Economic Partnership (LEP). A programme of consultation was undertaken, including in-person events in Enniskillen and Omagh, a tourism-focused online session, and one-to-one engagement with key stakeholders. Ongoing engagement with Elected Members and the Economic Development and Investment Steering and Advisory Group helped shape the plan, with the group meeting on several occasions to inform its development. As a result, the LEP Year One Action Plan was agreed by the Regeneration and Community Committee in February 2026 and ratified by Council in March 2026, with a dedicated delivery team also established.</p> <p>In 2026/27, this work will transition from development to delivery, with a focus on implementing Year 2 priorities within the Action Plan. Final agreement of the three-year plan is anticipated in early 2026/27, alongside the establishment of governance arrangements, including Terms of Reference and a Memorandum of Understanding with DfE and Invest NI. Once approved, delivery will progress through coordinated project development and implementation, supported by the LEP and partner organisations.</p>
	A7.17 Implementation of Plan commenced and projects progressing.	Completion: RP1	<p>Year 1 Action Plan agreed and approved by LEP and reported to February 2026 Regeneration and Community Committee and ratified at March Council.</p> <p>Subsequently LoO valued at £68,166.50 received and accepted by Council.</p> <p>Claim 1 for resource costs relating to internal staff and running costs to be submitted to DfE in April 2026.</p>	N/A in RP1		<p>In 2025/26, progress was made in moving from development to implementation of the Sub-Regional Economic Action Plan. The Year 1 Action Plan was agreed by the Local Economic Partnership (LEP) and approved by the Regeneration and Community Committee in February 2026, before being ratified by Council in March 2026. A Letter of Offer totalling £68,166.50 was subsequently received and accepted, with initial claims relating to internal staffing and running costs prepared for submission to the Department for the Economy (DfE). These steps have established the foundations for delivery and ensured the necessary resources and approvals are in place to progress the Action Plan.</p> <p>In 2026/27, focus will shift to the implementation of Year 2 priorities within the Action Plan. Performance measures aligned to DfE monitoring requirements will be finalised and embedded within the full three-year LEP Action Plan. Subject to formal approval of the overall plan, anticipated in early 2026/27, full implementation of the performance framework and delivery of projects will commence.</p>
	A7.18 Establish performance	All Year	Work is ongoing to ensure DfE performance measures are incorporated into the Action Plan.	N/A in RP1		In 2025/26, progress was made in developing performance measures to support the implementation and monitoring of the Sub-Regional Economic Action Plan, aligned with Department for the Economy (DfE) requirements. While the Best Idea was not fully

	measures to monitor progress going forward, reflecting DfE monitoring requirements.					<p>completed within the year, significant work was undertaken to design a robust performance framework in collaboration with DfE and Invest NI. The development process, including the need for detailed consultation and alignment with partners, resulted in a longer lead-in time than initially anticipated, with timelines subsequently reviewed and adjusted as the process evolved. Notwithstanding this, progress remains in line with expected outcomes at this stage, ensuring that performance measures are appropriately embedded within the Action Plan.</p> <p>In 2026/27, this work will be carried forward through the finalisation and formal agreement of performance measures as part of the full three-year LEP Action Plan. The agreed framework will support monitoring of Year 2 and Year 3 priorities and will be reported through Council governance structures, including the Regeneration and Community Committee. Full implementation of the performance framework will commence following approval of the Action Plan, enabling effective monitoring and evaluation of the Local Economic Action Plan</p>
IO3 A8 Support entrepreneurs to start a business	A8.19 Marketing and promotion of the Go Succeed Start Programme to attract participants.	Ongoing	<p>Regional marketing of the Go Succeed Service is carried out by the Marketing Team of the Project Management Office on behalf of the 11 Councils. Please see attached Marcomms report of marketing activity undertaken.</p> <p>A new regional campaign with revised graphics was launched in October 2025 to reinvigorate the marketing campaign.</p>			<p>In 2025/26, marketing and promotional activity for the Go Succeed Start Programme was delivered on a regional basis by the Project Management Office Marketing Team on behalf of the 11 Councils. Activity focused on raising awareness and attracting new participants through coordinated campaigns, including promotion of 'The Ultimate Pitch' event via regional press coverage, targeted business newsletters, and social media. A refreshed regional campaign with updated branding and graphics was launched in October 2025 to reinvigorate engagement and strengthen programme visibility. This sustained approach resulted in strong engagement, with social media posts achieving an average engagement rate of 0.54%, 0.01% below target.</p> <p>In 2026/27, this Best Idea will be carried forward; however, delivery will be subject to confirmation of the revenue budget, with activity likely to operate at a reduced capacity of approximately 70% of 2025/26 funding levels. Despite this, marketing efforts will continue to focus on maintaining programme visibility, attracting participants, and maximising impact through targeted and coordinated regional campaigns.</p>
	A8.20 Engage with potential entrepreneurs for the Go-Succeed Programme.	Ongoing	<p>125 people engaged with the service between October 2025 and March.</p> <p>Enterprise Week was held week commencing 17 November 2025 and included a variety of online and in person events for those interested in starting a business or those already in business.</p> <p>In person Business Clinics were held in Ecclesville Centre on 17 November 2025 from 6pm to 8pm and in Arc Healthy Living Centre on Wednesday 19 November 2025 from 6pm to 8pm to support and guide anyone wishing to start a business or consider entrepreneurship as an option.</p> <p>Young Enterprise NI held their second event on 20 November 2025 and their final event on 25 February in South West College to encourage entrepreneurship and create awareness of the business supports available to students. 137 students attended the session.</p>			<p>In 2025/26, engagement with potential entrepreneurs was progressed through a range of targeted activities supporting the Go Succeed Programme. Between October 2025 and February 2026, 125 people engaged directly with the service, contributing to a wider annual total of 259 participants. Enterprise Week (November 2025) provided a programme of online and in-person events for individuals interested in starting or growing a business. In-person business clinics were also delivered in Ecclesville Centre and Arc Healthy Living Centre, offering guidance and support to those considering entrepreneurship. Additional outreach included engagement with Young Enterprise NI, delivering sessions in South West College to promote entrepreneurship and raise awareness of available supports, with strong participation from students. These activities have contributed to increased awareness of the programme and improved access to business support across the district.</p> <p>In 2026/27, this Best Idea will be carried forward; however, delivery will be subject to confirmation of the revenue budget, with activity likely to operate at a reduced capacity of approximately 70% of 2025/26 funding levels. Despite this, engagement activity will continue to focus on targeted outreach, partnership working, and events to attract and support potential entrepreneurs, ensuring continued awareness and access to Go Succeed services.</p>
	A8. 21	31 st March 2026	As part of the Engage and Foundation pillars of the Go Succeed service, 127* business plans have been			In 2025/26, progress was made in supporting the development of business plans through the Go Succeed service, contributing to business start-up activity and potential job creation. As part of the Engage and Foundation pillars, 127* business plans were

	Assist in the creation of business plans to support business start-up and the creation of new jobs.		<p>created in the period. This brings the total number of business plans for 2025/26 to 227*.</p> <p>*Unverified figures</p>		<p>developed, bringing the total number of plans created to 227*. This reflects strong uptake of support services and continued demand from individuals seeking to start or grow a business.</p> <p>In 2026/27, this Best Idea will be carried forward; however, delivery will be subject to confirmation of the revenue budget, with activity expected to operate at a reduced capacity of approximately 70% of 2025/26 funding levels. Activity will continue to support new enterprise creation, with a more flexible, needs-based approach to business support. While delivery targets may be adjusted to reflect this model, the focus will remain on providing effective support to entrepreneurs and maintaining outcomes in business development and job creation.</p> <p>*Unverified figures</p>
	A8.22 Provide opportunities for Master Classes to help develop skills.		<p>18 Online masterclasses were held between October 2025 and February 2026.</p> <p>Three in person events were held: Smarter social media: Strategy, Content and AI Shortcuts held on 7 October in Omagh Enterprise, E-Commerce Mastery: From Setup to Sales with Shopify held on 12 November in Fermanagh Enterprise and Introduction to Public Sector Tendering held on 2 February. Understanding Finance and Funding held 20 August in Omagh Enterprise and Content Creation for Small Businesses held on 11 September in Fermanagh Enterprise</p>		<p>In 2025/26, a programme of masterclasses was delivered to support skills development for entrepreneurs and businesses. Between October 2025 and February 2026, 18 online masterclasses were delivered, alongside a series of in-person sessions covering key topics such as social media strategy, content creation, e-commerce, Shopify, and public sector tendering. Additional sessions earlier in the year focused on areas including finance and content creation. In total, 39 masterclasses (34 online and 5 in-person) were delivered, engaging 138 participants. This programme provided accessible learning opportunities to enhance business capability, improve digital skills, and support enterprise development across the district.</p> <p>In 2026/27, this Best Idea will be carried forward; however, delivery will be subject to confirmation of the revenue budget, with activity expected to operate at a reduced capacity of approximately 70% of 2025/26 funding levels. Despite this, the programme will continue to focus on delivering targeted, high-impact learning opportunities to support business growth, with a flexible approach to meeting the evolving needs of entrepreneurs and enterprises.</p>
	A8.23 Evaluate the programme in line with funder criteria.		<p>There is ongoing evaluation of programme deliverables. This includes monthly oversight meetings of all 11 Councils and quarterly meetings with delivery agents. Bi-annual update provided to R & C Committee.</p> <p>An evaluation for the service has been carried out, covering the period from its commencement in November 2023 to March 2025. It was presented to the Go Succeed Oversight team in February 2026.</p> <p>The evaluation was carried out externally by Cogent Management Consulting. PMO also commissioned Ulster University Economic Policy Centre (UUEPC) to carry out a review of areas for improvement and provide critical consideration of how the service can adapt to better support clients following delivery of almost 3 years.</p>		<p>In 2025/26, ongoing evaluation of the Go Succeed programme was undertaken to ensure alignment with funder criteria and support continuous improvement. This included monthly oversight meetings involving all 11 Councils, quarterly performance meetings with delivery agents, and bi-annual reporting to the Regeneration and Community Committee. An independent evaluation of the service, covering the period from November 2023 to March 2025, was completed by Cogent Management Consulting and presented to the Go Succeed Oversight Group in February 2026. In addition, Ulster University Economic Policy Centre (UUEPC) was commissioned to carry out a further review to identify areas for improvement and inform how the service can adapt to better support clients following almost three years of delivery.</p> <p>In 2026/27, this Best Idea will be carried forward with a continued focus on robust monitoring and evaluation. Ongoing oversight and performance reporting will be maintained, alongside implementation of recommendations arising from the independent evaluations. This will support continuous service improvement, ensure alignment with funder requirements, and inform the ongoing development and refinement of the Go Succeed programme.</p>
IO3 A9 Support micro/small businesses to develop and grow.	A9.24 Marketing and promotion of the Go Succeed Grow Programme to attract micro/small businesses	Ongoing	<p>Regional marketing of the Go Succeed Service is carried out by the Marketing Team of the Project Management Office on behalf of the 11 Councils. Please see attached Marcomms report of marketing activity undertaken.</p> <p>Business Clinics were held providing a range of business support from a number of agencies including Go Succeed. The clinics were held in</p>		<p>In 2025/26, marketing and promotional activity for the Go Succeed Grow Programme was delivered on a regional basis by the Project Management Office Marketing Team on behalf of the 11 Councils, supported by targeted local activity to maximise reach and engagement. A localised campaign delivered in April and May achieved strong visibility across print, digital, social media and outdoor advertising. Engagement activity included participation in Department for the Economy Committee visits and Meet the Buyer events, providing direct interaction with local businesses. Business Clinics were delivered in venues such as Ecclesville Centre and Arc Healthy Living Centre, offering access to a range of support</p>

			<p>the Ecclesville Centre, Fintona on 17 November and in Arc Healthy Living Centre on 19 November from 6pm to 8pm A clinic was arranged for Derrylin for February; however, this event was cancelled due to adverse weather.</p> <p>Enterprise Week was held week commencing 17 November 2025 and included a variety of online and in person events for those interested in starting a business or those already in business.</p>			<p>services, while Enterprise Week in November 2025 provided additional opportunities through a mix of online and in-person events. These combined activities helped to raise awareness of the programme and improve access to business support across the district.</p> <p>In 2026/27, this Best Idea will be carried forward; however, delivery will be subject to confirmation of the revenue budget, with activity expected to operate at a reduced capacity of approximately 70% of 2025/26 funding levels. Despite this, marketing and engagement efforts will continue to focus on targeted outreach, partnership working, and maintaining strong programme visibility to support micro and small businesses to grow.</p>
A9.25	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.	Ongoing	<p>77 clients have been recruited onto the service for the period October 2025 to February 2026 (figures for March not yet available).</p> <p>Over 1,300 mentoring hours has been delivered during this same period.</p> <p>*Figures are subject to monitoring and verification and may change</p>			<p>In 2025/26, the Go Succeed Programme supported micro and small businesses through tailored mentoring and sector-specific support. Between October 2025 and February 2026, 77 clients were recruited to the service, contributing to a wider total of 172 clients engaged between April 2025 and February 2026. Over 2,700 mentoring hours were delivered during this period, averaging more than 12 hours per client. Support focused on key areas including business development, innovation, research and development, and growth planning, reflecting strong demand for one-to-one mentoring and targeted business support.</p> <p>In 2026/27, this Best Idea will be carried forward; however, delivery will be subject to confirmation of the revenue budget, with activity expected to operate at a reduced capacity of approximately 70% of 2025/26 funding levels. Despite this, the programme will continue to focus on providing tailored mentoring and support aligned to sectoral needs, ensuring ongoing engagement with micro and small businesses and supporting business growth across the district.</p> <p>*Figures are subject to monitoring and verification and may change</p>
A9.26	Promote access to small grants of up to £5k to relevant business and provide support where required	Completed	<p>The second call for grants was opened in October 2025 and closed for applications on 5 November 2025 at 12noon. 58 applications were received. Following assessment, 52 LoO's were issued to local businesses with a total value of £113k</p>			<p>In 2025/26, the Go Succeed programme promoted access to small grants to support businesses progressing through the Grow element of the service. An initial grant information session was delivered during the first half of the year to ensure applicants had a clear understanding of the eligibility criteria and application requirements. Promotion of the grants programme was targeted at businesses that had completed at least 60% of their mentoring support.</p> <p>Two calls for grants were issued during the 2025/26, generating a total of 99 applications. Following assessment, 86 Letters of Offer were issued to local businesses, representing a total grant allocation of £188,657, equivalent to 87% of the overall budget.</p> <p>In 2026/27, this Best Idea will continue into the PIP period; however, confirmation of the grant allocation element of the Go Succeed programme is not expected until May or June 2026.</p>
A9.27	Evaluate the programme in line with funder criteria.		<p>Ongoing evaluation of programme deliverables. This includes monthly oversight meetings with all 11 Councils represented and quarterly meetings with the delivery agents for the Service. A bi-annual update is provided to the R & C Committee.</p> <p>A final evaluation of the service covering the period Nov 2023 to Mar 2025 was presented to the Oversight Group in February 2026. The evaluation was completed by Cogent Management Consulting. The PMO commissioned Ulster University</p>			<p>In 2025/26, ongoing evaluation of programme deliverables was undertaken to ensure alignment with funder criteria and support continuous improvement of the Go Succeed Grow service. This included monthly oversight meetings involving all 11 Councils, quarterly performance review meetings with delivery agents, and bi-annual reporting to the Regeneration and Community Committee. A final independent evaluation of the service, covering the period from November 2023 to March 2025, was completed by Cogent Management Consulting and presented to the Oversight Group in February 2026. In addition, Ulster University Economic Policy Centre (UUEPC) was commissioned to undertake a further review to identify areas for improvement and inform how the service can adapt following nearly three years of delivery.</p>

			Economic Policy Centre (UUEPC) to complete a review of areas for improvement and provide critical consideration of how the service can adapt to better support clients following delivery of the Service for almost 3 years.			In 2026/27, this Best Idea will be carried forward with a continued focus on robust monitoring, evaluation, and governance. Ongoing oversight arrangements will be maintained, alongside implementation of recommendations arising from the independent evaluations. This will support continuous service improvement, ensure alignment with funder requirements, and inform the ongoing development and refinement of the Go Succeed Grow programme.
IO3 A10 Create opportunities for those furthest from the labour market to secure quality local jobs.	A10.28 Marketing and promotion of the Rural Economic Accelerator Programme (REAP).	Ongoing	<p>REAP is marketed via various routes to engage the difficult to reach Economically Inactive. The programme is promoted through the REAP Facebook Page supported by posts on FODC social media.</p> <p>The REAP team shares information with the Local Jobs and Benefits Offices and attended Job Fairs in both Omagh and Enniskillen and staff attended a Mini Job Fair in Omagh Jobs and Benefits offices. Information was distributed via the local schools by email and letter.</p> <p>Contacts with Local WHSCT teams such as Condition Management and the Primary Care Team were maintained to support those with Health issues but want to progress back to employment or education. REAP engaged with other service providers in the local area. E.g. The Now Programme and the Cedar Foundation.</p> <p>Information has been shared with the Omagh Rural Form and Fermanagh Rural Community Forum to help target people from Rural Communities.</p> <p>Information shared with the FODC Community Support Officers</p>			<p>In 2025/26, the REAP Programme was promoted through a range of targeted approaches to engage individuals furthest from the labour market, particularly those who are economically inactive. Promotion included the use of social media via the REAP Facebook page, supported by FODC channels, as well as engagement with Local Jobs and Benefits Offices, attendance at job fairs in Omagh and Enniskillen, and outreach through schools, email communications, and local networks. Strong partnership working was a key feature, with engagement across organisations including the Western Health and Social Care Trust (WHSCT), NOW Group, Cedar Foundation, and rural community forums. These activities ensured effective reach across both urban and rural areas and supported awareness of the programme among target groups.</p> <p>In 2026/27, this Best Idea will be carried forward; however, delivery will be at a reduced capacity due to a 64% decrease in budget compared to 2025/26. Despite this, efforts will continue to focus on targeted promotion and partnership engagement to maximise reach and support individuals furthest from the labour market in accessing opportunities to progress towards employment.</p>
	A10.29 Design and delivery of programme of activity.	Ongoing	<p>In the second 6 months of the REAP 2025, 61 additional participants have been recruited to the REAP Programme, resulting in 167 participants recruited over the year, achieving 95.5% of the 2025/26 targets and within the 10% tolerance range.</p> <p>During the period 01/10/2025 to 31/03/2026, 126 participants exited the programme with 37 moving into employment and 17 progressing to further/higher education/training.</p> <p>The REAP Programme aims to support 30% of participants into employment with an additional aim of supporting 10% of participants into further education/training by 31/03/2026.</p> <p>64 participants moved into employment against a target of 53, 121% of the initial target.</p> <p>22 moved into education /training 12.3% of leavers against an initial target of 10%.</p> <p>From 01/10/2025 to 31/03/2026 an additional 73 participants completed training courses with a total of 283 qualifications achieved.</p> <p>154 participants achieved 544 qualifications/certificates. Programme progress was monitored via monthly team meetings, Project Officer Monthly Reports, an Online tracker using Google Sheets and an inhouse database.</p>			<p>In 2025/26, the REAP Programme delivered strong outcomes in supporting individuals furthest from the labour market. A total of 167 participants were recruited across the year, achieving 95.5% of the target within the allowable tolerance range. Between October 2025 and March 2026, 126 participants exited the programme, with 37 progressing into employment and 17 moving into further or higher education or training. Overall, 64 participants secured employment (36% against a target of 30%), while 22 progressed to education or training (12.3% against a 10% target). In addition, 154 participants achieved a total of 544 qualifications or certificates, supporting employability and progression pathways. Programme delivery was supported through structured monitoring, including monthly team meetings, reporting processes, and tracking systems to ensure effective oversight and performance management.</p> <p>In 2026/27, this Best Idea will be carried forward; however, delivery will be at a reduced capacity due to a 64% decrease in budget compared to 2025/26, alongside a revised participant target. Despite this, the programme will continue to focus on delivering targeted interventions to support individuals into employment and training, maintaining strong performance outcomes and ensuring continued monitoring and oversight to support effective delivery.</p>

			See attached links			
	A10.30 Conduct evaluation of participant journeys post completion. (REAP)	Ongoing	Participants complete an exit interview on leaving the programme and complete a participant analysis to measure progress. This is recorded on the Programme Tracking Sheet. Participants are contacted 6 months after completion of REAP to identify their current position. Participants complete an evaluation of class-based course at the end of the course to identify if any changes to provision are required.			In 2025/26, participant evaluation processes were implemented to monitor outcomes and inform continuous improvement of the REAP Programme. Participants completed exit interviews and analysis on leaving the programme, with data recorded through a Programme Tracking Sheet to measure progress and outcomes. Follow-up contact was undertaken six months post-completion to assess longer-term progression, while course evaluations were completed at the end of each class-based programme to identify areas for improvement. These processes have supported a structured approach to understanding participant journeys and ensuring delivery remains responsive to need. In 2026/27, this Best Idea will be carried forward with a continued focus on monitoring participant outcomes and programme impact. Of the 179 participants who exited the programme, 169 completed the exit questionnaire, representing a 94% response rate, with 85% reporting progress towards achieving their goals. Ongoing evaluation activity will support continuous improvement, ensuring the programme remains effective in supporting participants to progress.
	A10.31 Secure Department for Communities agreement on the 2025/26 LMP Action Plan.		DfC issued an email on 3 February 2025 advising that Regional LMP met and had approved FO LMP Action Plans for 2025/26 & 2026/27...			In 2025/26, agreement was secured from the Department for Communities in relation to Local Labour Market Partnership (LMP) Action Plans. Confirmation was received in February 2025 that the Regional LMP had approved Action Plans for 2025/26 and 2026/27, providing the necessary approval framework to support delivery. This milestone ensured alignment with regional priorities and enabled the progression of LMP activity at a local level. This Best Idea will not continue into PIP 2026/27 as it has been completed. The Department for Communities has formally approved LMP Action Plans for 2026/27, and delivery will proceed in line with these agreed plans.
	A10.32 Evaluate LMP Action Plan 2024/25.		Annual Report 2024/25 completed and submitted to DfC LMP on 11 December 2025. DfC reviewed and responded on 21 January 2026, approving plan.			In 2025/26, the 2024/25 Local Management Plan (LMP) Action Plan was evaluated through the completion of an Annual Report, which was submitted to the Department for Communities. In 2026/27, this Best Idea will continue into the PIP period to support the evaluation of the 2025/26 LMP Action Plan.
	A10.33 Confirm funding offer for 2025/26.		Further to receiving a Letter of Offer on 15 May 2025 for £382,533.90, an addendum Letter of Offer was received on 11 November 2025, providing additional funding of £104,327.43 (total annual funding of £486,861.33). A revised budget schedule and performance measures were provided to the Department, detailing how the additional budget was to be utilised.			In 2025/26, this action was completed during Reporting Period 1, with funding for LMP Action Plans confirmed by the Department for Communities (DfC) through a Letter of Offer dated 15 May 2025. In 2026/27, this Best Idea will continue to support the confirmation of the funding offer for the 2026/27 LMP Action Plan
	A10.34 Develop and deliver employability and skills programmes to address local labour market challenges	Ongoing	Completed the delivery of 2024/25 employability and skills programmes on 31 December 2025. The 2025/26 commenced October 2025. The 2025/26 programmes include: Level 3 Classroom Assistant training. 34 Participants Digital Skills Academy Childminding Academy SEN training. 18 Participants General Plant Operative Academy. (20 Participants) Hospitality Academy. 9 Participants. Transport Academy 60 Participants Female Entrepreneur Programme. 18 participants.			In 2025/26, delivery of employability and skills programmes was completed for the 2024/25 cycle, with the 2025/26 programme commencing in October 2025. A range of targeted initiatives were delivered, including Classroom Assistant training, Digital Skills, SEN training, General Plant Operative, Hospitality and Transport Academies, alongside programmes supporting female entrepreneurship and disability inclusion. Two Job Fairs were delivered, attracting 656 attendees, and supporting marketing materials, including videos and case studies, were developed to enhance engagement. In 2026/27, this Best Idea will continue into PIP. Delivery will be dependent on DfC LMP funding, with extensions granted to enable completion of 2025/26 activity. Focus will remain on responsive, targeted skills provision aligned to labour market needs.

			<p>Employer Led Disability Programme. 15 Participants) Two Job Fairs were delivered, attracting a total of 656 attendees:</p> <p>Omagh Job Fair – 26 March, Omagh Leisure Complex Fermanagh Job Fair – 19 September, South West College</p> <p>Marketing Collateral including short videos and case studies have been collated.</p>			
	A10.35 Implement the 2025/26 approved Action Plan.	Ongoing	The 2025/26 Action Plan has been implemented, with extensions approved for completion of employability and skills programmes by Q2 2026/27			<p>In 2025/26, the Action Plan was implemented, with extensions approved to allow completion of employability and skills programmes into Q2 2026/27. Delivery progressed across key programme areas despite initial delays linked to the timing of the Letter of Offer.</p> <p>In 2026/27, this Best Idea has been streamlined into the delivery of employability and skills programmes to address local labour market challenges. Activity will focus on completing extended programmes and maintaining delivery aligned to identified need.</p>
	A10.36 Commence work to develop Annual 2026/27 Action Plan (Regional Funding dependent).	RP1	Completed in RP1			<p>In 2025/26, this action was completed in Reporting Period 1, with approval confirmed by DfC for LMP Action Plans covering 2025/26 and 2026/27.</p> <p>In 2026/27, focus will shift to strategic development, including a review of programme delivery and the preparation of a new three-year Action Plan (2027–2030), ensuring alignment with regional priorities and funding requirements.</p>
IO4 A11 Develop a ‘whole Council approach’ to customer service transformation.	<p>Develop and implement a Customer Service Transformation Strategy</p> <p>A11.37 To include enhanced digital engagements; and</p>	Completion: R P1	<p>Draft Terms of Reference for a Customer Services Transformation Working Group (CSTG) and scoping document have been produced and discussed with Heads of Services. Workplan and timeframe completed</p> <p>Purpose of (CSTG) is to identify and implement Council-wide reform of frontline customer services, aiming to enhance customer experience, increase operational efficiency, and ensure that services are delivered in a responsive, accessible, and cost-effective manner.</p> <p>Draft Customer Service: Vision and Principles -Identify resources for delivery of action plan. Design public and employee engagement processes.</p>			<p>In 2025/26, initial scoping and development work was progressed, including draft Terms of Reference for a Customer Services Transformation Working Group (CSTG), development of a workplan and timeframe, and engagement with Heads of Service. A draft vision and principles were also developed, alongside identification of resource requirements and engagement processes.</p> <p>In 2026/27, this work will continue, with timelines extended to reflect the scale and complexity of the transformation. Focus will be on progressing the development of the Strategy.</p>
	A11.38 Consolidate existing customer support systems.	Completion: RP2	Mapping of customer services completed across the organisation to establish all relevant data and information to aid the analysis of frontline service provision across the organisation			<p>In 2025/26, mapping of customer services was completed across the organisation to establish a baseline of systems, processes and service provision, supporting improved understanding of frontline delivery.</p> <p>In 2026/27, this Best Idea will continue, focusing on identifying opportunities to streamline systems and improve efficiency. Further analysis and implementation activity will be progressed during Reporting Period 1 (April–September 2027).</p>
IO4 A12 Maximise the capability of the Councils IT system to improve processes for	A12.39 Operationalise the Councils IT system to support talent management,	Completion RP1	The Council has extended the pilot of online performance appraisals via TechOne, and this means that 171 employees from CSG and R&P Directorates and Chief Executive’s Department will now be utilising this system			In 2025/26, the pilot of the online performance appraisal system was extended to Chief Officers and RP Directors, with Chief Executive and Departmental staff now utilising the system. This supported improved management of performance and development processes across the organisation.

talent management, succession planning and training and development of employees.	succession planning and identification of training needs for staff through the digitisation of processes.					This Best Idea has been fully achieved and will not continue into PIP 2026/27. The system has been evaluated by relevant departments, with feedback used to refine functionality ahead of wider organisational use.
	A12.40 Roll out training for line managers on new processes and utilisation of the system.	Completion RP1	The How-to training guide remains on StaffHub. In addition, an email was issued to all staff on 27 March 2025 explaining how to complete the performance appraisals on-line.			In 2025/26, training and guidance materials were delivered to support implementation, including the availability of a 'how-to' guide on StaffHub and organisation-wide communications to support completion of online performance appraisals. This Best Idea was completed in RP1 and will not continue into PIP 2026/27. Training materials will continue to be refined as needed, with feedback to date indicating a positive response from staff.
	A12.41 Review implementation of the pilot and identify any challenges or issues before rolling out to all other Directorates.	Completion RP2	An evaluation has been completed, and the feedback will be used to further refine the on-line process and implement suitable amendments to ensure maximum efficiency.			In 2025/26, an evaluation of the pilot was completed, with feedback used to refine the system and inform improvements to processes ahead of wider rollout across the organisation. This Best Idea will not continue into PIP 2026/27, as the review has been completed. Outcomes will inform future rollout and support ongoing efficiency and effectiveness of the system.
IO4 A13 Enhance digital connectivity across Council facilities to enable new technology enabled services and support for residents.	A13.42 Identify and scope new and improved future service delivery models capitalising on enhanced connectivity.	Completion RP1	80 sites now on full fibre and the next phase is internal internet switch migration – key sites done County Buildings, Townhall and Grange Wi-Fi replacement in Spring 2026			In 2025/26, 80 sites were upgraded to full fibre connectivity, with internal network migration progressing across key locations including County Buildings, Townhall and Grange. Wi-Fi replacement is scheduled for Spring 2026. This Best Idea has been completed in RP1 and will continue into PIP 2026/27 to finalise Wi-Fi upgrades and complete remaining connectivity improvements.
	A13.43 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	All Year	Guidance paper on Artificial Intelligence approved; employees have access to Microsoft Co-pilot which is their main AI platform and can be used in a safe and controller manner. How to access will be communicated in Spring 2026			In 2025/26, governance arrangements for AI were established, including approval of guidance to support safe and controlled use. Staff now have access to Microsoft Copilot, with further rollout and communication planned. This Best Idea will not continue into PIP 2026/27. Development of an HR chatbot is ongoing, with launch expected in Spring 2026.
	A13.44 Promote the use of online bookings	All Year	This work is part of the ICT framework and plan being developed in 2026 (Due to Commence October 2026 completion to be agreed). Will form a key part of framework plan 2026 to 2031			In 2025/26, exploratory work progressed as part of the wider ICT framework, contributing to the development of a long-term digital transformation plan to 2031.

	and automation to improve customer experience for registrations.					This Best Idea will continue into PIP 2026/27 in a revised form, focusing on identifying and scoping improved service delivery models enabled through enhanced connectivity
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Performance Measures

Key: Trends and RAG Status

Short-term Trends	RAG Status
Moving in the right direction	45 (82%)
No change	1 (2%)
Moving in the wrong direction	7 (13%)
Data not available at this time/ incomplete at this time	2 (4%)

Performance Measure Description	Relevant Baseline (if available) and/or statutory target where one exists	Reporting Period 1 1 st April 2025-30 th September 2025	Reporting Period 2 1 st October 2025-31 st March 2026	Year-end Trend analysis from baseline (Where applicable)	Year-end analysis
1.# of Priority 1 buildings within Council estate with an EPC rating.	24	Total remains at 24/30	30/30	Moving in the right direction	At year end all 30 Priority one buildings have an Energy Performance Certificate rating.
2.# The amount of (tonnage) of local authority collected municipal waste arisings.	57,134	30,487		Data not available at this time	Information was not available by the Department at time of reporting. Data is expected in June 2026 to cover this reporting period. This report will be updated upon receipt of information.
3.% engagement rate for waste communications and circular economy.	0.83%	0.01%	0.39%	Moving in the wrong direction	This measure has been reviewed for 2026/2027 and will focus on the number of posts and engagements throughout the year. While the engagement rate was low, it does not fully reflect the volume of campaigns promoted during the year. Instead, it indicates that further work is required to encourage higher levels of audience interaction and engagement.
4.# funding applications submitted.	2	1 Chewing Gum Grant from Keep Britain Tidy for £27,000	1 The DAERA Household Waste Recycling Collaborative Change Programme has awarded FODC with funding of up to £12,045. This amount represents 50% of the total project costs.	No change	At year end, two external funding applications were submitted, with a total of £39,045 secured for environmental campaigns and programmes. This is unchanged from the baseline of two applications, with no increase noted.
5.% mixed dry recyclables.	26.3% (24/25)	28.6%	30.0% (period 01 Oct to 31 Dec 2025) * Note data not for full reporting period	Moving in the right direction	29.1% mixed dry recyclables to December 2025. Although figures are not yet validated it is moving in the right direction and on track to improve on baseline of 26.3%. This will be updated accordingly upon receipt of full years data *Unverified Data

6.# Vehicles fuelled by sustainable fuels.	81	59 additional vehicles operating on HVO in reporting period. This includes all internal combustion engine vehicles based in Gortrush and Killyvilly depots	0 additional vehicles	Moving in the right direction	At year end 140 Vehicles fuelled by sustainable fuels (HVO). This includes all internal combustion engine vehicles based in Gortrush and Killyvilly depots. This is a 57% increase on baseline.
7.CO2e emissions from the Council fleet.	1,043.38 tCO2e	26.5 tCO2e All vehicles in Gortrush and Killyvilly utilise HVO. HVO has a carbon factor of 0.03558KgCO2e per Litre which is 98% less KgCO2e per Litre than Diesel.	60.46 tCO2e HVO has a carbon factor of 0.03558KgCO2e per Litre which is 98% less KgCO2e per Litre than Diesel.	Moving in the right direction	At year end 25/26 86.96 tCO2e emissions from the Council fleet noted. This is a significant reduction of 956.42 tCO2e. That's a 91.67% reduction in tCO2e against the baseline
8. Provider Appointed Y/N.	No	Yes	N/A	N/A	Fermanagh and Omagh Advice Consortium was appointed
9. # people supported with debt advice in Fermanagh and Omagh.	(Service only introduced in May 2025)	126	296	Moving in the right direction	At year end 422 people supported with debt advice in Fermanagh and Omagh.
10.Completed poverty audit of Council Services Y/N.	No Baseline available	N/A for Reporting Period 1	No	Moving in the right direction	A detailed planned programme has reviewed the process following the appointment of provider and the timeline has been updated to reflect this. This will be carried out in 2026/2027 and is progressing in line with agreed workplan.
11. Recommendations considered and agreed.	No Baseline available	N/A for Reporting Period 1	No	Moving in the right direction	A detailed planned programme has reviewed the process following the appointment of provider and the timeline has been updated to reflect this. This will be carried out in 2026/2027 and is progressing in line with agreed workplan.
12. # recommendations implemented by relevant service areas.	No Baseline available	N/A for Reporting Period 1	No	Moving in the right direction	A detailed planned programme has reviewed the process following the appointment of provider and the timeline has been updated to reflect this. This will be carried out in 2026/2027 and is progressing in line with agreed workplan.
13. # of meetings held.	0	16	11	Moving in the right direction	At year end 27 meeting held to engage with disability advocacy groups to identify barriers to participation and make reasonable adjustments to improve access to programming and activities.
14. # meeting attendance	0	14 Individuals	51 Individuals	Moving in the right direction	65 representatives from disability advocacy groups participated in meetings to work collaboratively to improve access to programming and activities
15. # clubs and societies engaged with.	0	13	8	Moving in the right direction	21 clubs and societies engaged with at year
16. # local clubs and societies engaged with.	0	13	8	Moving in the right direction	21 clubs and societies engaged with at year end.
17. # people with a disability participating in organised programmes.	1592	Outreach Programmes 685	1304	Moving in the right direction	At year end 1,989 people with a disability participated in organised programmes. That's a 24.94% increase against the target.
18. #people with a disability participating in physical activity in organised	1705 Inc. Leisure Centres:113	Leisure Centres 189 Outreach Programmes=685 (as denoted below)	Leisure Centres 645	Moving in the right direction	At year end 2,823 people with a disability participated in physical activity in organised programmes and leisure facilities. This is a 60% increase in baseline.

programmes and leisure facilities.	Outreach Programmes:1592	FODC Healthy Towns 73 FODC CW Programmes 27 FODC Summer Schemes 47 Tyrone GAA 110 Fermanagh GAA 49 Irish Football Association 99 Trillick Leisure Centre 70 Ecclesville Centre 69 Total: 874	Total outreach programmes 1304 FODC Healthy Towns 440 FODC CW Programmes 128 FODC Outdoor Rec 339 NGB SLA 152 Funded Leisure Centres 232 Thrive and Flourish Programme 13 Total:1949		
19. # grants awarded.	0	5	N/A in RP2	Moving in the right direction	At year end 5 grants were awarded to tackle violence against women and girls through the Change Fund.
20. £ value of grants awarded.	0	£69,234	N/A in RP2	Moving in the right direction	This provided £69,234 to local groups.
21. #participants at Change Fund events and programmes.	0	N/A	***911	Moving in the right direction	At year end 2 out of 5 projects have reported that 911 participants have attended Change Fund events and programmes. Data point will be updated when more data from project providers is available.
22. # participants who report increased knowledge of what violence against women and girls is.	0	N/A	202	Moving in the right direction	At year end 202/209 participants reported increased knowledge of what violence against women and girls is.
23. # Workshops held with Council Staff	0	One workshop held with Elected Members 29 September	5 workshops with Council staff. 2026/27 Total 6	Moving in the right direction	At year end 6 workshops were held with Council staff to raise awareness of violence against women and girls.
24. #staff trained.	0	To be reported in Period 2	Approximately 75 attendees across the 5 workshops	Moving in the right direction	At year end approximately 75 staff trained in violence against women and girls.
25. #participants who report increased confidence about what they can do to help end violence against women and girls.	0	To be reported in Period 2	198	Moving in the right direction	At year end 198/ 209 participants reported increased confidence about what they can do to help end violence against women and girls.
26. Sub Regional Action Plan Agreed Y/N.	N/A	N/A in RP1	Yes Year 1 only.	Moving in the right direction	At year end year one of the Sub Regional Action Plan was agreed.

27. Performance Measures in Place Y/N.	N/A	N/A in RP1	No	Moving in wrong direction	At year end performance measures have not been agreed. This delay was due to regional delays beyond the control of the Council.
28. % engagement rate for Go Succeed Programme.	0.55%	0.46%	0.62%	Moving in wrong direction	At year end, the engagement rate was 0.62%, while the average engagement rate for the year was 0.54%, which was 0.01% below the target.
29. #business plans (Statutory).	Target 25/26 283	100	127* *Unverified figure	Moving in wrong direction	At year end unverified figures indicate that 227 business plans were approved. This represents a 19.79% negative variance (i.e. 19.79% below target). *Unverified data
30. #jobs promoted through Go Succeed Start Programme (Statutory).	Target 25/26 170	60	76* *Unverified figure	Moving in wrong direction	At year end, 136* jobs were created. This represents a shortfall of 34 jobs against the target of 170. This is a 20% negative variance (20% below target). *Unverified figure
31 # attendees at Master Classes relating to the Go Succeed Start programme.	Target 25/26 79	72	66 A total of 138 attendees at Masterclasses under the Engage and Foundation pillars.	Moving in right direction	At year end 138 attendees at Master Classes relating to the Go Succeed Start programme. Attendance at masterclasses exceeded target by 74.7%."
32. # businesses supported through mentoring.	Target 25/26 160	113 Businesses	77 businesses supported (for the period 1 Oct 25 – 28 Feb 26, figures for March not yet available. This brings the total to 190 businesses supported through mentoring *Unverified figure	Moving in right direction	At year end, *190 businesses were supported through mentoring, exceeding the target of 160 by 30 businesses (18.75%). Figures are subject to monitoring and verification and may change. *Unverified figure
33. # attendees at Master Classes relating to the Go Succeed Grow Programme.	Target 25/26 48	70 attendees	71	Moving in right direction	At year end, 141 attendees participated in Master Classes relating to the Go Succeed Grow Programme, exceeding the target of 48 by 93 attendees (193.8%).
34. # grants awarded.	Target 25/26 72	34 In Call 1, 41 applications for grants support submitted, with 34 businesses receiving Letters of Offer totalling £75,292.	52 58 applications were received for Call 2. Following assessment, 52 LoO's were issued with a total value of £113,365	Moving in the right direction	At year end a total of 86 LoOs issued with an overall total of £188,657. This was 14 more than the target of 72 set.
35. £ value of grants awarded.	Target 25/26 £216,623.93	£75,292	£113,365	Moving in the wrong direction	At year end, 86 Letters of Offer were issued with a total value of £188,657. This represents a shortfall of £27,966.93 (12.9%) against the target of £216,623.93.

36. % value of grants awarded as % of budget available.	100% (24/25)	A total of £75,292 was awarded in Call 1. 35% of total available budget	A total of £113,365, Awarded in Call 2. 52% of total budget	Moving in the wrong direction	While strong uptake was achieved across both calls, overall performance moved in the wrong direction, with a 13% under-allocation of the available budget at year end.
37. #of businesses signposted to other business support.	New Measure Target for FODC is 48 (25/26)	42 businesses have been signposted to other business supports	75 business have been signposted to other business supports	Moving in the right direction	At year end, 117 businesses were signposted to other business support, exceeding the target of 48 by 69 businesses. This represents a positive variance of 143.75%.
38. % engagement rate for REAP Programme.	3.66% (24/25)	5.28% (2122/40179) x100	3.48% 638 engagement/18290 viewers x100 Marketing intensity was reduced in the fourth quarter as the REAP Programme was drawing to a close and funding to continue to support the target market, economically inactive, post 31 March 2026 was not confirmed.	Moving in the right direction	At year end the annual average engagement rate for REAP Programme 4.38%
39. # of programme participants.	Target 25/26 175	106 Recruited	61 Recruited	Moving in the right direction	At year end, 167 participants were recruited, representing 95.5% of the target of 175. This equates to a shortfall of 8 participants and is within programme tolerance.
40. % of participants who progress to further learning or employment on programme completion.	40% of leavers progressed to further learning or employment on programme completion (175 participants that leave the Service) 18 (10%) participants moved into further education; and 53 (30%) participants moved into employment	54 participants that leave the service. 5 (9%) participants moved into further education; and 27 (50%) participants moved into employment. A total of 59% of leavers progress to further learning or employment on programme completion.	126 participants that leave the service 17 (13.5%) participants moved into further education; and 37 (29.3%) participants moved into employment. A total of 43% of leavers progress to further learning or employment on programme completion.	Movin in the right direction	At year end, 179 participants exited the service. Of these, 22 participants (12%) progressed to further education and 64 participants (36%) moved into employment. In total, 48% of leavers progressed to further learning or employment on programme completion. This represents an 8 percentage-point improvement on the baseline.
41. # of courses/qualifications completed.	175	261	283	Moving in the right direction	At year end, 544 courses and qualifications were completed, representing a 210.9% increase on baseline. This reflects strong uptake driven by a flexible mix of online, face-to-face and one-to-one training tailored to participant needs.

42. Y/N – Letter of Offer received.		Y		N/A	Letter of Offer received with annual funding of £486,861.33
43. LMP Annual Report 2024-2025 published Y/N.		N	Yes	N/A	Please see Annual Report Published here .
44. # of programme participants.	165 (25/26 Target)	0	174 Participants Recruited (Digital Skills Academy still be recruited).	Moving in the right direction	At year end, 174 programme participants were recruited, exceeding the target of 165 by 9 participants (5.45%). Delays in the receipt of the 2024/25 Letter of Offer and the provision of additional funding in November 2025 impacted the delivery of the 2025/26 Action Plan. Programme delivery has been supported through extensions approved by DfC to deliver programmes beyond 31 March 2026. Recruitment is ongoing for the Plant Academy, Digital Skills Academy and SEN programme.
45. % of participants who progress to further learning or employment on programme completion.	53.9% (89 participants) 10.9% (18 participants) progressed into employment 43% (71 participants) moved into higher paid employment	0	10.3% (17 participants) 7.9% (13) progressed into employment 2.4% (4 participants) moved into higher paid employment	Moving in the wrong direction	At year end, 10.3% of participants progressed to further learning or employment on programme completion. The target was not achieved due to delays in the commencement of the 2025/26 programme, arising from the late issue of the Letter of Offer.
46. # staff engaged in the development process.	3	3	18	Moving in the right direction.	At year end 21 staff were engaged with in the development process of the Customer Transformation Strategy.
47. # Customer Service Transformation Strategy Agreed Y/N.	N/A	N/A	Scoping Document agreed. Progress as per project plan. Strategy to be agreed in Year 3	N/A	Development work continues. The associated best idea has been extended to PIP 2026-2027 as the timeframe has been reviewed in line with the phased programme of work.
48. #learning and development opportunities completed by officers	3770	2798	4211	Moving in the right direction.	7,009 learning and development opportunities completed by officers at year end. This exceeded baseline by 85.9% at year end. This includes online training which is continuing to increase.
49. # staff trained.	1215	631	649	Moving in the right direction.	1,310 staff trained at year end. This is a 7.82% increase from baseline.
50. # staff undertaking performance appraisals digitally Y/N.	89	171	171 (No change in RP2)	Moving in the right direction.	171 staff have undertaken performance appraisals digitally in 2025-2026. 92.14% increase on baseline achieved at year end
51. Post pilot evaluation undertaken Y/N.	N/A		Completed	N/A	Available upon request for audit purposes.
52. #Future opportunities identified.	N/A	Preliminary Planning Work in progress on development/feasibility of the new plan.	New plan commenced with “kick off” meeting in March 2026; first draft expected late June 2026	Moving in the right direction.	Plan to be developed with Eir business and best idea included in PIP 2026-2027 to continue to identify opportunities.

53. AI Guidance Procedure developed and approved Y/N.	N/A		AI Maturity being explored with Microsoft (Copilot being the focus)	Moving in the right direction.	AI Guidance Procedure was developed and approved.
54. Staff awareness/training rolled out Y/N.	No Baseline	172 Staff attended initial AI training in May. 24 employees have Microsoft CoPilot.	Continual awareness made via ad hoc training e.g. via helpdesk requests 36 employees have Microsoft Copilot	Moving in the right direction.	At year end staff training has been rolled out on AI Guidance Procedure and 36 employees have Microsoft Copilot.
55. % of registrations completed using the Booking System.	Before the system was in place there were no bookings online 0%	89% of all booking appointments are now done online		Moving in the right direction.	At year end 89% of all booking appointments are now done online using the booking system.

***Unverified figures:** Data provided by regional Departments that had not been fully verified at the time of publication of this report. These figures will be updated as verified information becomes available.

End... /