



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

Performance Improvement Plan

Part 3:

Continuous Improvement

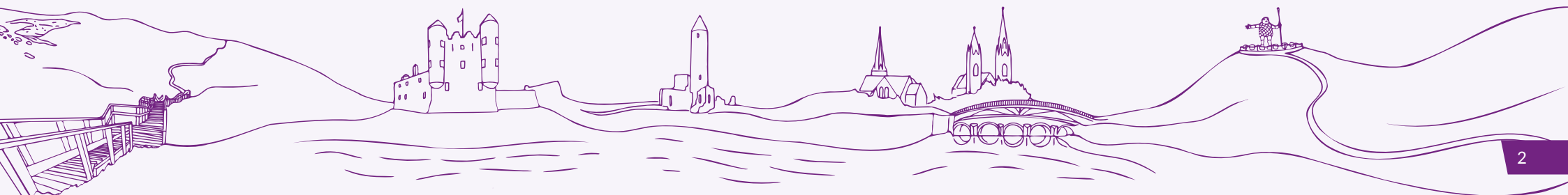
2024-2028

1 April 2026 – 31 March 2027



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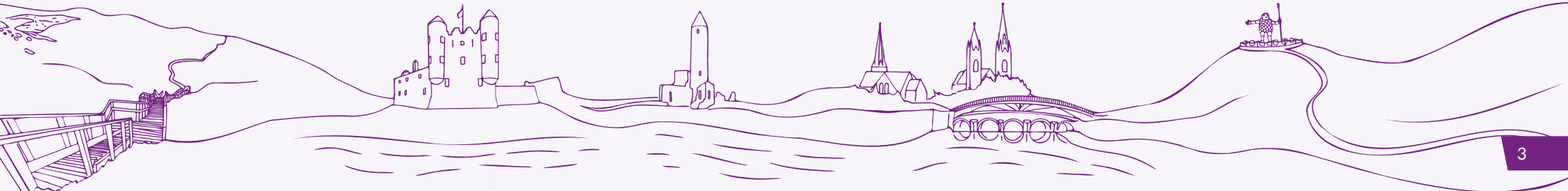
1.0 | Introduction



The Local Government Act (NI) 2014 places a statutory duty on Councils to ensure continuous improvement and to agree, for each financial year, Improvement Objectives and produce an annual Improvement Plan. This is referred to as our “Duty to Improve”. The Council’s accepted definition of improvement is taken from statutory guidance and states that **“improvement is...more than just quantifiable gains in service output or efficiency, or the internal effectiveness of an organisation. Improvement for Councils should mean activity that enhances the sustainable quality of life and environment for ratepayers and communities”**. The Council’s Improvement Plan does not include everything we intend to do over the year to bring about improvement but instead focuses on a small number of key Improvement Objectives which have been identified and consulted upon and which will be monitored and reported on through the performance improvement reporting process. Our Improvement Objectives include a mix of social, economic and environmental improvements, coupled with service improvements, to provide a broad but balanced approach.

1.1 | The Performance Improvement Objectives 2026/27

Fermanagh and Omagh District Council is committed to delivering high quality services that enhance the wellbeing of all our residents, businesses and communities. The 2026/27 Performance Improvement Plan (PIP) builds upon our strong foundations in service delivery and continuous improvement achieved in year 2025/26 whilst continuing to embed regional policy and approaches from the **Programme for Government** (PfG). The PfG places a strong emphasis on improving outcomes for all people across NI, with a focus on collaboration, innovation and tackling persistent challenges including poverty, inequality and environmental sustainability. Our Corporate Plan **‘Our Council, Our Plan 2024-2028’** aligns closely with these priorities, recognising that local government has a critical role in driving forward shared outcomes at a local level. Our Improvement Objectives are aligned to the corporate priorities and reflect the need to protect and enhance the environment, reduce inequalities, support the health and wellbeing of our communities, strengthen economic growth and ensure our governance is effective and efficient.

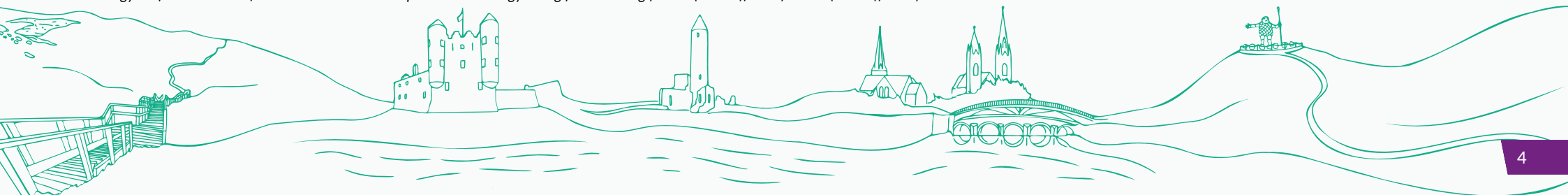


2.0 | Looking Back: Performance Improvement Plan 2025/26 and its impact

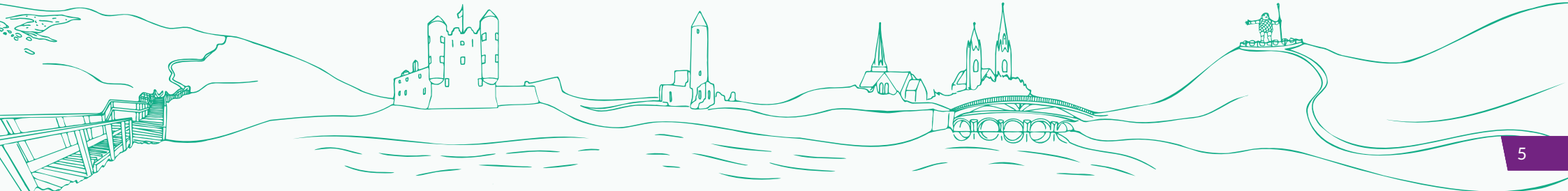
The Performance Improvement Plan (PIP) 2025/26 identified four Improvement Objectives. The table below presents an end of year update against each of the actions and associated best ideas identified and sets out which has been carried forward into the Performance Improvement Plan 2026/27. Where the best ideas within the actions have not been carried over it is noted that it has completed progress against the workplan/agreed deliverables has been well documented and evidenced through the bi-annual reports (available on the Council website).

Improvement Objectives	Actions		Overview of progress at year end
<p>IO1</p> <p>We will prioritise the Council progressing towards Net Zero.</p>	IO1 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>
	IO1 A2	Increase the % of household waste preparing for reuse, recycling or composting.	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.

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



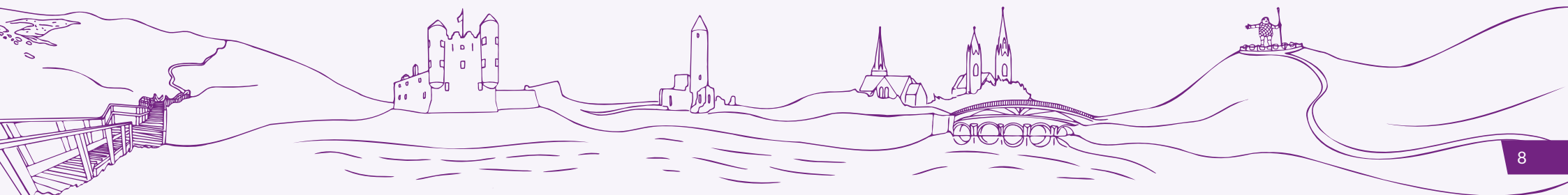
Improvement Objectives	Actions		Overview of progress at year end
			<p>Key developments during the year included the establishment of a Waste Transformation Project Board, progression of health and safety improvements at Household Recycling Centres, engagement with WRAP to explore opportunities to increase 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 Best Idea 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>



Improvement Objectives	Actions		Overview of progress at year end
<p>IO2</p> <p>We will work in partnership to tackle disadvantage to ensure our people have access to opportunities.</p>	IO2 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>
	IO2 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 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>

Improvement Objectives	Actions		Overview of progress at year end
<p>IO3</p> <p>We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district.</p>	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.</p> <p>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>

Improvement Objectives	Actions		Overview of progress at year end
	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 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>



























Improvement Objectives	Actions		Overview of progress at year end
<p>IO4</p> <p>We will seek to innovate and advance our governance and digital capabilities to improve the quality of our services and the effectiveness and efficiency of the Council.</p>	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 senior 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.</p> <p>Replacement of Wi Fi infrastructure is scheduled for Spring 2026. This Best Idea 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 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.</p>

2.1 | Key Achievements

A snapshot of some of the key achievements for 2025/26 is illustrated in Table 2: Key Achievements 2025/26 is illustrated in the table below which has been taken from the Taking Stock Report 2025/26 at year end.

PIP 2025/26 Key Achievements

Climate Action 	People and Communities 	Shared Prosperity 	One Council 
<p>All 30 of FODC's Priority 1 buildings have an Energy Performance Certificate (EPC)</p> 	<p>422 residents supported with debt advice services across Fermanagh and Omagh.</p> 	<p>£68,166.50 secured for delivery of Year 1 of the Sub Regional Action Plan.</p> 	<p>80 sites upgraded to full fibre connectivity across key locations.</p> 
<p>£39,045 external funding secured through two successful external funding applications to support environmental campaigns and programmes.</p> 	<p>113 participated in sessions including poverty awareness, leadership, and webinars to build understanding of the impacts of poverty .</p> 	<p>227* business plans developed through the Go Succeed Programme.</p> 	<p>7,009 learning and development activities completed.</p> 
<p>4,682 people actively engaged in environmental stewardship through litter picks, Adopt a Spot and Litter Champion schemes.</p> 	<p>2,823 people with a disability engaged in physical activity programmes. This is a 60% increase form last year.</p> 	<p>136* jobs promoted through the Go Succeed Start Programme.</p> 	<p>1,310 staff training recorded at year end. This is a 7.82% positive increase on last year.</p> 
<p>100% of fleet operations transitioned to sustainable HVO fuel, delivering a 92% reduction in Scope 1 emissions year-on-year.</p> 	<p>£69,234 awarded to 5 community projects tackling violence against women and girls through the Change Fund.</p> 	<p>544 qualifications achieved by 154 REAP participants, strengthening employability pathways.</p> 	<p>AI guidance implemented, with 36 staff using Microsoft Copilot licences.</p> 
<p>1,725 tCO₂e emissions avoided through the use of 681,755 litres of HVO, supporting decarbonisation of council operations..</p> 	<p>*911 participants engaged in Change Fund events and programmes.</p> 	<p>£188,657 funding allocated to 86 local businesses through Go Succeed Grow grants, representing.</p> 	<p>89% of registrations completed using online Booking system.</p> 

*Unverified figure

2.2 | Impact of Improvement Objectives 2025/26

An example of Good News Stories related to Improvement Objectives profiled on social media.

“Can I convey my compliments to the council for facilitating a 4-week block of yoga, which has just finished. The tutor Kathy was excellent. She was very mindful of different abilities and ensured people had the correct technique to avoid injury. Many of the other participants were of the same view and would welcome additional blocks going forward”.

Council Programme Participant

Fermanagh and Omagh District Council
1 December 2025 · 🌐

Standing Together for Change

As part of the 16 Days of Activism Against Gender-Based Violence, our community is coming together to display and share images of their baubles. This collage captures just a few of the pledges made to create a safer, more inclusive world for everyone.

Have you posted yours?
Your voices matter. Your actions matter. Together, we can make a difference.

#16Days #BeTheChange See less

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Fermanagh and Omagh District Council
16 January · 🌐

🌟 New Year, New Opportunities for Wellbeing! 🌟

We're delighted to share the Community Wellbeing Programme Schedule for the next 3 months. Some activities are already full so don't hesitate in getting booking!

🌟 Start 2026 with FREE activities designed to help you connect, stay active, and feel your best.

🔥 Explore the full winter schedule here: <https://tinyurl.com/3h5yu2ps>

#CommunityWellbeing #FreeActivities #NewYearNewStart See less

Community Wellbeing at Fermanagh and Omagh District Council
8 January · 🌐

We're excited to share Community Wellbeing Programme Schedule for winter! 🌟
🌟 All activities are FREE!... See more

👍 6 🗨️ 3 ➦

Comment as Colin Slack

Fermanagh and Omagh District Council
28 January · 🌐

👉 Your future starts here

We met over 800 Year 10 pupils at the Careers Expo in South West College (Erne Campus) on Friday – and the energy was brilliant 🌟

From climate action 🌱 and protecting nature 🌿 to IT 🖥️, planning 📅, finance 💰 and community work 🤝, students explored the wide range of careers available with Fermanagh and Omagh District Council.

We also introduced our Placement Student opportunities, designed specifically for degree students completing a placement year. These roles sparked lots of interest as a first-step pathway into local government, offering real workplace experience and valuable skills development.

👉 If you're a student interested in gaining work experience, contact hr@fermanaghomagh.com with details of what area of work you are interested in.

Great to see so many young people curious about making a difference and shaping the communities of tomorrow 🌟

With thanks to [South West College](#) and the Fermanagh Learning Community for the opportunity. See less

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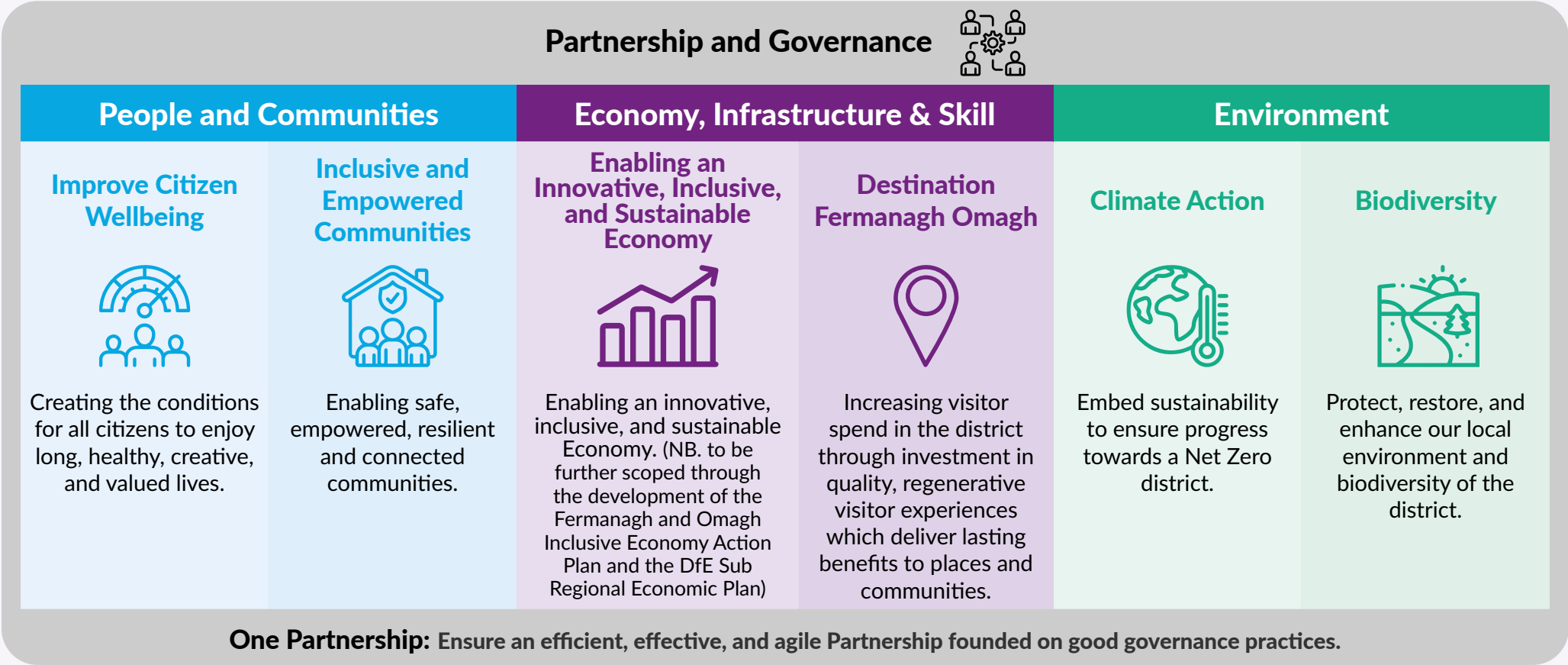
Comment as Colin Slack

3.0 | Our Strategic Planning Framework

3.1 | FO 2030 Community Plan

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

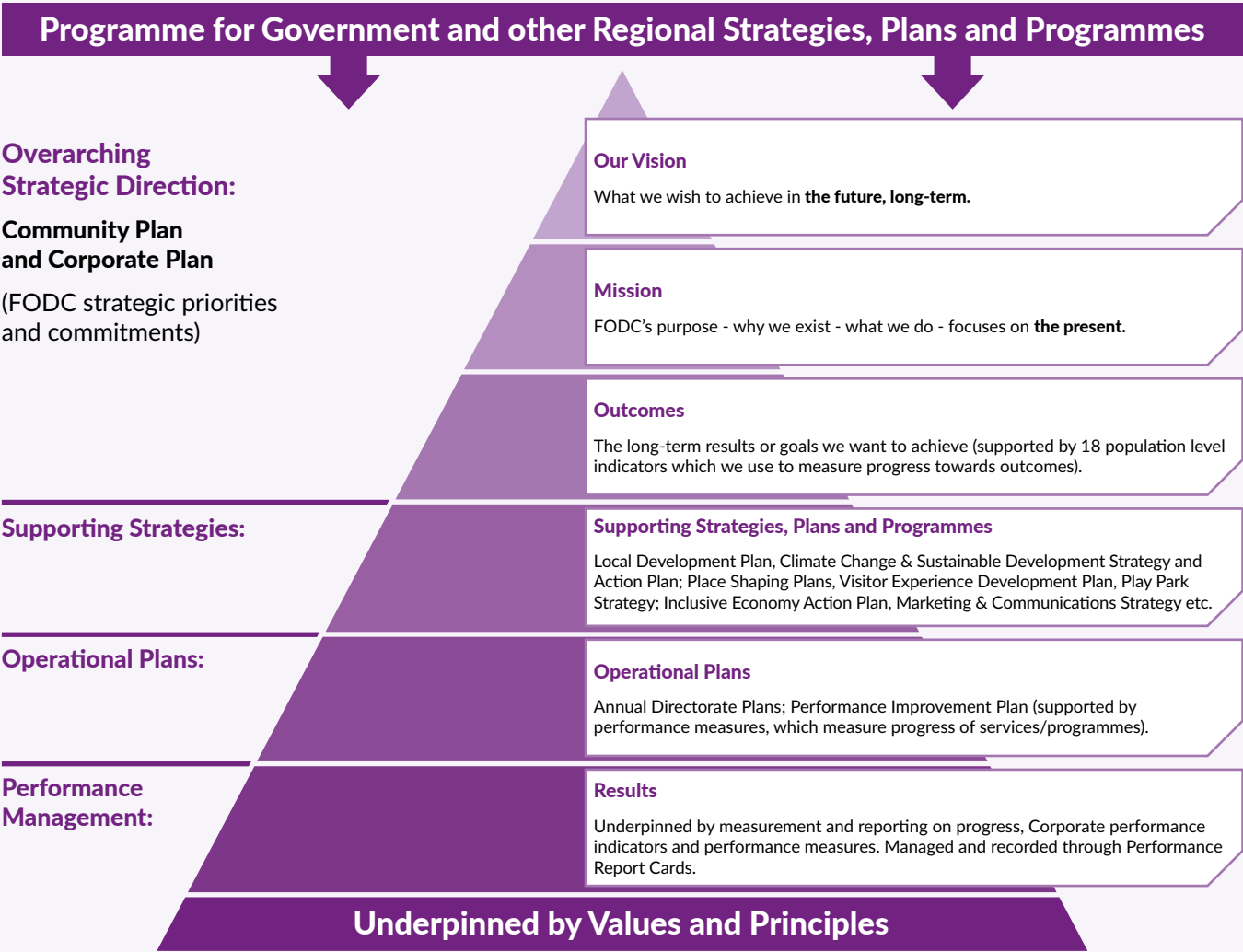
During the 2023/24 year, the CPSPB reviewed and updated the [Community Plan Action Plan](#), and the following seven priority areas were agreed in February 2024 (these remain unchanged).



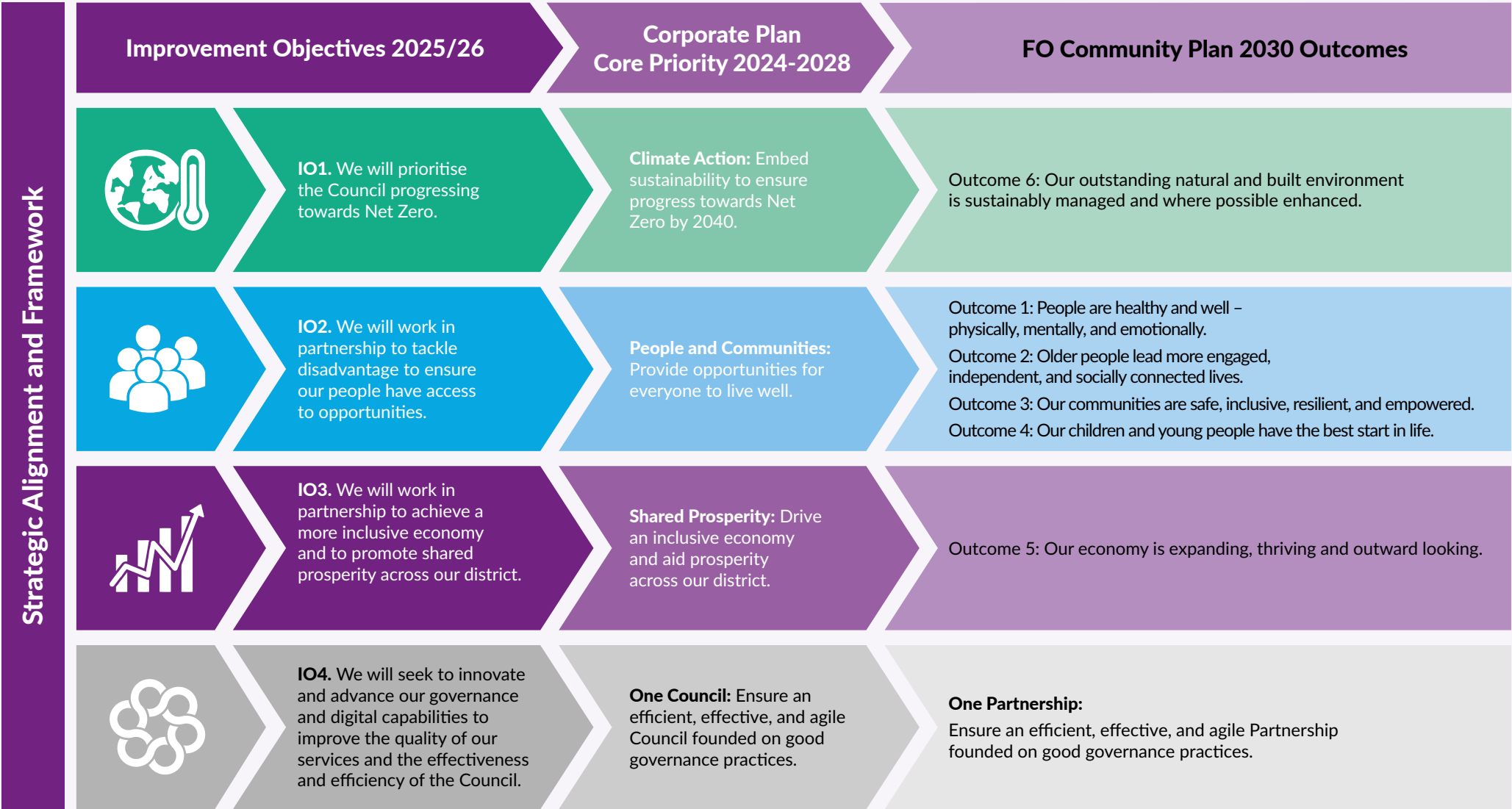
3.2 | Council Strategic Planning and Performance Framework

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

Figure 1: Strategic Planning Framework



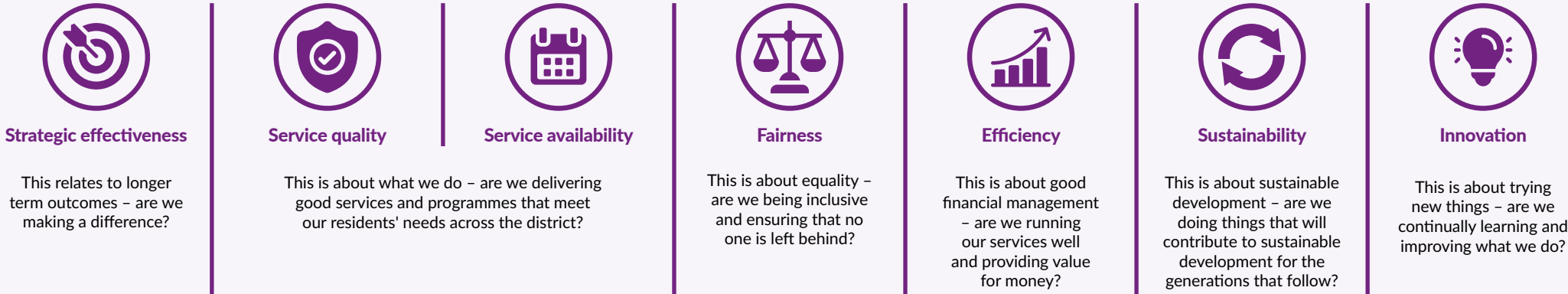
The activities set out in the Performance Improvement Plan are focused on improving Council services, however, reference is made to the Community Plan outcomes to demonstrate wider strategic alignment. This is demonstrated in the table below:



*Improvement Objective (IO)

3.3 | Statutory Guidance and Outcomes

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



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

- **Legitimate:** All Improvement Objectives make a demonstrable contribution to at least one or more of the seven aspects of improvement listed in the Act.
- **Clear:** All Improvement Objectives have performance measures identified and an outline of how each one will contribute to improving quality of life for our citizens through alignment with relevant population indicators.
- **Robust:** All Improvement Objectives outline what improvements citizens can expect.
- **Deliverable:** All Improvement Objectives are linked to service areas and Directorate Plans with defined budgets in place for promoting delivery.
- **Demonstrable:** All Improvement Objectives have identified the evidence that will be requested on a bi-annual basis to demonstrate impact (see Section 5 for full analysis).

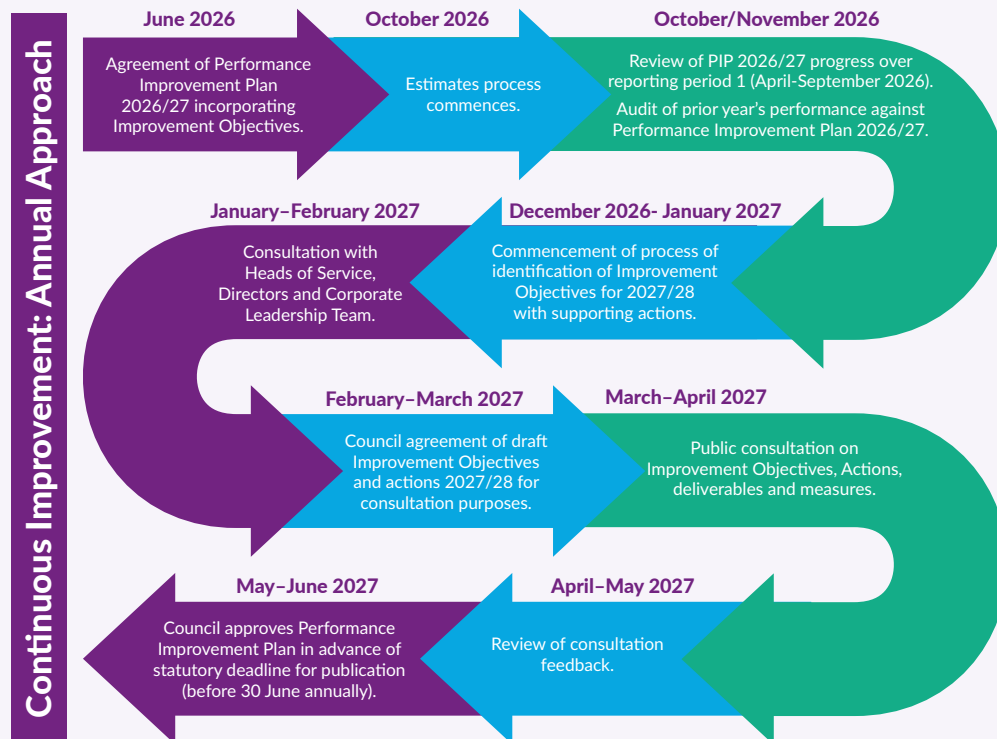
In addition to the requirements of legislation and statutory guidance, we also apply an outcomes-based approach to our improvement objectives. This means focusing on the impact, or end-results, of our improvement activities rather than solely on the service or process. Under each of our improvement objectives, we therefore explain the rationale for each improvement objective:



3.4 | Annual Review

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

Our annual review process for 2026/27 is outlined in the timeline below. This sets out the key stages involved in reviewing progress, identifying Improvement Objectives, consulting with stakeholders and the public and approving the Performance Improvement Plan in line with statutory requirements.



3.5 | Consultation and Engagement

A commitment to Engagement and Involvement is embedded as a shared value within the Council's Corporate Plan and is reflected in the development of its strategies, plans and policies.

The consultation process for the Performance Improvement Plan (PIP) 2026/27 adopted an evidence based and participative approach. Early engagement with staff informed the identification of potential areas for improvement, building on a review of progress against the Council's Corporate Plan Our Council, Our Plan 2024-28 and a series of structured discussions with Directors and Heads of Service to shape draft proposals.

This work took account of key contextual factors, including budgetary and funding constraints, cost of living pressures, global unrest, emerging legislative responsibilities and progress against existing Improvement Objectives. As a result, the Council agreed to continue the existing Improvement Objectives and actions for 2026/27, subject to minor amendments.

Public consultation was undertaken on the proposed Improvement Objectives between 19 February 2026 and 15 April 2026. A range of consultation methods was used to ensure accessibility and inclusion, with targeted engagement to ensure that all Section 75 groups had the opportunity to participate. Responses were accepted via online survey, written submission (email or letter), or direct engagement with Council officers. The consultation was carried out in full compliance with GDPR (2018) requirements.

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

Year 3: Continuous Improvement 2024-2028

Fermanagh and Omagh District Council:

- Draft Improvement Objectives 2026-2027
- Public Consultation
- Thursday 19th February until Wednesday 15th April 2026

Performance Improvement Plan
Year 1: Continuous Improvement 2024-2028
Part 2: Continuous Improvement 2024-2028
1 April 2025 - 31 March 2026

Key findings: Performance Improvement Plan 2026/27



74%

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



66%

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



62%

disagreed that the improvement objective **'prioritise progressing towards Net Zero'** was a key priority.



59%

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



93%

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



86%

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



79%

of respondents agreed the action to **'support for people living in poverty'** was important.



58

online survey responses received.



3.6 Consultation Findings

The consultation findings demonstrate mixed levels of support for the proposed Improvement Objectives, with respondents expressing stronger support for specific, practical measures than for broader strategic priorities. Strong endorsement was recorded for initiatives aimed at promoting positive attitudes to ending violence against women and girls (93%), supporting entrepreneurs to start a business (86%), and assisting individuals living in poverty (79%). More moderate levels of support were observed for wider objectives, including tackling disadvantage (74%) and promoting an inclusive economy and shared prosperity (66%).

By contrast, there was notable resistance to longer-term priorities, with 62% of respondents disagreeing that progress towards Net Zero should be a key priority and only 59% expressing support for advancing digital capabilities. These results suggest that public priorities are currently shaped by cost-of-living pressures, rising energy costs and broader economic uncertainty, with a clear preference for interventions that deliver immediate and tangible benefits over longer-term transformational agendas. Notwithstanding these views, progress towards Net Zero remains a statutory obligation, while digital transformation continues to be a core strategic and enabling priority for the delivery of modern, efficient services. This highlights the importance of continuing to progress these priorities, alongside clearer and more effective communication of their local relevance and benefits, particularly considering consultation feedback indicating areas of misunderstanding. The final document will include all four Improvement Objectives and actions outlined in the draft PIP 2026/27. Minor refinements have been made to the wording of the 'what we will do' work plan to strengthen clarity, accessibility and understanding, particularly in relation to digital inclusion, Net Zero delivery and value for money, ensuring the Plan reflects key themes emerging from consultation feedback for 2026/2027 outlined in Section 5 of this document.

The final Performance Improvement Plan 2026/27 will be launched on or before 30 June 2026 on the Council's website, social media platforms and in the local press. We would like to thank everyone who took the time to respond. www.fermanaghmagh.com

Outline of Communication methods used:



Staff

Detail:

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



Local Press

Newspaper Notices in all local papers (4) on week commencing 9 February 2026.



Email Campaign

Detail:

Internal/External Databases targeted

- Community Planning Strategic Partnership Board (CPSPB)
- Peaceplus
- Visitor Experience Development Plan
- Labour Market Partnership
- Climate Change and Sustainability
- Biodiversity Action Group
- Arts, Culture & Heritage
- Omagh Locality Planning Group
- Fermanagh Locality Planning Group
- Omagh Family Support Hub
- Fermanagh & Omagh Youth Voice
- Access and Inclusion Group
- Community Voluntary Sector Forum
- Business Sector Database
- Internal Climate Change Working Group
- Schools Primary and Secondary
- FODC Consultee list
- Community and Voluntary Sector Database Community Newsletter

Impact: Over **6,773** on databases contacted.



Social Media Platforms

Detail:

Utilisation of FODC Social Media platforms

- 6 Facebook posts over 8-week period
- 6 Instagram posts over 8-week period
- 5 Twitter posts over 8-week period
- LinkedIn posts over 8-week period

Impact:

- Facebook (reach 13,717 inc. comments)
- Instagram, (1,429 inc. comments)
- Twitter (763 inc. comments)
- LinkedIn (1,353 inc. impressions)

At the closing date, 58 responses were received from the public consultation. This feedback directly informed the content of the Performance Improvement Plan 2026/27 and is outlined in the Consultation Report in full '[Your Voice, Our Commitment 2025/26](#)' which you can access [here](#).

4.0 | Statutory Performance Indicators and Standards

Section 89 of the Local Government Act (NI) 2014 requires the Council to publish the results of the performance measures (indicators*) and standards that are set by central government around economic development, planning and waste management. The seven statutory performance measures and standards, as outlined in the Local Government Performance Indicators and Standards Order (2015), are set out below (NB: following verification, data on performance for 2025/26 will be published in the Council's Annual Performance Report 2025/26 in September 2026):

Statutory Indicator	2019–2020		2020–2021		2021–2022		2022–2023		2023–2024		2024–2025		RAG Status
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
ED1: The number of jobs promoted through business start-up activity	170	172	170	101	170	186	170	186	170	117	170	136	FODC were ranked 8th out of 11 Councils, against target, with 136 jobs. Only 5 out of 11 Councils met their targets this year.
P1: The average processing time of major planning applications (weeks)	30	23.4	30	58.6	30	110.2	30	64	30	22.9	30	24.5	FODC were ranked 3rd out of 11 Councils with 24.5 weeks.
P2: The average processing time of local planning application (weeks)	15	10.6	15	15.6	15	16.4	15	13	15	13.2	15	10.2	FODC were ranked 2nd out of 11 Councils with 10.2 weeks.
P3: The percentage of enforcement cases processed within 39 weeks	70.0%	81.1%	70.0%	56.6%	70.0%	60.6%	70.0%	73.7%	70.0%	79.6%	70.0%	83.3%	FODC were ranked 2nd out of 11 Councils with 83.3%.
W1: The % of household waste collected by district councils that is sent for recycling	50.0%	49.1%	50.0%	47.1%	50.0%	47.7%	50.0%	47.5%	50.0%	46.7%	50.0%	47.7% This figure is now Verified.	FODC were ranked 10th out of 11 Councils with 47.7%.

Statutory Indicator	2019–2020		2020–2021		2021–2022		2022–2023		2023–2024		2024–2025		RAG Status
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
W2: The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	< 13,781	13,478	< 13,781	14,410	<13,781	14,026	<13,781	13,586	<13,781	14,773	<13,781	8,715 Verified Data. (This changed very slightly from 8,720 Unverified figure printed in Annual Report 2024-2025).	FODC were ranked 7th out of 11 Councils
W3: The amount (tonnage) of Local Authority Collected Municipal Waste Arisings	n/a	55,233	n/a	58,108	58,108 Baseline 21/22	58,211	58,108 Baseline 21/22	55,362	58,108 Baseline 21/22	56,521	58,108 Baseline 21/22	57,134 This figure is now Verified.	FODC had the lowest tonnage out of all 11 councils

- Statutory indicator ED1 is assigned to Improvement Objective 3 **'We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district'**.
- Statutory indicators W1, W2 and W3 are assigned to Improvement Objective 1 **'We will prioritise the Council progressing towards Net Zero'**.
- Data on statutory indicators P1-P3 is published quarterly by the Department for Infrastructure and reported to the Council's Planning Committee.
- Inclusion within the Performance Improvement Plan, with progress monitored biannually through the Corporate Leadership Team and Council reporting **Appendix 1: Taking Stock Impact report 2025/26** provides a trend analysis of measures over the financial year with information provided every six months and analysis provided against previous reporting periods and baselines where relevant.
- Inclusion within Directorate Business Plans, Risk Assessments and budgets where relevant, with progress being monitored monthly at Heads of Service meetings.
- Inclusion on service area team meetings where relevant.
- Data submissions to Government Departments, with reports being issued to monitor the performance of each Council, outlining regional trends and comparisons.

We will prioritise the Council progressing towards Net Zero



5.0 | Improvement Objectives 2026/27 – What we propose we will do?

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

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

5.1 | We will prioritise the Council progressing towards Net Zero

<p>Improvement Objective One</p>	<p>Objective Lead: Director of Environment and Place Supported by: Lead Officer (Climate Change and Sustainable Development) and Head of Waste Management</p>
<p>Related Community Plan theme outcome/s and Corporate Plan priority area</p>	<p>Theme: Environment</p> <p>Outcome 6: Our outstanding natural and built environment is sustainably managed and, where possible, enhanced</p> <p>FODC Corporate Priority 1: Climate Action: Embed sustainability to ensure progress towards Net Zero by 2040.</p>
<p>Links to UN Sustainable Development Goals</p>	

Target Customers

- All residents
- Businesses
- Agriculture sector
- Green energy providers
- Statutory Partners
- Community and Voluntary sector groups
- Schools and education sectors
- Council Staff (inc. Building Managers)
- Land and Property Developers

Strategic significance at regional and local level

Progressing towards net zero in NI is a statutory requirement set out in legislation and involves strategies at both regional and local level to reduce emissions across multiple sectors.

Key legislation, regional strategies and plans include:

- **Draft Environmental Principles Policy Statement (EPPS) for Northern Ireland:** is designed to guide policymakers in integrating environmental consideration into decision making. It outlines five key environmental principles: prevention, precautionary actions, polluter-pays, rectification at source, and sustainable development. Once finalised these principles will legally obligate Ministers and Departments to incorporate them into policymaking under the Environment Act 2021.
- The Climate Change (Reporting Bodies) Regulations (Northern Ireland) 2024 require public bodies, such as Council, to report on their carbon emissions, as well as their plans and progress in reducing these emissions. Public bodies will be required to report on what they plan to do about, and their progress in, tackling the risks and impacts from climate change, with the first Climate Change “Adaption” Report due on 31st March 2026.
- Green Growth Strategy: Promotes sustainable economic development by integrating environmental sustainability into regional policies, including renewable energy production, clean technologies and resource efficiency. This strategy is the primary framework that embeds the Climate Change Act (NI) 2022 and integrates the legal obligations set out by the Climate Act, including the target of achieving net zero emissions by 2050 and a minimum 48% reduction in greenhouse gas emissions by 2030. The strategy emphasises decarbonisation, natural capital, circular economy and just transition.

- Energy Strategy for NI (2021): Aims to transition to 70% renewable electricity by 2030 and enhance energy efficiency in homes, businesses, and public infrastructure.
- Programme for Government 2024-2027 'Our Plan: Doing What Matters Most': Aims to improve wellbeing for all by focusing on the issues that matter most to people, including the protection and enhancement of our environment.
- Northern Ireland's draft Climate Action Plan 2023-2027: The draft plan sets out policies and proposals to achieve required reductions in emissions and the actions to enable this to happen. The focus of this draft Climate Action Plan is on meeting the first carbon budget, 2023-2027.

Key local strategies and plans include

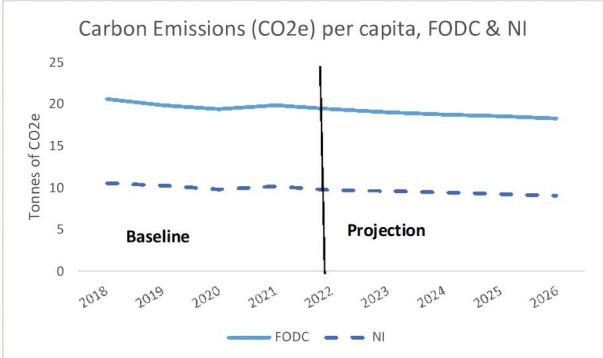
- [FODC Climate Change and Sustainable Development Strategy 2020-2030](#) and [Action Plan Restore, Revive, Thrive](#)
- [Local Development Plan 2030: Plan Strategy](#)
- [FODC Biodiversity Strategy and Action Plan 2022-2027](#)
- [FODC Energy Management Policy 2019/20 - 2029/30](#)
- [FODC Estate Strategy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

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

What’s the story behind the baseline?

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

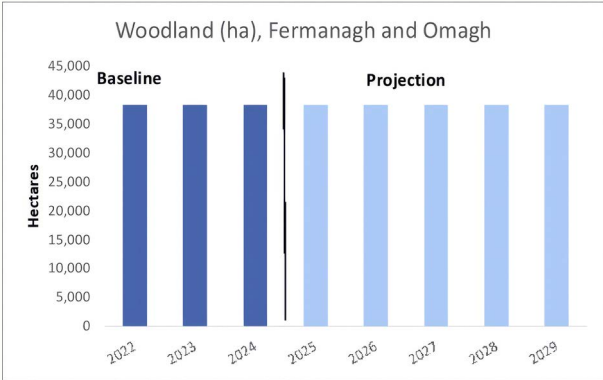
6a: Carbon emissions



The average resident of the Fermanagh and Omagh district emits 17.9 tonnes of CO2e per annum. This is significantly higher than the average NI resident (9.1 tonnes CO2e).

The CO2e emissions in FODC comprise of: 8.2 tonnes of CO2 (46%), 7.9 tonnes of methane (CH4) (44%), 1.8 tonnes of nitrous oxide (N2O) (10%).

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



6d: Natural Environment Woodland

There are 38,286 hectares of woodland in the Fermanagh and Omagh District. This includes conifer, broadleaf, mixed, short rotation coppice, regenerating woodland and types unknown.

Approximately 1/3 of NI’s woodland is located in Fermanagh and Omagh.

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

Summary Analysis:

Climate Change is one of the most significant challenges likely to face our planet over the next 25 years. This objective has been retained from the Performance and Improvement Plan 2024-2025 as it is a key priority in the Green Growth Strategy and supports implementation of the Council's Climate Change Action Plan 'Restore, Revive and Thrive'. The Climate Act (NI) 2022 brings a new legislative framework for specified sectors and introduces climate reporting obligations for specified Northern Ireland public bodies. It provides a clear policy direction for a 100% reduction of carbon emissions by 2050. It is still unclear how regional government will support local councils to meet net zero targets at local level through its central budget allocation; However climate change is central to all our activities, and we plan to lead the Council and community to carbon neutrality whilst acknowledging the financial constraints we are working within.

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

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

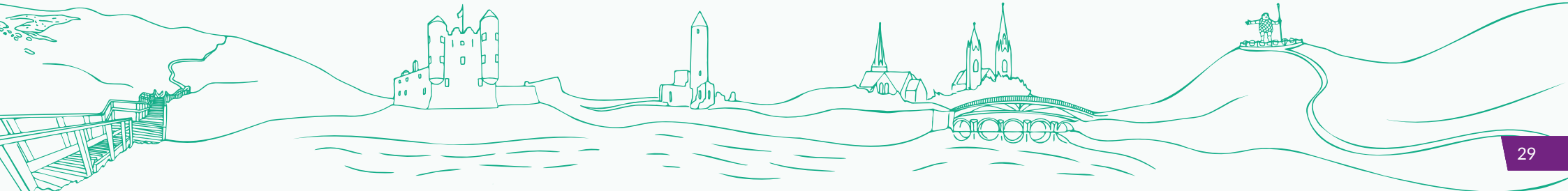
Climate change is perceived to significantly impact the cost of living for residents in Fermanagh and Omagh due to rising energy costs, increased insurance premiums and the need for adaptation measures.

Presenting the case for short term sacrifices to achieve long term sustainability requires a careful balance of transparency. To gain public support for measures like retrofitting and expanding renewable energies, it is essential to frame the conversation with clarity and focus on benefits.

Statutory Service Criteria	<ol style="list-style-type: none"> 1. Strategic Effectiveness 2. Service Quality 3. Service Availability 4. Efficiency 5. Sustainability 6. Innovation
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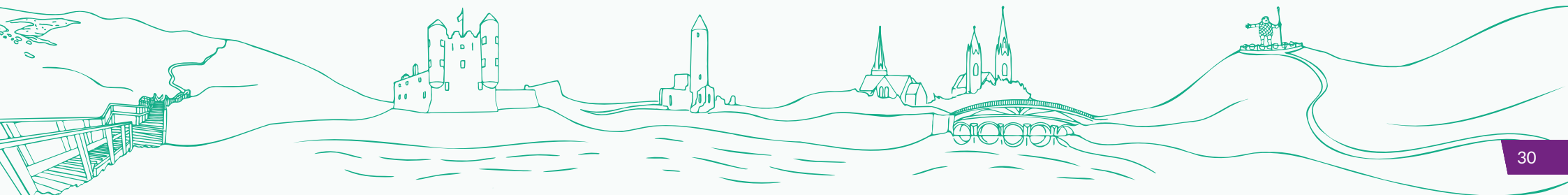
Actions	What we will do	Measurement
<p>1. Determine the Energy Performance Rating of our estate to improve our energy management and efficiency.</p> <p>*Priority 1 buildings: Primary Council asset, High footfall, High civic profile; Large scale facility and complex facility management implications, e.g. leisure centres, community centres, administration buildings.</p> <p>**Priority 2 building: Medium sized asset, medium footfall, Medium civic profile, medium scale facility and Multiple facility management implications, e.g. Agricultural Mart, changing rooms and public conveniences in towns.</p>	<ol style="list-style-type: none"> 1. Complete an energy assessment of ** Priority 2 buildings with an annual energy consumption above 8,000kWh/ annum. 2. 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. 	<ol style="list-style-type: none"> 1. 1# of **Priority 2 buildings (currently 4) within Council estate with a completed energy assessment above 8,000kWh/ annum at year end. 2. # of energy improvement (including retrofit) projects progressed to reduce our energy use and promote energy efficiency practices in *Priority 1 buildings.
<p>2. Increase the % of household waste preparing for reuse, recycling or composting.</p>	<ol style="list-style-type: none"> 3. Continue to progress the ‘waste transformation’ project to deliver an efficient and effective waste management service. 	<ol style="list-style-type: none"> 3. # The amount of (tonnage) of local authority collected municipal waste arisings. (Statutory Indicator) 4. % mixed dry recyclables (including waste prepared for reuse)

	<ul style="list-style-type: none">4. Continue to explore opportunities to increase the amount and quality of waste that is recycled.5. Continue to promote campaigns to support a circular economy e.g. Clean, Dry, Empty, Flat (CDEF) campaign.6. Develop and implement initiatives to promote, increase and improve household recycling waste.7. Increase the collection and diversion of organic waste for composting and recycling.	<p>(Note this is linked to Statutory Indicator data for ‘% of household waste collected by district councils that is sent for recycling’)</p> <ul style="list-style-type: none">5. # Increase Number of social media posts on FODC Corporate Page (65 is baseline from 2025/26) to promote waste communications and circular economy messages.6. # of additional 240L brown bins distributed to households across the District.
<ul style="list-style-type: none">3. Reduce the Council's fleet emissions through continued use of sustainable biofuels and increased use of zero emission vehicles.	<ul style="list-style-type: none">8. To review and refresh the Council's Fleet strategy.9. Continue to work with external partners to identify opportunities for the use of sustainable fuel sources.10. Submit a funding application to the UK Government for Depot Charging Scheme.	<ul style="list-style-type: none">7. Fleet Strategy agreed through appropriate governance arrangements. (Y/N)8. Maintain and or reduce 2025/26 CO2e emissions from the Council fleet (86.96tCO2e 2025/26)9. Funding application submitted (Y/N)10. Funding Application Successful (Y/N)



What difference will these actions potentially make?

- Embed the legislative duties contained in the Climate Change Act (NI) 2022 into our governance processes, business practices and individual behaviours.
- Improve energy efficiency of the Council's assets/estate and promote more sustainable energy management practices among staff.
- Encourage and enable sustainable environmental behaviours among the residents of and visitors to our District.
- Promote and raise awareness of the importance of and opportunity to develop circular economy practices, enhance recycling and reduce waste to landfill.
- Improve our energy efficiency and energy consumption behaviours.
- Provide leadership to others on a journey to net zero and positive climate action practices.
- Maintain reduced emissions from the Council's fleet

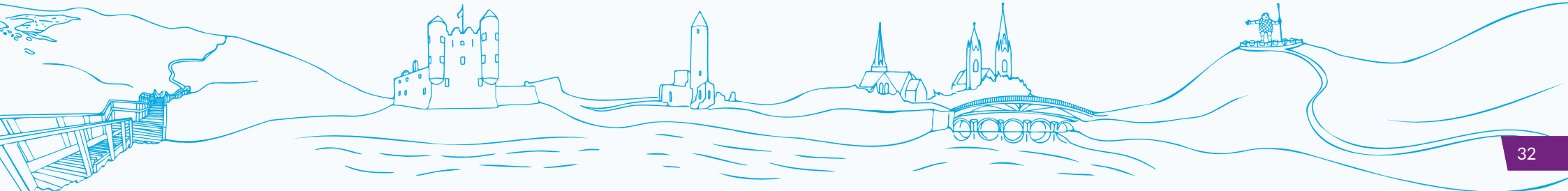




We will work in partnership to tackle disadvantage to ensure our people have access to opportunities

5.2 | We will work in partnership to tackle disadvantage to ensure our people have access to opportunities

Improvement Objective Two	Objective Lead: Director of Community and Wellbeing Supported by: Head of Community Services and Head of Wellbeing and Cultural Services
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	Theme: People and Communities Outcome 1: Our people are healthy and well – physically, mentally, and emotionally. Outcome 3: Our communities are inclusive, safe, resilient, and empowered. Outcome 4. Our children and young people have best start in life. FODC Corporate Priority 2: People and Communities: Provide opportunities for everyone to live well.
Links to UN Sustainable Development Goals	
Target customers	<ul style="list-style-type: none">• Women and girls• Older People• People with a disability• People with specific medical conditions• Children and Young People• Ethnic Minorities• People living in rural areas• People living in areas of disadvantage



Strategic significance at regional and local level

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

Key legislation, regional strategies and plans include:

- **The Local Government Act (NI) 2014** is the cornerstone legislation guiding local government. Key provisions in this context include:
- **Community Planning.** Fermanagh and Omagh 2020 focuses on improving social, economic and environment wellbeing while reducing inequality and disadvantage.
- **Section 75:** Requires councils to promote equality of opportunity across a range of dimensions including age, gender, disability and socio-economic background.
- **Urban Regeneration and Community Development Policy Framework:** This framework supports councils in addressing disadvantage in urban areas. Objectives include tackling poverty and social exclusion and empowering local communities by providing them with resources.
- **Good relations Duty:** Provides that councils have a duty to promote good relations under the NI Act 1998.
- **The Rural Needs Act (NI) 2016:** This Act obliges councils to consider the needs of rural communities when developing policies and services. It aims to ensure fair access to opportunities for those living in rural and often disadvantage areas.
- **Tackling Rural Inequalities and Promoting Social Inclusion TRIPSII Framework** supports local government efforts to tackle disadvantage and provide opportunities for all.
- **The Executive's Draft Anti-Poverty Strategy (2025-2035):** The Executive is committed to working together to deliver this Strategy and make a long term, sustainable impact on poverty; supporting our people, strengthening our economy, providing effective training and educational pathways and helping to improve and protect health.
- **Ending Violence Against Women and Girls Strategy 2022 - 2030:** This strategy aims to deliver a holistic response to gender-based violence by addressing prevention protection and support.
- **DoH emerging Strategic Framework** to prevent the harm caused by obesity and improved diet and levels of physical activity.
- **NI Children and Young People's Strategy 2019-2029:** Councils must consider this strategy, which aims to improve the wellbeing of children and young people. It emphasizes reducing child poverty, supporting education employment and health initiatives for disadvantaged youth.
- **Mental Health Strategy (NI) 2021-2031:** This strategy is a long-term plan to transform mental health services and improve mental health wellbeing for all.

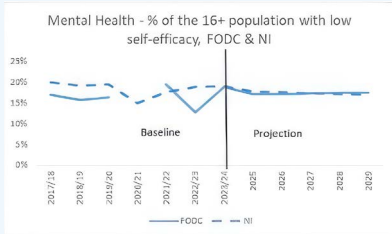
Key local strategies and plans include:

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

What’s the story behind the baseline?

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

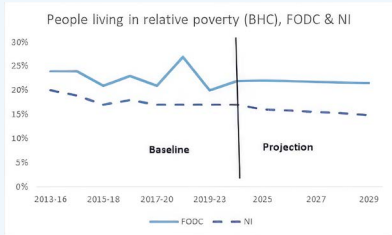
1c: Mental Health - % of the 16+ population with low self-efficacy



The latest data (2023/24) suggests that 19% of people living in Fermanagh and Omagh have low self-efficacy. This is consistent with the NI average. People with low self-efficacy have low self-confidence and thus feeling they have a minimal ability to control their own lives.

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

3a: Relative Poverty

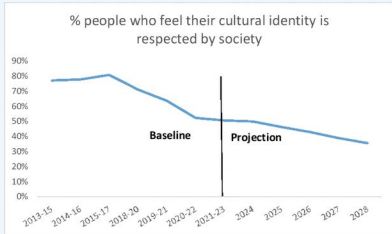


Relative Poverty is best analysed looking at a longer-term trend. Over the past 6 years (2018-2024), 23% of people living in Fermanagh and Omagh are living in relative poverty.

This level of over 1-in-5 residents living in poverty has remained consistent over time. Relative poverty is consistently above the NI average in Fermanagh and Omagh.

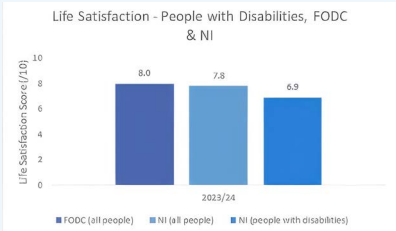
Poverty (and deprivation) contributes negatively to a wide range of issues, including health, education and economic outcomes

3b: Cultural Identity



The latest data (2021-23) show that 51% of people living in Fermanagh and Omagh believe their ‘cultural identity is respected by society’. This indicator is broad, covering ethnic cultures, a person’s identity and good relations issues. There has been a notable decrease in those who feel their cultural identity is respected by society. The key to improving this figure is to focus on embracing quality, inclusivity and diversity. The long-term risk of allowing this indicator to decline could be an increase in hate crimes.

3c: Life Satisfaction

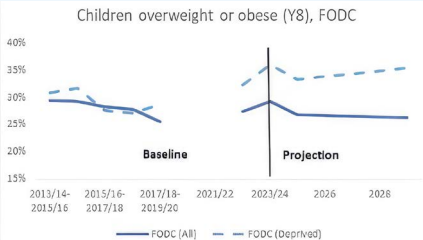
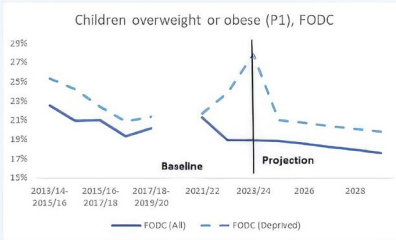


Life satisfaction data is sourced from the Executive Office’s Individual Wellbeing in NI publication. It is based on a score /10, where higher is better. Life satisfaction relates to an individual’s satisfaction with their life overall.

The evidence suggests that at the NI level, people with disabilities are more likely to have a lower life satisfaction.

Whilst there is no specific data on this for the Fermanagh and Omagh district, there is no reason to think that the situation would be any different in Fermanagh and Omagh. Please note: The source of this data has changed, and the methodology is not comparable with previous reporting of this Indicator.

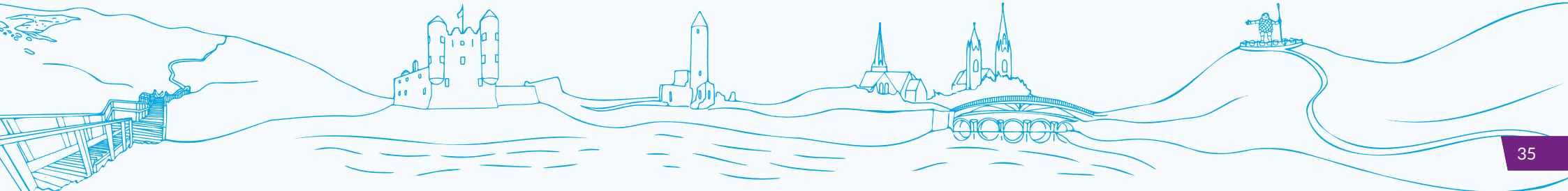
4a: Health Childhood obesity



In Fermanagh and Omagh, 19% of P1 children and 29% of Y8 children are overweight or obese. This is higher in deprived areas (28% and 36% respectively).

These figures relate to the 2023/24 year. Data was unavailable for 2020/21 and 2021/22 (Y8 only) due to Covid-19 restrictions.

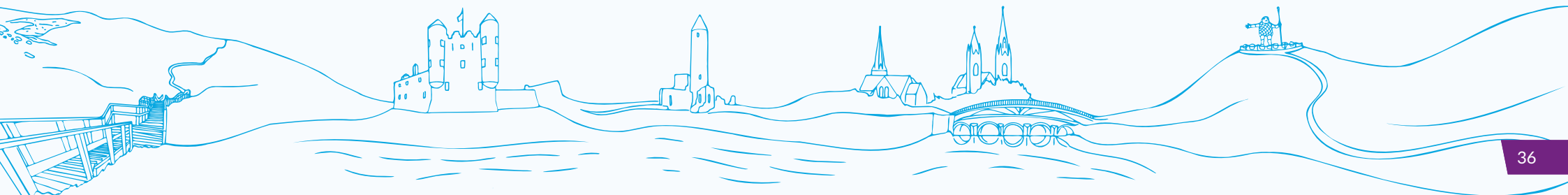
The trend suggests a continuation of the (marginal) downward trend; however, the issue is whether it is acceptable to have over 1 in 5 children overweight and how this may impact future health outcomes.



Summary analysis:

The Northern Ireland Poverty and Income Inequality Report 2023/24 states that 17% of individuals in NI (approximately 331,000 people) are considered to live in relative poverty (before housing costs); 15% of individuals in NI (approximately 291,000 people) are considered to live in absolute poverty (before housing costs). (The evidence suggests that poverty levels are higher in the Fermanagh and Omagh District than the average). Of all family types, 'children' and 'pensioners' had the risk of being in relative poverty, at 23% and 19% respectively. The long-term trend shows that children are at a higher risk of living in poverty than the overall Northern Ireland population in both relative and absolute measures. Lone parent families and families with 3 or more children are at higher risk at 35% and 30% respectively (relative poverty). In total, 9% of individuals in NI live in 'food insecure' households (177,000), including 58,000 children. Of those living in relative poverty, only 19% (62,000 individuals) lived in food insecure households; 25% of children in relative poverty live in food insecure households (26,000 children). Fuel Poverty has been a longstanding issue for residents in Fermanagh and Omagh and recent regional analysis conducted by [Marie Curie](#) indicates that in the last year of life 24% of working age people and 27% of pension age people are in fuel poverty.

- Poverty within FO has been a longstanding, deep rooted issue. Over the past 6 years (2018-2024), 23% of people living in Fermanagh and Omagh are living in relative poverty. The FODC locality claims almost one tenth of the 10% most income deprived Super Output Areas (SOAs) in NI. Poverty rates in FO are higher than the Northern Ireland average and a fifth of children here currently live in poverty. FO specific research has highlighted that there are areas where co poverties exist, namely fuel, food and transport poverty and concluded that:
 - 157 Small Areas (59%) are high-risk clusters for either fuel, food or transport poverty
 - 52 Small Areas (33%) experience at least two types of poverty
 - 4 Small Areas experience all three types of poverty (fuel, food and transport)

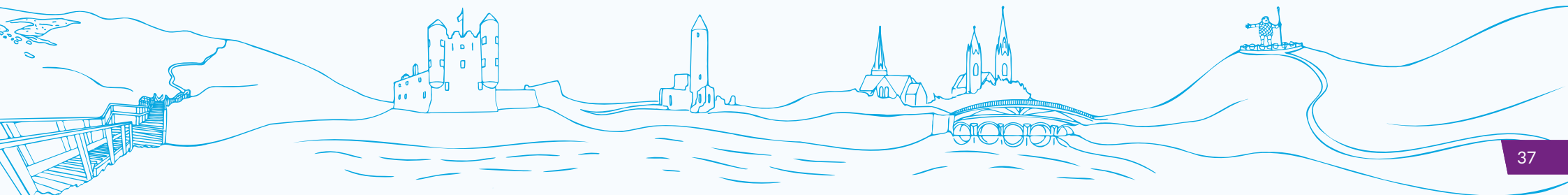


FO has the largest land mass and smallest population of all Local Authority areas within NI, almost 70% of our dwellers live outside the main towns of Omagh and Enniskillen, therefore, accessing the majority of services, jobs and opportunities can be difficult, thereby worsening poverty and making positive lifestyle choices more difficult. Outcomes are significantly worse for those residing in the 20% most deprived areas of Fermanagh and Omagh, with the [Health Inequalities Annual Report 2025](#) highlighting that the largest inequality gaps observed in Fermanagh and Omagh include:

- Alcohol Related Admissions Rates
- Drug Related Admissions Rates
- Self-Harm Admissions Rates
- Lung Cancer Incidence Rates
- Potential Years of Life Lost

Removing barriers and improving access to health benefiting services is a priority for this Council, particularly for those living with a disability and/or those impacted by poverty.

The cost-of-living crisis continues to have a significant impact on our residents with advice services reporting that debt queries have increased, in part, arising due to our lower than NI average Gross Disposable Household Income (GDHI). FODC recognises that reducing poverty and improving life chances cannot just be about mitigating the impact of this severe hardship residents are currently facing but, tackling the root causes and work in Improvement Objective three of this plan aim to address the long-term issues of economic inactivity, low wage levels and enhancing skills which will be a particular focus of the new Local Economic Partnership (LEP). However, immediate support is undoubtedly needed and this improvement objective will work to support people now and those in crisis.



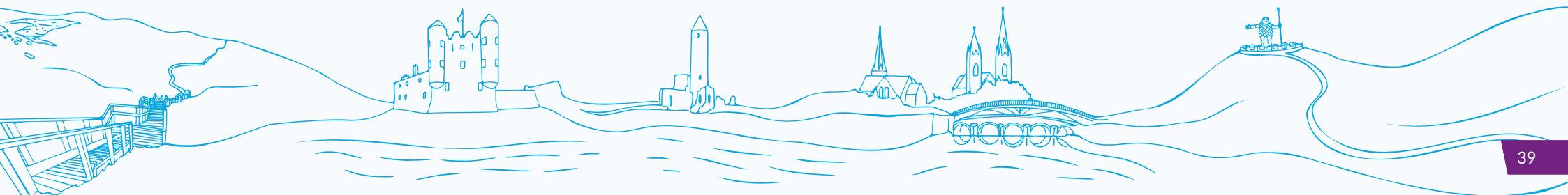
Physical activity is vital for early intervention and prevention of both physical and mental health conditions and supporting overall wellbeing. However, some groups such as those with disabilities, women, girls etc are less likely to partake in regular physical activity due to barriers such as access, confidence, cost or awareness. Targeted support is essential to reduce these inequalities, ensuring that those least likely to be active are encouraged and enabled to participate, helping to improve health outcomes and prevent future health issues. Additionally, waterway activities can play a key role in improving physical and emotional wellbeing by encouraging active lifestyles, reducing stress and supporting positive connections with nature. This District is ideally placed to enhance these benefits, with its extensive network of lakes and rivers providing high quality, accessible settings for water-based activity. Strengthening and expanding opportunities for waterway activation across the locality will support with maximising health outcomes while making full use of the district's world-renowned landscape.

Ending violence against women and girls is a crucial government priority in NI including FO due to the widespread prevalence of gender-based violence and its devastating impact on individuals, families and communities. In NI, 98% of women report experiencing some form of violence or abuse in their lifetime, with 70% facing such experiences within the past year. Domestic abuse is a significant issue within this district as evidenced by police reports and services struggling to meet demands. Within the Fermanagh and Omagh District, 1552 domestic abuse incidents and 686 domestic abuse crimes were reported from October 24 – September 25 (Source, PSNI). Rural isolation and limited access to support impacted by longer travel distances to refuges, counselling and Court services can increase risks and barriers to disclosure, potentially increasing the duration of abuse. In addition, housing pressures and limited availability of emergency refuge spaces within the district has resulted in local services being unable to accommodate all those seeking emergency accommodation. Economic abuse is often intertwined with wider rural poverty and limited employment options, particularly for women who often undertake a caring roll. Overall, in Fermanagh and Omagh, the impacts of domestic violence are exacerbated by rural isolation, limited transport and housing options and the challenges of accessing confidential support in small communities contributing to underreporting and prolonged exposure to harm.

Statutory Service Criteria

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

Actions	What we will do	Measurement
<p>4. Provide immediate support for people living in poverty.</p>	<p>11. Further embed and deliver on the Integrated Advice Partnership Fund, capturing the full impact of the advice received and client outcomes.</p> <p>12. Undertake a poverty proofing review across Council business areas to assess whether existing policies, services and practices adequately support residents affected by poverty and to identify opportunities for improvement.</p> <p>13. Develop a mechanism by which Children and Young People impacted by poverty can meaningfully contribute to the development of services and support.</p>	<p>11. # People supported with debt advice in Fermanagh and Omagh (422 supported in 2025/26)</p> <p>12. # Council business areas that have completed a poverty proofing review, with actions identified, implemented and evidenced through case studies.</p> <p>13. Engagement mechanism developed and implemented (Y/N)</p> <p>14. Number of children and young people impacted by poverty engaged</p> <p>15. Findings shared with stakeholders and actions identified (Y/N)</p>



5. Increase participation in physical activity among targeted groups.

14. Support local clubs and societies to increase opportunities for people with a disability to participate in physical activity.

15. Monitor participation rates and collect user feedback from Council delivered and Council funded programmes to identify barriers and adapt provision accordingly.

16. Increase awareness of, and strengthen referral pathways to, specialist intervention programmes including PARS, Macmillan Move More and Cardiac Rehabilitation.

17. Share opportunities for activities on local waterways and deliver targeted outreach programmes to provide accessible and inclusive water based activities for priority groups.

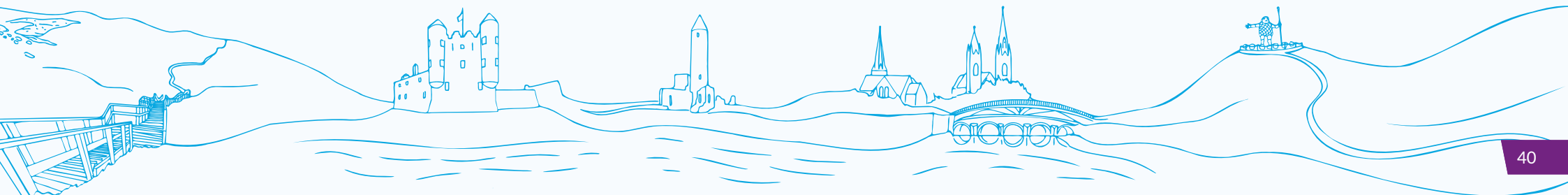
16. Number of local clubs and societies supported to deliver inclusive physical activity

17. Number of people with a disability participating in Council supported programmes

18. Evidence of programme improvements made in response to participant feedback

19. # of participants (PARS, Macmillan Move More and Cardiac Rehab)

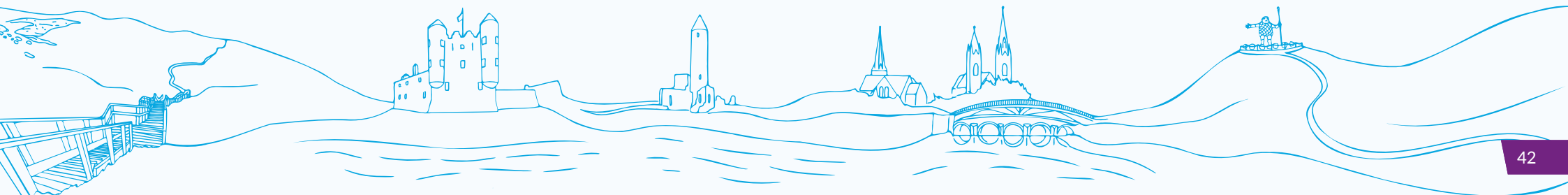
20. # of activities shared (local waterways and targeted outreach programmes) for priority groups.



6. Promote positive attitudes to end violence against Women and Girls.
 18. Support local organisations to help end violence against women and girls through the effective use of the Change Fund.
 19. Promote positive attitudes and behaviours towards women and girls through the delivery of events and community based initiatives.
 20. Review the Council's Domestic Violence Policy and provide appropriate support and training for Confidential Advisors.
 21. Undertake research to examine the impact of rurality on violence against women and girls, including lived experiences, barriers to support and policy implications
21. % and value of Change Fund grants awarded to support local organisations addressing violence against women and girls.
22. Number of case studies captured and shared demonstrating the impact of Change Fund supported initiatives.
23. Number of events and community based initiatives delivered to promote positive attitudes and behaviours towards women and girls.
24. Number of people engaged through events and initiatives promoting positive attitudes towards women and girls.
25. Council Domestic Violence Policy reviewed and updated, where required, to reflect best practice.
26. Number of Confidential Advisors trained or supported to deliver effective and confidential support.
27. Research completed on the impact of rurality on violence against women and girls, with findings and recommendations shared with key stakeholders.

What difference will this action make?

- Support those in poverty to ensure they meet their basic needs in an unprecedented time with significant rising costs of living and more and more low paid families suffering food, fuel and transport poverty.
- Utilise data and intelligence at local level in relation to deprivation and ensure projects and interventions are targeted at the most vulnerable in our society.
- Capturing the lived experience of children and young people will support the shaping of policies and programmes.
- Poverty Proofing will identify how Council can make its services more accessible for those who are impacted by poverty.
- Develop more sustainable pathways out of poverty, communities must be part of the decision-making process to break the cycle of poverty.
- Improve physical and emotional wellbeing by increasing physical activity of key targeted groups including residents with a disability.
- Provide opportunities for everyone to participate in physical activity and encourage uptake to promote improved health benefits.
- Increase opportunities for residents to participate in water-based activities, boosting physical and emotional wellbeing.
- Targeted strategies and interventions provide a robust foundation to support women and girls affected by violence and ensure a coordinated, long-term response to this pressing issue.
- Providing support for the CVS will ensure they can continue their vital work, effectively and sustainably. With stronger infrastructure, resources and skills these sectors can adapt to changing needs, enhance their impact and contribute to a more inclusive and resilient community.



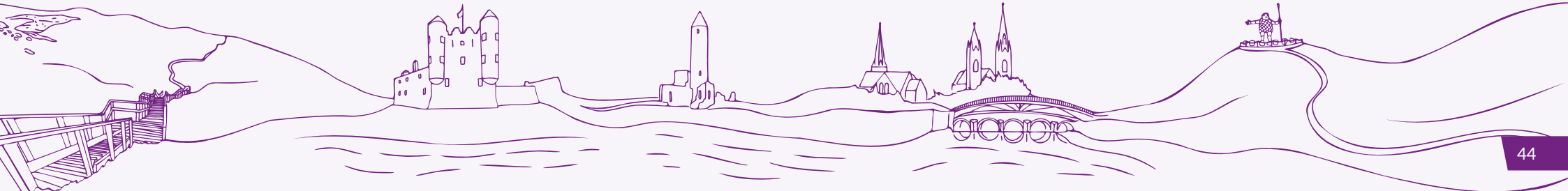
Ultimate Pitch

Step Up, Plan
Go Succeed

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

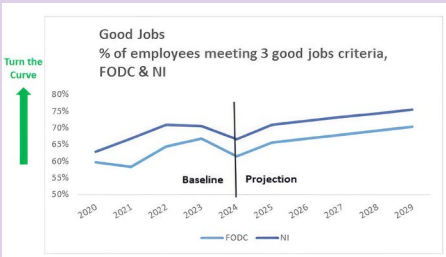
5.3 | We will work in partnership to achieve a more inclusive economy and to promote shared prosperity across our district

Improvement Objective Three	Objective Lead: Director of Regeneration and Planning Supported by: Head of Economic Development and Regeneration
Related Community Plan Theme, Outcome/s and Corporate Plan priority area	Theme: Economy, Infrastructure, and Skills Outcome 3: Our communities are inclusive, safe, resilient, and empowered Outcome 5: Our economy is thriving, expanding, and outward looking FODC Corporate Plan Priority 3: Shared Prosperity: Drive an inclusive economy and aid prosperity across our district.
Links to UN Sustainable Development Goals	
Target customers	<ul style="list-style-type: none">• Recently unemployed• Those facing redundancies (contractually available to participate in programmes)• School leavers and graduates• Under-employed (in part-time employment seeking additional hours)• Existing business• New businesses



What's the story behind the baseline?

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

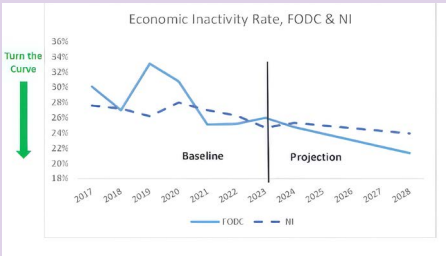


5a: Good Jobs:

A job is considered a 'good job' if it meets 3 criteria:

- The employee has a permanent contract.
- The employee is on a non zero-hour contract.
- The employee is earning the Real Living Wage (RLW) or more.

In Fermanagh and Omagh, in 2024, 61% of employees are in a good job. This has been consistently below the NI average (67% in 2024), with little change over time.



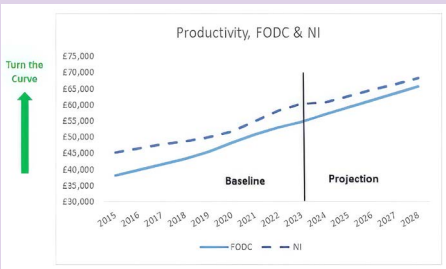
5b: Economic Inactivity:

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

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

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

Current economic inactivity levels are low by historical standards.



5c: Productivity:

Productivity – economic output per employee – currently sits at £53,068 in Fermanagh and Omagh (2022) and £60,285 in Northern Ireland (2023).

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

Sluggish productivity levels are a UK wide problem. The gap between FODC and NI has narrowed to 9% (from 16% in 2015), but NI's productivity remains below UK levels and significantly below the ROI average.

Summary analysis:

The Department for the Economy's Economic Vision (2024) sets out four priorities: raising productivity, creating good jobs, decarbonising the economy, and achieving regional balance. The Local Economic Partnership Action Plan will support delivery of these priorities through targeted action to address local barriers to growth and regional imbalance.

Fermanagh and Omagh District Council (FODC) operate in a distinctive economic environment characterised by a predominance of micro-businesses, a strong presence in primary and secondary sectors, and a higher proportion of self-employment compared to the Northern Ireland (NI) average. Key local sectors include agriculture, construction, retail and production, forming the backbone of the district economy.

Productivity measured by GVA per filled job remains below the NI average by approximately 9%. However, The Productivity Institute (TPI) report "Framing A Place Based Investment Strategy for Fermanagh & Omagh" highlights that when productivity is measured on a GVA per hour worked basis, FODC performs strongly at £36.70, which is above the Northern Ireland level of £34.70. Moreover, productivity improved by 28% between 2008 and 2022 (measured as the increases in GVA per hour adjusted for inflation), which was well above the 13.4% growth rate for Northern Ireland. While Fermanagh and Omagh has performed relatively well on productivity on a per-hour-worked-basis, the downside of that is that the district has experienced a relatively slow recovery in hours worked since the 2008 financial crisis.

There is a need to encourage growth among micro, small and medium sized businesses operating within higher value-adding sectors, such as manufacturing and engineering and life and health sciences. According to the Enterprise section of NISRA's Local Labour Market Insight's Dashboard, FODC has 11% share of all registered businesses (8715 in 2024) in Northern Ireland. The share of firms with sole owners and no employees is 46.1% (4015 firms, compared to 27.7% in NI). The share of micro firms is 47.8% (4170 firms employing between 1-9 people, compared to 61.6% in NI). Fermanagh and Omagh has a lower proportion of larger employers, with just 6% of businesses employing more than 10 people, compared to a Northern Ireland average of 10.7%. Business birth rates in Fermanagh and Omagh have continued to decline. In 2022, 385 new businesses were established, representing a birth rate of 7.6%, which is below the Northern Ireland average of 8.3% and the third lowest across the region. This highlights a clear need to further stimulate entrepreneurship and business start-up activity within the district.

FODC is entering a transitional period in which the future scale and timing of key economic support programmes, including REAP and Go Succeed, remains uncertain. In this context, the Local Economic Partnership (LEP) Action Plan will provide the primary strategic framework for economic intervention, helping to coordinate available resources, align partners, and focus investment on stimulating entrepreneurship, improving productivity, and supporting sustainable business development across Fermanagh and Omagh.

FODC continues to face labour market challenges, including a lower employment rate in 2023 (70.6% vs. 73.6% NI) and a higher economic inactivity in 2023 (26% vs. 24.7% NI). While the 2023 claimant count is slightly lower than NI average (2.5% vs. 3.1%), the district has a higher proportion of young people who are Not in Education, Employment or Training (NEET) in 2023 (10.6% vs. 9.6%). These indicators highlight persistent barriers to work for many groups, reinforcing the need to create more accessible pathways into quality local jobs, particularly for those furthest from the labour market.

According to the Labour section of NISRA's Local Labour Market Insight's Dashboard, Fermanagh and Omagh continues to experience lower wage levels than the Northern Ireland average. In 2024, median gross pay (hourly) was £14.75 compared to NI average of £15.20. TPI report "Framing A Place Based Investment Strategy for Fermanagh & Omagh" highlights that the Gross Disposable Household Income (GDHI) per head in 2022 for Fermanagh and Omagh (£18,127) is lower than the NI average (£18,685). This wage gap reduces disposable income and local spending power, limiting economic vibrancy, business growth and the district's ability to attract and retain skilled workers. Job quality also remains a challenge. In 2024, 61% of employees were in "good jobs" (permanent contracts, no zero hour arrangements, and pay at or above the Real Living Wage), compared with 67% across NI. This ongoing gap highlights structural issues in job security and wage progression within the local labour market.

Businesses in the FODC area report shortages of industrial land to support growth and expansion. As of June 2023, only 7% (n=3) of commercial property for sale or lease in Northern Ireland was located within the district, equating to 53 acres available. This limited supply constrains business growth, deters new investment and reduces opportunities for residents. The shortage also restricts the district's ability to attract Foreign Direct Investment, particularly in the Omagh area, reinforcing reliance on indigenous businesses and limiting economic dynamism and innovation.

Strategic significance at regional and local level

Key legislation, regional strategies and plans include:

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

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

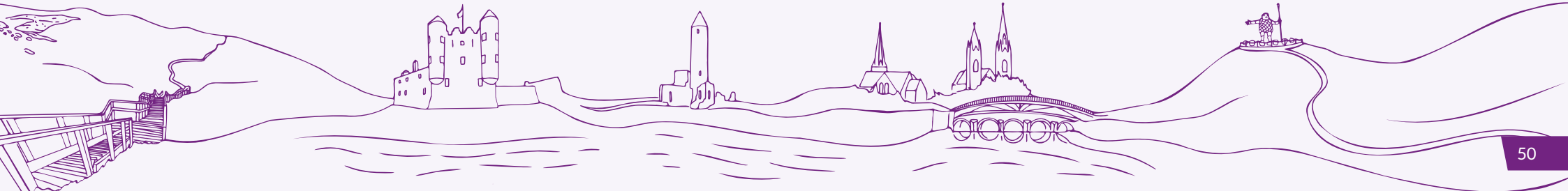
Key local strategies and plans include

- **Inclusive Economy Action Plan (IEAP)** – This plan identifies actions to build on the economy within Fermanagh and Omagh to be more inclusive, greener and prosperous that will benefit people, businesses and places.
- **Visitor Experience Development Plan (VEDP)** – The Plan for Fermanagh Lakelands and Omagh and the Sperrins is a people centred approach for improving tourism and the visitor experience. The VEDP sets a strategic ten year vision and pathway to develop new connections and ways of working that are more collaborative across communities, industry, various levels of government organisations and potential funders.
- **FO Labour Market Partnership Action Plan 2025-2026** – Through the development of local annual Action Plans, enables regional objectives to be achieved whilst being adaptable to meet the needs of local labour market conditions by improving employability outcomes and/or labour market conditions locally.
- **PEACE Plus Programme:** The funding parameters in FO supports skill development and employability programs for marginalised groups.
- **Draft Local Economic Action Plan:** The Action Plan will set out an agreed programme of place-based projects that align with the Minister’s priorities of productivity, good jobs, carbon reduction and regional balance, developed in partnership with Invest NI and local stakeholders.

Statutory Service Criteria

1. Strategic Effectiveness
2. Service Quality
3. Service Availability
4. Fairness
5. Innovation

Actions (What we propose to do)	What might this look like	How we are monitoring progress
<p>7. Delivery of Year Two of the Sub-Regional Economic Action Plan to support the growth and development of businesses in the district.</p>	<p>22. Confirm Year Two priorities, milestones, and ownership in line with the agreed Sub-Regional Economic Action Plan.</p> <p>23. Lead the delivery of priority projects identified for year two.</p> <p>24. Review and monitor the implementation of the Local Economic Action Plan.</p> <p>25. Provide progress updates to the Local Economic Partnership and the Department for the Economy, in line with agreed reporting arrangements</p> <p>26. Delivery risks identified and managed through agreed governance arrangements.</p>	<p>28. Year 2 priorities and milestones confirmed (Y/N)</p> <p>29. Delivery commenced (Y/N)</p> <p>30. LEP progress update reports noted by Regeneration and Community Committee. (Y/N)</p> <p>31. Risk Register in place (Y/N)</p>



8. Support entrepreneurs to start a business.

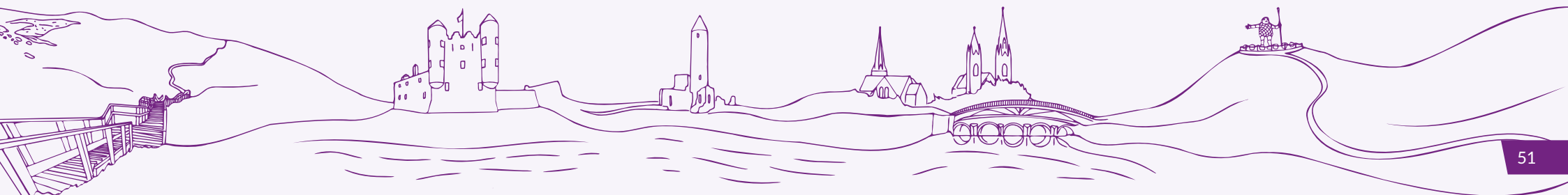
27. Marketing and promotion of a business start-up Programme to attract participants.
28. Engage with potential entrepreneurs for a business start-up programme.
29. Assist in the creation of business plans to support business start-up and the creation of new jobs.
30. Provide opportunities for Master Classes to help develop skills.
31. Evaluate the programme in line with funder criteria.

32. % engagement rate for Go Succeed Programme
33. # Programme Participants (Go Succeed Business Start Up Programme)
34. # Business Plans (Statutory Indicator)
35. # jobs promoted through Go Succeed Start programme (Statutory Indicator)
36. # Master classes and attendees (Go Succeed Start Programme)
37. Evaluation completed (Y/N)

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

32. Marketing and promotion of the Go Succeed Grow Programme to attract micro/small businesses.
33. Engage micro and small businesses through the Go Succeed Programme by providing tailored mentor support and sector specific masterclasses and by supporting business growth in areas including innovation, research and development.
34. Promote access to small grants of up to £3k to relevant business and provide support where required.
35. Evaluate the programme in line with funder criteria.

38. # businesses supported through mentoring (Go Succeed Grow Programme)
39. # attendees at Master Classes (Go Succeed Grow Programme)
40. # grants awarded
41. £Value of grants awarded
42. % Value of grants awarded as % of budget available
43. # of businesses signposted to other business support
44. Evaluation completed (Y/N)



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

Rural Economic Accelerator Programme (REAP)

36. Marketing and promotion of the Rural Economic Accelerator Programme (REAP).
37. Design and delivery of programme of activity.
38. Conduct evaluation of participant journeys post completion.

Labour Market Partnership (LMP)

39. Evaluate LMP Action Plan 2025-26.
40. Confirm funding offer for 2026-27.
41. Develop and deliver employability and skills programmes to address local labour market challenges.
42. Undertake a strategic assessment and develop a 3-year Action Plan (2027-2030).

45. % engagement rate for REAP Programme

46. # of REAP programme participants.
47. % of REAP participants who progress to further learning or employment on programme completion
48. # of REAP courses/qualifications completed

49. 2026/27 LMP Letter of Offer received Y/N

50. LMP Annual Report 2025-2026 published Y/N

51. # of LMP programme participants.
52. % of LMP participants who progress to further learning or employment on programme completion
53. Strategic Assessment progressed/ completed (Y/N)

What difference will this action make?

- Delivery of Year Two of the Sub-Regional Economic Action Plan will provide a clear, coordinated framework to drive sustainable economic development and businesses growth aligned to the specific needs of Fermanagh and Omagh.
- Entrepreneurs will be supported to start a business, providing access to early-stage enterprise advice and guidance to stimulate business start-up activity.
- Skills development and employability support will help people better match opportunities within key local sectors, supporting inclusive access to quality employment.
- Clearer pathways into employment will be supported for those furthest from the labour market, including people who are unemployed, economically inactive or under-employed.
- Micro and small businesses will be supported to develop and grow through targeted engagement, access to mentoring, specialist masterclasses and small grant support, strengthening business sustainability and local economic growth.



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.

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

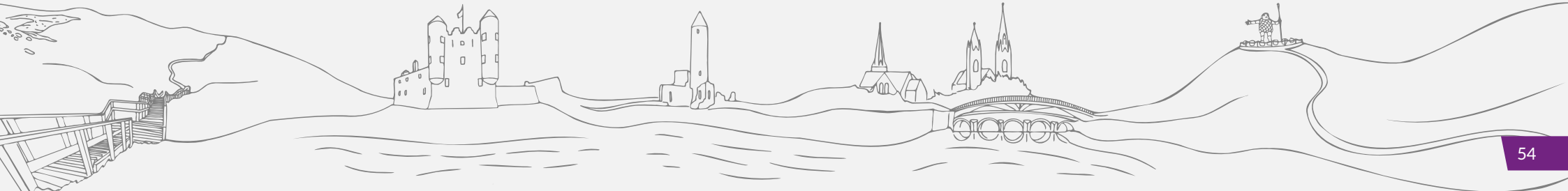
Improvement Objective Three	Objective Lead: Director of Corporate Services and Governance Supported by: Head of Corporate and Strategic Services, Head of Human Resources and Organisational Development and Digital ICT and Cyber Security Lead Officer
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Related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

What's the story behind the baseline?	<p>In formulating the Corporate Plan 'Our Council, Our Plan' 2024-2028, the Council considered the type of organisation it wanted to be, a forward-thinking innovative Council, which is customer focussed and recognised internally and externally, as accountable, transparent and effective. Fermanagh and Omagh District Council is now a decade in existence, celebrating success, but acknowledging that the Council must continue to provide strategic direction and leadership ensuring that robust systems and structures are in place to facilitate and support our dedicated, skilled and motivated staff to deliver key services for residents and visitors alike.</p>
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This Improvement Objective underpins our 'One Council' approach, which ensures all services are working towards shared objectives and will help different areas of the Council work together more effectively over the next four years. Agility and innovation combined with the stable foundation of strong governance will characterise our ability to renew, adapt, respond and improve in an ever changing, turbulent local and global geopolitical environment.

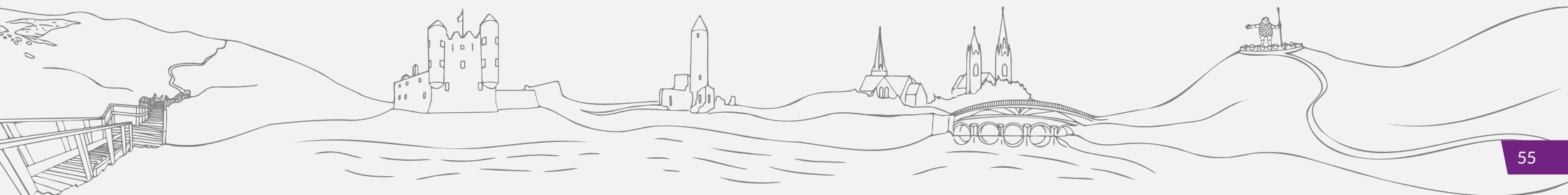
In identifying the actions under this Improvement Objective, we reflected on our budgetary constraints, our statutory obligations, our commitment to continuous improvement, and our growing maturity in developing the data and evidence to support and underpin our decision making, focusing on developing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

Strategic significance at regional and local level

The framework of legislation strategies, and initiatives in NI empowers local councils to innovate and modernise delivery and governance. The Local Government Act (NI) 201, coupled with strategies like the Digital Transformation strategy provides councils with the tools to enhance efficiency, transparency and citizen satisfaction.

Key legislation and regional strategies and plans include:

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



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

Key local strategies and plans include:

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

Statutory Service Criteria

Strategic Effectiveness; Service Quality; Service Availability; Efficiency; Sustainability; Fairness and Innovation

This Improvement Objective underpins our 'One Council' approach, which ensures all services are working towards shared objectives and will help different areas of the Council work together more effectively over the next four years. Agility and innovation combined with the stable foundation of strong governance will characterise our ability to renew, adapt, respond and improve in an ever changing, turbulent local and global geopolitical environment. In identifying the actions under this Improvement Objective, we reflected on our budgetary constraints, our statutory obligations, our commitment to continuous improvement and our growing maturity in developing the data and evidence to support and underpin our decision making, focusing on developing our 'One Council' approach to build whole community confidence in our service delivery.

Actions (What we propose to do)

10. Develop a 'Whole Council approach' to customer service transformation.
(Note: A Whole Council approach means addressing priorities through coordinated action across all Council services, embedding shared responsibility, collaboration and accountability to deliver improved outcomes for residents.)

What might this look like

43. Continue to develop and implement a Customer Service Transformation Strategy and Action Plan
44. Prioritise delivery of the Action Plan through a phased approach to ensure effective implementation, resource alignment and measurable progress over time

How we are monitoring progress

54. Research and development work complete on strategy and action plan (Y/N)
55. Number of actions identified with timeline for progression

11. Maximise the capability of the Councils IT system to improve processes for talent management, succession planning and training and development of employees.

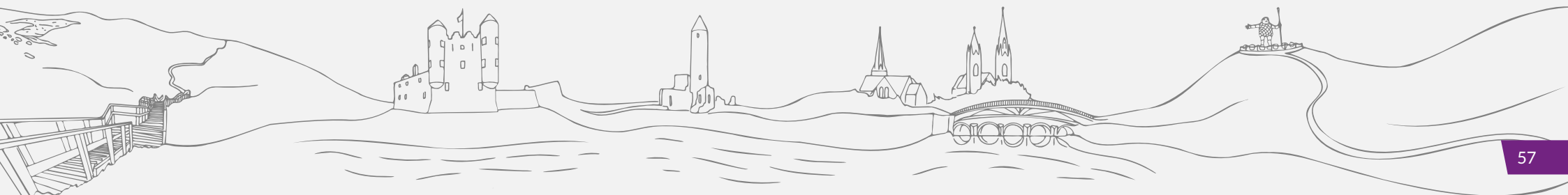
- 45. Continue to operationalise the Councils IT system to support talent management, succession planning and review training needs for staff through the digitisation of processes.
- 46. Operationalise the records management system within TechOne for employee records.
- 47. Develop and implement a 5-year Organisational Development Strategy with a core focus on digitisation of staff records and digital systems to improve HR processes.

- 56. # Learning and development opportunities completed by officers (including on the Skill gate platform)
- 57. # Staff undertaking performance appraisals digitally
- 58. Operationalise the records management system within TechOne for employee records (Y/N)
- 59. 5-year Organisational Development Strategy approved (Y/N)

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

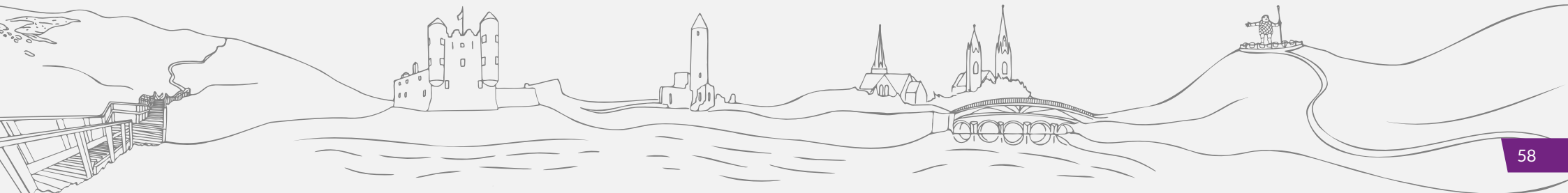
- 48. Identify and scope new and improved future service delivery models capitalising on enhanced connectivity.
- 49. Promote the use of online bookings and automation to improve customer experience for registrations.
- 50. Development of a 5-year Digital Strategy to scope future delivery of effective IT enabled services, robust infrastructure, cybersecurity measures and new technology solutions.

- 60. # Future opportunities identified
- 61. % of appointments booked for registering births using the online booking system
- 62. Development of a 5-year Digital Strategy (Y/N)



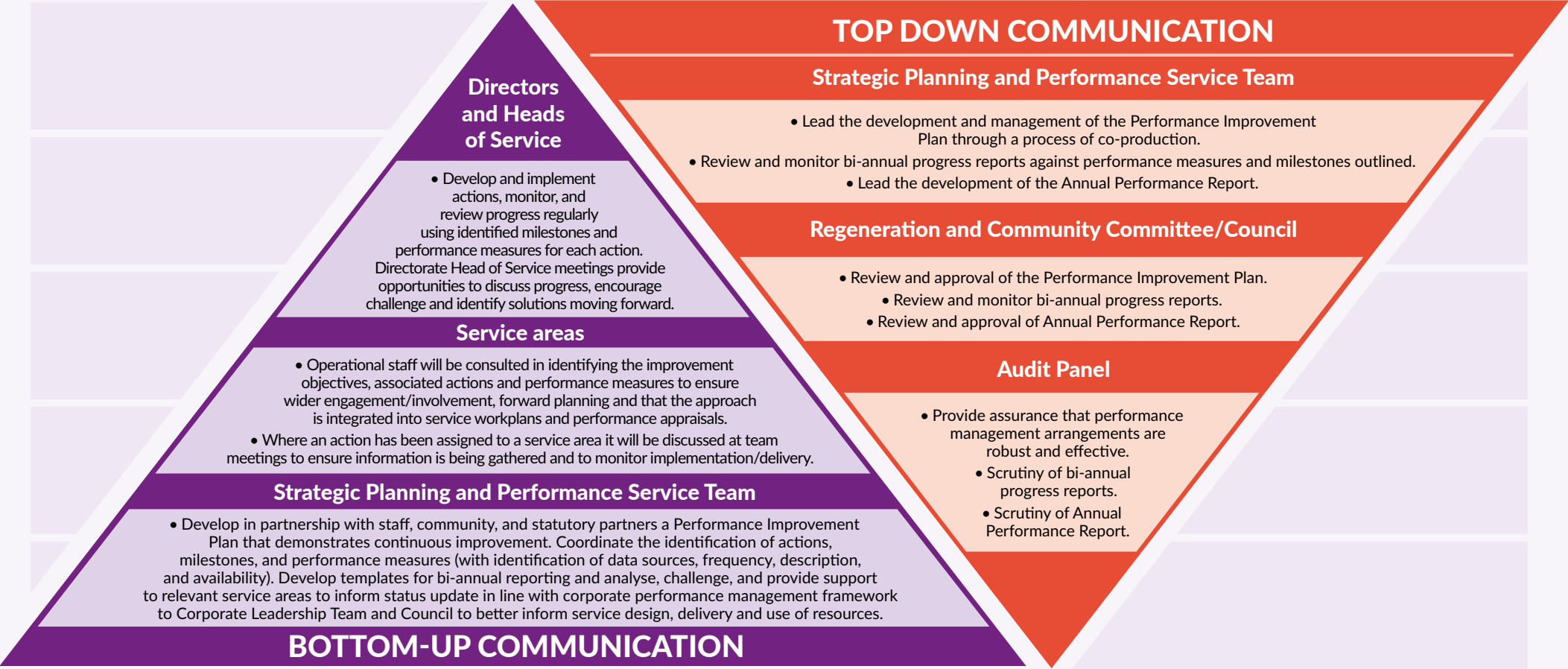
What difference will this action make?

- In line with the Council's People Plan, the implementation and enhanced use of digital HR and records management systems will improve the quality, accessibility and consistency of workforce data. This will support evidence-based decision-making, strengthen talent management, succession planning and learning and development and improve overall organisational performance.
- The development and implementation of a Customer Service Transformation Strategy and Action Plan will embed a consistent, whole-Council approach to customer service. A phased and prioritised approach will ensure resources are targeted effectively, staff are engaged in the change process and governance arrangements provide clear accountability for delivery and improvement.
- Investment in IT infrastructure and enhanced digital connectivity across Council facilities will enable more efficient, secure and resilient service delivery. Full fibre connectivity will support future digital initiatives, improve system performance and underpin modern ways of working across all Directorates.
- The increased use of digital and automated processes, including online booking systems for registration services, will improve customer experience by providing more convenient, accessible and responsive services. Citizens will benefit from 24/7 access where appropriate.
- The development of a 5-year Digital Strategy and 5-year Organisational Development Strategy will provide a clear strategic framework to align technology, workforce development and service transformation. Together, these strategies will ensure the Council is well-positioned to respond to future challenges, maximise opportunities and deliver high-quality, efficient services for residents.



6.0 | Governance Arrangements

Reviewing performance and reporting progress against our Improvement Objectives to key stakeholders and communities is very important as it facilitates transparency, accountability, and further drives improvement in everything the Council does. The governance arrangements to develop, monitor, report and review the Council’s progress in implementing the Performance Improvement Plan 2026/27 are outlined below:



The Council will publish its Annual Performance Report 2025/26 by 30 September 2026 which will provide an overview of how the Council has performed during 2025/26 against its identified Improvement Objectives. This will be published on the Council’s website. The arrangements the Council has put in place to secure continuous improvement are subject to an annual audit and assessment by the Northern Ireland Audit Office. The outcome of the Performance Audit and Assessment is expected in November 2026. Subject to the General Duty of Improvement being met, the Northern Ireland Audit Office will issue a Letter of Assurance to both the Council and Department for Communities.

7.0 | Equality Screening and Rural Needs Impact Assessment

In accordance with Section 75 requirements of the Northern Ireland Act (1998), whereby the Council must carry out its functions having due regard to the need to promote equality of opportunity and regard for the desirability to promote good relations, the Performance Improvement Plan has been subject to equality screening. The outcome of the equality screening process determined that the Performance Improvement Plan 2025/26 is not subject to an equality impact assessment, with no mitigating measures required. In accordance with the Rural Needs Act Northern Ireland (2016), the Council has given due regard to rural needs by carrying out a Rural Needs Impact Assessment of the Performance Improvement Plan 2025/26. Both documents can be accessed [here](#).


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


Fermanagh and Omagh District Council is committed to continuously improving its services and listening to its customers. We welcome your comments or suggestions at any time of the year on any service area or policy decision. You can get involved and participate in consultations being conducted by, or on behalf of the Council. Meetings of the Council and its Committees are open to the public, except for those times when sensitive or confidential issues need to be discussed. Or simply get in touch and tell us your issue, concern or when we have done well. We love to hear positive feedback too.


You can get in touch by:


 **Phone:**
0300 303 1777
Text Phone:
028 8225 6216

 **Email:**
info@fermanaghomagh.com

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

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

 **Writing:**
Strategic Planning and Performance,
Fermanagh and Omagh District Council,
The Grange, Mountjoy Road,
Lisnamallard, Omagh
BT79 7BL

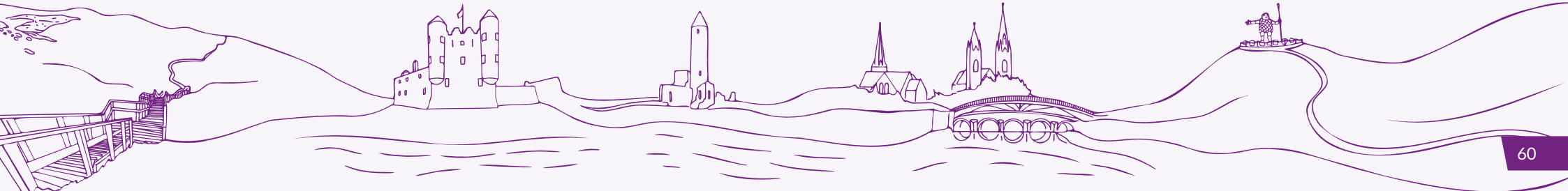
 Alternatively, you may wish to speak to your local Councillor – contact details can be found at www.fermanaghomagh.com/your-council/councillors/

For further information on your Council, please visit our website at www.fermanaghomagh.com



This document is available in a range of other formats upon request.

Please contact us with your requirements through the above contact details.





Fermanagh & Omagh
District Council

Comhairle Ceantair
Fhear Manach agus na hÓmaí

