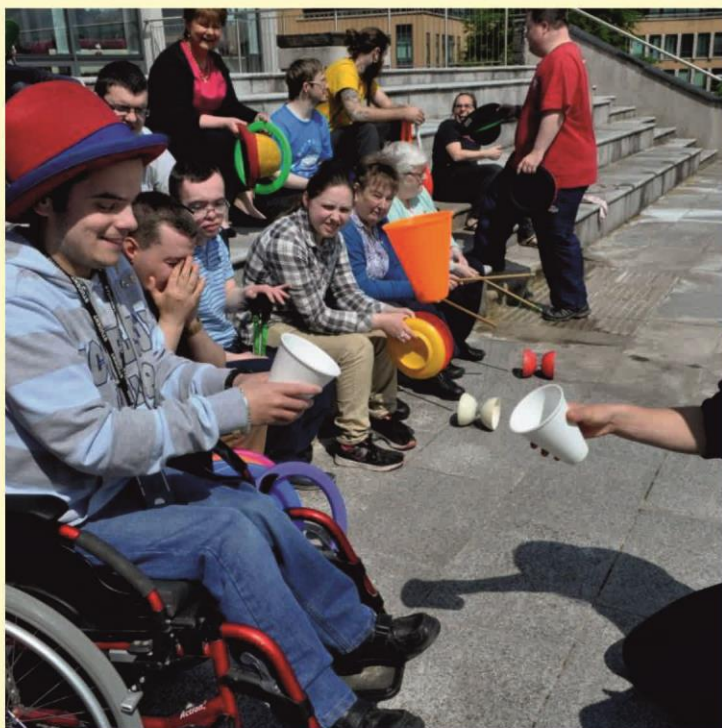




Fermanagh & Omagh  
District Council  
Comhairle Ceantair  
Fhear Manach agus na hÓmaí



**Fermanagh and Omagh  
District Council**

**Corporate Plan Update  
2017-19  
(incorporating Improvement  
Objectives and Actions)**



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## **Appendix 1: Actions to be progressed in 2017/18 to support achievement of Improvement Objectives**

1. Improvement Objective 1: We will seek to contribute positively to environmental wellbeing.
2. Improvement Objective 2: We will seek to improve local services for people and communities through a more efficient and innovative approach to service delivery.
3. Improvement Objective 3: We will seek to further develop and grow our local economy.

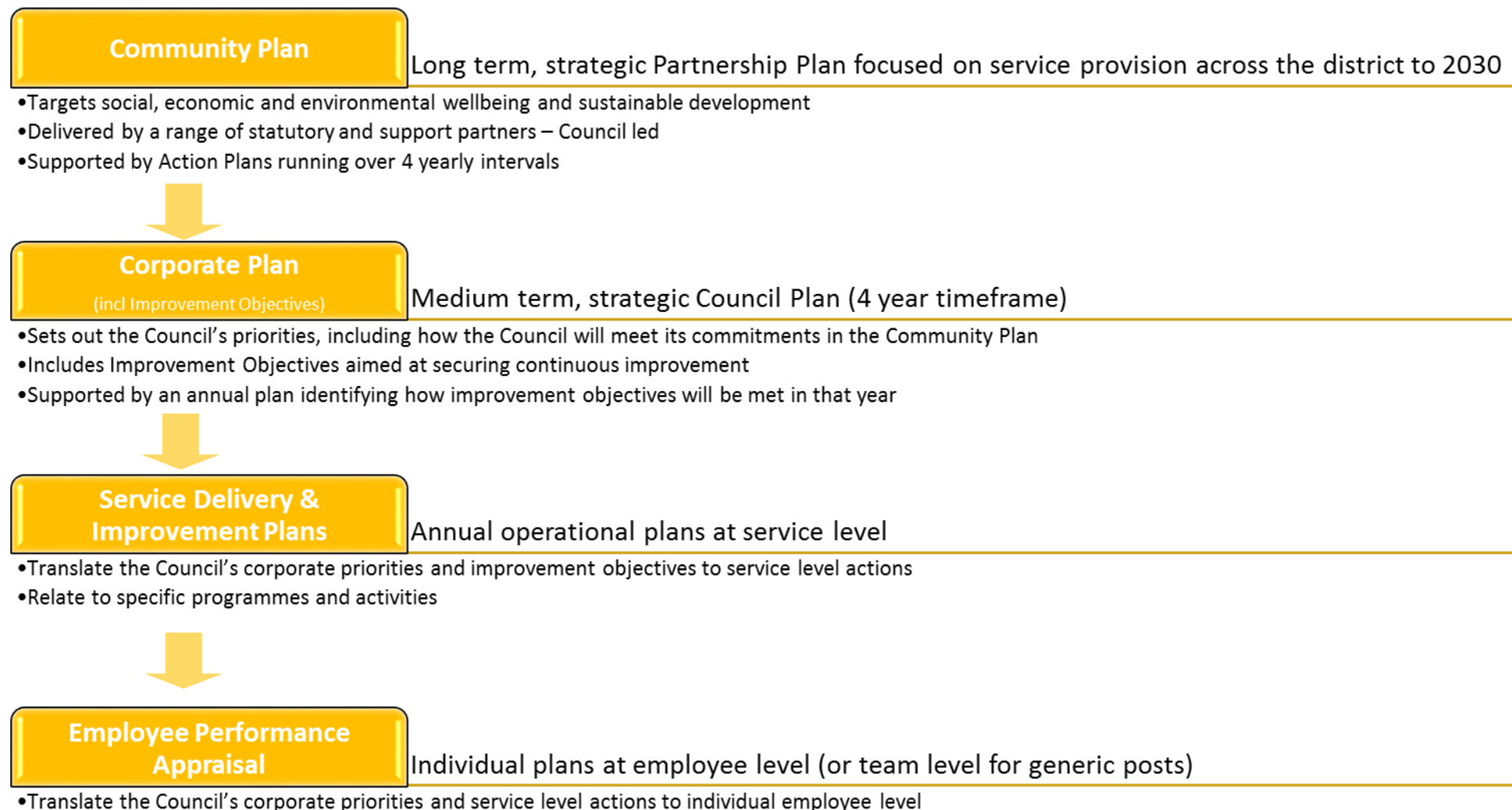


## 1. Introduction

- 1.1 Fermanagh and Omagh District Council published its first Corporate Plan in the Spring of 2015 shortly after its establishment as one of the eleven new Councils on 1 April 2015. This related to the 2015-19 term of the Council.
- 1.2 At that time, and in recognition of the new statutory community planning duty, we committed to a significant review of our Corporate Plan following the publication of the first Community Plan for the area.
- 1.3 The Community Plan 'Fermanagh and Omagh 2030' has now been agreed and, in fulfilment of our earlier commitment, this document updates the Council's Corporate Plan 2015-19 and aligns the Council's corporate priorities to those set out in the Community Plan for the district.
- 1.4 Since 1 April 2015, the Council has made strong and steady progress in establishing the new Council and embedding the new statutory duties given to it, alongside delivering services across the Fermanagh and Omagh district. In that time there have been a number of important challenges, for example, the slow economic recovery, the rising costs of service delivery, the emerging Programme for Government and, significantly, Brexit. It is, therefore, an opportune time for the Council to review and update its Corporate Plan as we prepare for the latter half of the current Council's term of office and take stock of progress to date.
- 1.5 The purpose of this Corporate Plan Update is threefold, ie, it demonstrates for the period 2017-19:
- (i) the contribution which the Council will make towards delivery of the Community Plan for the district;
  - (ii) how the Council will fulfil its statutory and other responsibilities;
  - (iii) the Council's improvement objectives.
- 1.6 The Council would recommend that this document is read alongside the Community Plan 'Fermanagh and Omagh 2030' in order that the reader might gain a full understanding of the ambition and aims of the Council and its Community Planning Partners for the future of our district.

## 2. Our Strategic and Business Planning Framework

2.1 The Corporate Plan fits within a hierarchy of plans, all contributing towards achievement of our Vision. These plans are linked by a 'golden thread' which helps to identify how services, teams and individual members of staff will work to deliver our shared outcomes.



2.2 We have recently undertaken a review of our strategic planning and corporate performance management framework to take account of the introduction of the Community Plan and will continue to develop our performance management arrangements throughout 2017/18.

### 3. Vision, Mission and Values

#### 3.1 Vision

The Community Plan's Vision for the Fermanagh and Omagh district has been adopted by the Council as its corporate vision, ie:

**"Our Vision is of a welcoming, shared and inclusive Fermanagh and Omagh district, where people and places are healthy, safe, connected and prosperous, and where our outstanding natural, built and cultural heritage is cherished and sustainably managed".**

#### 3.2 Mission

The Council has retained its Mission Statement which describes its core purpose as an organisation, ie:

**"Leading and serving our community, working with others to promote quality of life, quality places and quality services for all".**

#### 3.3 Shared Values and Principles

The following shared values and principles are adopted from the Community Plan and will guide and influence the work of the Council and its community planning partners:

- (i) Openness, accountability and transparency;
- (ii) Equality, inclusivity and diversity;
- (iii) Addressing deprivation;
- (iv) Prevention and early intervention;
- (v) Sustainability;
- (vi) An evidence based approach;
- (vii) Effective engagement;
- (viii) Continuous improvement;
- (ix) Working collaboratively.



#### 4. Corporate Plan Themes, Outcomes

The Council will deliver services across the following four themes:

- (1) People and Communities )
- (2) Economy, Infrastructure and Skills ) Community Planning Themes
- (3) Environment )
- (4) Supporting Service Delivery (FODC Corporate Theme)

The first three of these themes are common to the Community Plan for the Fermanagh and Omagh district and the following section will focus on how the Council can support these themes, both as an individual partner organisation and through working in partnership with others. The fourth theme focuses on the Council itself and how we can develop and strengthen our governance and corporate functions to support improvements in wider service delivery.

##### 4.1 Theme 1 – People and Communities

**Aim:** To improve the wellbeing of all our citizens and develop thriving rural and urban communities.

Community Plan Outcome	Priority (as identified in Community Plan)	Council Actions	Timeframes	
			2017-18	2018-19
1. Our people are healthy and well – physically, mentally and emotionally	Physical and mental wellbeing	1.1 Health Promotion - 'Making Life Better' - implement flagship project		
		1.2 Develop and implement Leisure, Recreation and Sports (LRS) Strategy		
		1.3 Deliver Leisure, Recreation and Sports provision across social need areas of district and ensure availability of quality parks and open spaces		
		1.4 Work with the community and voluntary sector to maximise Leisure, Recreation and Sport resources and provision		
		1.5 Progress delivery of the Angling Strategy		
		1.6 Increase attendance and participation in arts/cultural/heritage activities promoting creativity and well-being		



		1.7 Contribute, as appropriate, to the achievement of regional health and wellbeing strategies and initiatives		
2. Older people lead more independent, engaged and socially connected lives	An ageing population	2.1 Work with community planning partners to develop and implement an Age Friendly Plan and develop, support and participate in initiatives as appropriate across a range of council services		
		2.2 Continue to deliver existing age-friendly programmes, eg, Home Safety Assessments, Affordable Warmth Programme		
3. Our communities are inclusive, safe, resilient and empowered	Strong, safe, shared and inclusive communities	3.1 Implement Community Development Strategy including area based community support structure		
		3.2 Implement Equality Scheme actions		
		3.3 Implement Rural Proofing Duty		
		3.4 Delivery of Health and Safety responsibilities across a range of services and promotion of safe, sustainable and accessible workplace environments		
		3.6 Work in partnership to support social enterprises		
		3.7 Develop and implement a Community Centre Strategy		
		3.8 Deliver Community Premises Support Project		
		3.9 Deliver Black, Minority Ethnic and Travelling Communities (BMETC) Action Plan and review Good Relations Plan		
		3.10 Deliver PCSP Strategic Action Plan and continue to measure progress against Local Policing Plan priorities 2017-18 and NI Policing Plan 2017-20		
		3.11 Develop plans for continuation of CCTV in Enniskillen and Omagh		
		3.12 Maintain Purple Flag Status for Enniskillen and Omagh		



		3.13 Implementation and monitoring/review of Funding Policy and monitoring/review of associated grant streams in light of emerging strategies (alongside equality monitoring of grant schemes)		
		3.14 Develop an Emergency Plan for the area and enhance community resilience through the development and implementation of pilot projects		
		3.15 Deliver PEACE IV and other related projects		
		3.16 Deliver the Rural Development Programme and associated Council projects		
		3.17 Address policy gap re rural deprivation		
4. Our people have the best start in life with lifelong opportunities to fulfil their potential	Children and young people	4.1 Work with community planning partners to develop an Action Plan and associated programmes to support this outcome and support/participate in initiatives as appropriate		
		4.2 Continue delivery of existing programmes aimed at children and young people, eg, summer schemes, community/leisure programmes, schools engagement		





## 4.2 Theme 2: Economy, Infrastructure and Skills

**Aim:** To improve employment opportunities for all by supporting the development and growth of a more sustainable local economy and better connected area.

Community Plan Outcome	Priority (as identified in Community Plan)	Council Actions	Timeframes	
			2017-18	2018-19
5. Our economy is thriving, expanding and outward looking	Economic growth including local, sustainable jobs, infrastructural improvements and tourism	5.1 Implementation of agreed Economic Development Strategy and delivery of programmes, including exploring new opportunities to support local businesses across the district		
		5.2 Undertake economic appraisals for regeneration schemes in Omagh		
		5.3 Delivery of Village Renewal Projects (supports outcome 8 also)		
		5.4 Delivery of the ASPIRE Programme		
		5.5 Review St Lucia Masterplan		
		5.6 Input to feasibility studies, including St Lucia		
		5.7 Complete Town Centre Study, including Retail Capacity Study, having regard to Enniskillen and Omagh town centre Masterplans		
		5.8 Work to maximise benefits from a range of strategic sites across the district (includes contributing to DE's Vacant Sites Working Group re Strule Campus)		
		5.9 Co-ordinate and support the Enniskillen and Omagh Neighbourhood Renewal Programmes		
		5.10 Manage and service Tourism Partnership and implement Tourism Strategy, including sourcing/applying for funding for tourism projects		
		5.11 Festival and Events Framework - Identification and delivery of major festival opportunities and support for local festivals (links to outcome 8)		

		5.12 Work to improve turnaround times in major planning applications		
		5.13 Progress actions in Cross Border Strategic Plan (ICBAN) as appropriate		
		5.14 Plan for the implications of Brexit on the district and participate in collaborative study with Newry and Mourne DC		
		5.15 Implement the Living Wage Foundation rate of pay for all Council employees		
6. Our district is a connected place	Connectivity (physical, digital, mobile)	6.1 Delivery of relevant programmes outlined in Economic Development Strategy		
		6.2 Await outcome of applications for development of greenway/cycling routes and proceed to next stage, if applicable		
		6.3 Undertake feasibility study for footbridge and paths in Enniskillen and, if successful, proceed to next stage		
		6.4 Continue to progress ongoing digitisation initiatives across the district, including roll out of public/guest wifi in Council premises		



### 4.3 Theme 3: Environment

**Aim:** To promote positive action on climate change, sustainable management and enhancement of the natural, built and cultural environment.

Community Plan Outcome	Priority (as identified in Community Plan)	Council Actions	Timeframes	
			2017-18	2018-19
7. Our outstanding natural environment and built and cultural heritage is sustainably managed and, where possible, enhanced	Natural environment (including climate change and energy), built and cultural heritage	7.1 Complete fleet review and implement recommendations		
		7.2 Develop and implement an Energy Resource Plan for the Council as an organisation		
		7.3 Deliver a programme of preventative and ongoing maintenance across all council properties		
		7.4 Work with partners to promote and enhance the built heritage of the district		
		7.5 Deliver Joint Waste Management Plan and conduct an economic appraisal in respect of a collaborative waste treatment project		
		7.6 Progress economic appraisal for development of council run Materials Recycling Facility		
		7.7 Complete forward planning for future capacity of Drummee landfill and a target lifespan for facility		
		7.8 Introduction and roll out of separate food waste collection service across rural district		
		7.9 Complete route optimisation for waste collection service		
		7.10 Develop and programme infrastructure priorities for Geopark including Lough Navar, MAC, Cuilcagh and Castle Caldwell		
		7.11 Finalise and implement non-native species strategy for area		
		7.12 Continue to deliver Local Biodiversity Action Plan objectives		

		7.13 Continue to monitor and report on air quality in the district		
		7.14 Continue to participate in radiation monitoring as part of the ARGUS UK project		
		7.15 Arts Council NI Challenge Fund – commence programme delivery		
		7.16 Develop (by March 2018) and delivery of Heritage Strategy (including Museum Strategy)		
		7.17 Assist in Lough Erne Landscape Partnership project development and implementation		
		7.18 Work with Mid Ulster DC re Heart of Ancient Ulster delivery		
8. Our district is an attractive and accessible place	Sustainable future development for all	8.1 Progress Local Development Plan – Plan Strategy (links to outcome 5) alongside Sustainability Appraisal		
		8.2 Continue to process planning applications in a timely manner and to support quality design		
		8.3 Continue to promote a sustainable and accessible built environment		
		8.4 Progress regeneration and public realm priorities (links to outcome 5)		
		8.5 Progress and deliver Capital Programme, including preparation of business cases for potential schemes		
		8.6 Support progression of the Erne Hospital site development (links to outcome 5)		
		8.7 Develop a Car Parking Strategy including options for alternative/collaborative service delivery		
		8.8 Facilitate In Bloom Committee for Enniskillen and Omagh		
		8.9 Deliver on our responsibilities in relation to clean neighbourhoods legislation		





#### 4.4 Theme 4: Supporting Service Delivery

**Aim:** To promote the ongoing development of a well-governed and continuously improving organisation which achieves excellence in service delivery

Corporate Outcome	Corporate Priority	Council Actions	Timeframes	
			2017-18	2018-19
9. We are a proactive, effective and well governed organisation providing strong civic and community leadership	Leadership, Governance and service delivery	9.1 Continue to deliver effectively on all of our legislative obligations		
		9.2 Progress transformation agenda and programme of service reviews including options for further shared working and alignment across services		
		9.3 Continue to lead the community planning process for the district, including full establishment of delivery structures, joint development/implementation of detailed action plans, establishment of monitoring and reporting arrangements – publication of first performance report by spring/summer 2019, strengthening of links with neighbouring councils		
		9.4 Review and embed strategic and business planning arrangements alongside performance management arrangements at corporate, service and at individual employee levels across the organisation		
		9.5 Continue to publish and deliver against improvement objectives and progress full implementation of retrospective performance reporting from 2017		
		9.6 Continue to review Governance and decision making arrangements, via the Constitution which includes Standing Orders, as required		
		9.7 Service and administer the democratic services structure including the meetings schedule and provide support to Elected Members to effectively undertake their role		
		9.8 Develop and deliver a programme of capacity building for Elected Members which will contribute to the achievement of the Elected Member Development Charter Award		
		9.9 Continue to deliver an effective Registration Service for the district, in accordance with GRO statutory requirements, policies and Council guidelines		



	9.10 Work with central and local government partners re an investment strategy for Local Government and a collaborative governance arrangement for to support shared working		
	9.11 Continue to lobby the NI Executive, governments and key decision makers to influence public policy, regional strategies and investment decisions, including through ongoing responses to consultations		
	9.12 Continue annual engagement with MPs and MLAs re priorities for area		
	9.13 Ongoing review and delivery of Medium Term Financial Plan to ensure financial viability of the Council		
	9.14 Review and embed revised Procurement Policy and use of social clauses, including investigation of options for collaboration with other councils		
	9.15 Deliver a programme of internal audits		
	9.16 Ensure effective oversight of capital programme delivery and meaningful post project evaluations		
	9.17 Implement the Customer Services; Communications; and Community Engagement and Involvement Strategies through an agreed Action Plan		
	9.18 Develop and maintain an effective Media Management Strategy for the Council		
	9.19 Conduct a Residents' Survey in 2017/18 to gauge service users' needs and experiences of Council service delivery, alongside informing performance and data development		
	9.20 Complete development of an Estates Strategy and Database, including an Asset Management Plan		
	9.21 Complete Accommodation Review and implement recommendations		
	9.22 Introduce risk management initiatives in respect of the Council's insurance portfolio		

	9.23 Complete development of a Contracts Procedures Manual and ensure adherence		
	9.24 Work across services to progress funding applications to various sources		
	9.25 Work to achieve Fair Trade Status for the Council area		
	9.26 Monitor and report on the Council's compliance with the Sustainable Development Duty		
	9.27 Complete development of an HR Strategy and ensure that this is embedded in all people management processes, policies and practice		
	9.28 Implement and report on delivery of the Council's ICT Strategy/Implementation Plan		
	9.29 Review and validate Business Continuity Plans for all services		



## 5. Achieving Continuous Improvement

5.1 Councils in Northern Ireland have a statutory duty [Part 12 of the Local Government Act (NI) 2014] to secure continuous improvement; to achieve improvement against at least one of the seven specified aspects of improvement; and to make arrangements to detail that any statutory performance standards are met.

5.2 The Council's accepted definition of 'improvement' is taken from statutory guidance and means:

**“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”.**

5.3 Our work with partners to develop the 'Community Plan – Fermanagh and Omagh 2030', which seeks to improve quality of life for our residents, businesses and visitors through social, economic and environmental wellbeing, has directly informed the identification of the improvement objectives within this plan. This plan demonstrates where our improvement objectives link to the community planning outcomes for the district and also to the Council's corporate commitments as outlined in section 4 above.

5.4 Improvement objectives set out in this Improvement Plan will enhance the core work of the Council's wider performance management approach, delivered through an annual performance management cycle. This supports performance management at corporate, service and at individual level and includes:

- Setting informed goals
- Communicating those goals
- Making sure goals are progressed
- Monitoring and reporting on progress and achievements
- Managing underperformance.





## 6. Identifying Improvement Objectives 2017-18

6.1 The Local Government Act (Northern Ireland) 2014 requires a council, for each financial year, to set itself improvement objectives for improving the exercise of its functions and to have in place arrangements to achieve those objectives.

6.2 Each improvement objective must aim to bring about improvement in one of the following seven specified aspects of improvement:

- Strategic effectiveness
- Service quality
- Service availability
- Fairness
- Sustainability
- Efficiency
- Innovation.

6.3 Additionally, guidance determines that improvement objectives should be:

- Legitimate – making a demonstrable contribution to at least one (or probably, more than one) of the seven aspects of improvement
- Clear – setting out the visible improvement that citizens can expect
- Robust – with defined terms of success (whether quantitative or qualitative)
- Deliverable – with established links to individual service programmes and budgets
- Demonstrable – capable of being supported by objective (but not necessarily measured or quantitative) evidence.

6.4 For 2017/18 we commenced the process of identifying improvement objectives in October 2016 when we began to consider our priorities for the incoming year through a management workshop. We also considered available performance information and reviewed the improvement objectives set for 2016/17 to determine if any should be carried forward.

6.5 The following improvement objectives have been identified for the remaining period of our current Corporate Plan, ie, the period 2017-19:

- We will seek to contribute positively to environmental wellbeing;**
- We will seek to improve local services for people and communities through a more efficient and innovative approach;**
- We will seek to further develop and grow our local economy.**

6.6 The table below demonstrates how these improvement objectives link to the community planning outcomes and associated Council actions as set out in our Corporate Plan Supplement 2017-19 (see section 4 above):



Improvement Objective/Initiative	Related Community Planning Outcome	Related Corporate Plan Actions (to be progressed in 2017-18 year)
1. We will seek to contribute positively to environmental wellbeing	Our outstanding natural environment and built and cultural heritage is enhanced and sustainably managed	See section 4.3 – Environment Theme, and Council Actions 7.5 – introduction and roll out of separate food waste collection service; and 7.8 – complete route optimisation for waste collection service
2. We will seek to improve local services for people and communities through a more efficient and innovative approach to service delivery	Our communities are inclusive, safe, resilient and empowered  Our people are healthy and well – physically, mentally and emotionally	See section 4.1 – People and Communities Theme, and Council Actions 3.13 – implementation and monitoring/review of Funding Policy and monitoring/review of associated grant streams; and 1.4 - introduce online leisure booking system across facilities
3. We will seek to further develop and grow our local economy	Our economy is thriving, expanding and outward looking.	See Section 4.2 – Economy, Infrastructure and Skills Theme, and Council Actions 5.1 – implementation of agreed Economic Development Strategy and delivery of programmes; and 5.16 – work to reduce backlog and turnaround times in processing major planning applications  Also relates to Section 4.4 – Supporting Service Delivery Theme, and Council Commitment 9.25 – continue to improve creditor payment process through LEAN review and implementation of recommendations

6.7 Appendix 1 provides an outline of the actions which will be undertaken in the 2017/18 year to achieve these improvement objectives. This information will be reviewed and updated for the 2018/19 year.

## 6.8 Consulting on our Improvement Objectives

- (i) Significant public consultation was undertaken in the autumn of 2016 on the strategic direction of the Community Plan for the district. This information helped to inform our Improvement Objectives and consideration was given as to how these would align to the priorities and themes within the Community Plan.



- (ii) Based on our emerging Improvement Objectives, the Council identified improvement projects for 2017-18 which would contribute to achieving those objectives. A variety of opportunities and methods were used to generate interest and comment on the improvement objectives and projects, including using local press coverage, inviting comments through existing mailing lists and through the Council's residents' newsletter, consultation through the Council's website and facilitation of a number of targeted discussions.
- (iii) The draft Plan was also reviewed initially by elected members who, through their local representative role, were able to test the relevance of the objectives to local needs. The final version of the Plan took account of all feedback from the various engagements and was formally agreed by elected members.
- (iv) Further consultation will be undertaken in respect of our improvement objectives and associated projects for the 2018/19 year.

## 7. Performance Reporting

7.1 Corporate and improvement planning does not stop with the implementation of actions. It is a cyclical process during which we continually monitor and review our performance so that we can take account of changing circumstances.

7.2 By 30 September each year we will produce an Annual Report which will look at our performance over the previous financial year. This will report on progress towards our Corporate Plan commitments, the achievement of our Improvement Objectives and performance against a range of performance indicators.

7.3 In addition to the measures of success highlighted against each of the improvement objectives in Appendix 1, we will publish performance against the following indicators:

Ref	Indicator Status	Indicator	2017/18 Standard to be met (if applicable/known)
ED1	Statutory	The number of jobs promoted through business start-up activity  (Business start-up activity means the delivery of completed client led business plans under the Department for the Economy Regional Start Initiative or its successor programmes)	170
PS1	Statutory	The average processing time of major planning applications	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks



PS2	Statutory	The average processing time of local planning applications	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks
PS3	Statutory	The percentage of enforcement cases processed within 39 weeks	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint
W1	Statutory	The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse)	50% by 2020
W2	Statutory	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste arisings	15,570 tonnes
W3	Statutory	The amount (tonnage) of Local Authority Collected Municipal Waste arisings	Standard not identified
C1	Corporate	Net cost of council services per head of population (based on population of 115,311)	£331.32
C2	Corporate	% of net expenditure v budget	98%
C3	Corporate	Residents' overall satisfaction	70% satisfied
C4	Corporate	Average number of working days per employee lost due to absence	10.5 days pa max
Other FODC Indicators within Community Plan		Length of listed walkways and cycle paths in district	Aim to increase (200 miles = latest data)
		Usage of quality listed walkways and cycle paths in district	Aim to increase (477,652 pa = latest data)
		Biodiversity levels	Aim to maintain/increase (30 priority habitats; 216 priority species = latest data)

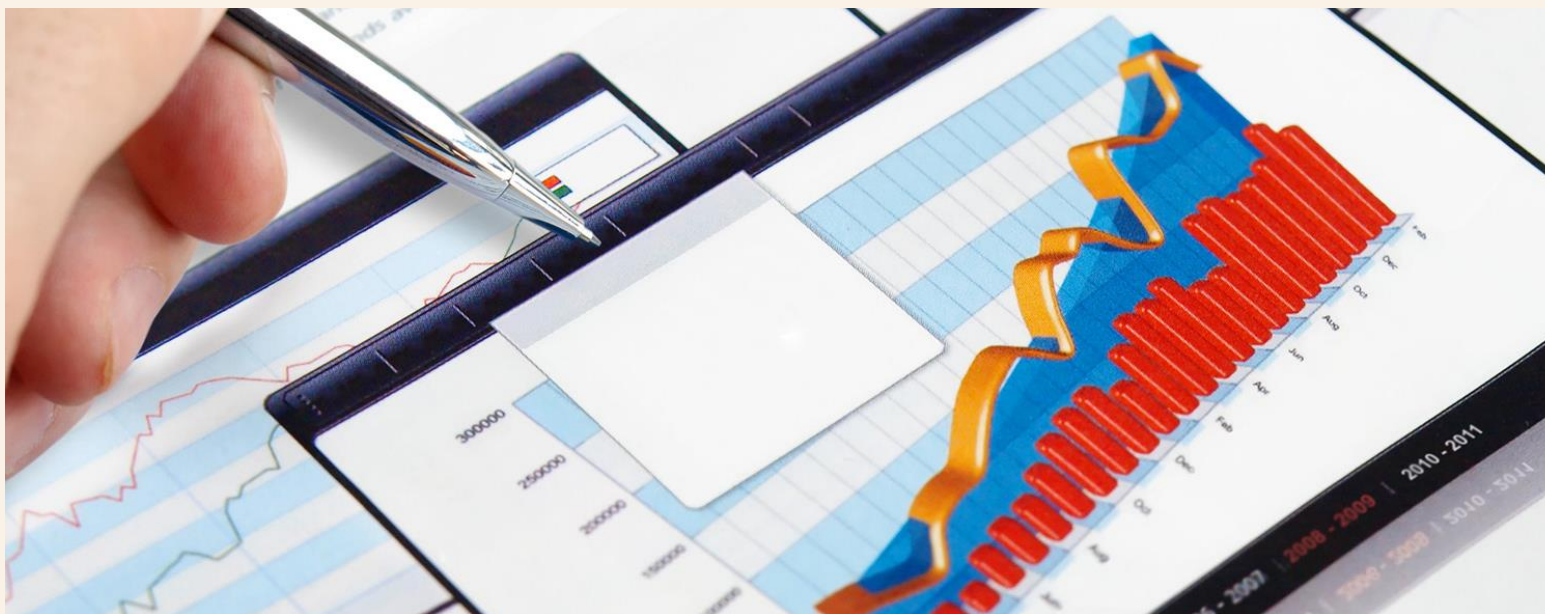


	Number of fly tipping incidents across the district	Aim to reduce (363 pa = latest data)
	Provision of car parking spaces, including disabled spaces	Aim to maintain/increase (3,115 off street spaces = latest data)

7.4 The Annual Report allows us to assess our own performance and to determine whether or not we achieved what we set out to do. It also provides an opportunity for us to share that information with our residents and stakeholders and to seek comments on our performance.

7.5 Throughout each financial year we will gather information in relation to how we are performing and, each year, will present a mid-year Performance Report to elected members through the Council's Policy and Resources Committee. Quarterly progress reports are also prepared and presented to Committee in respect of our improvement objectives. Our performance is also reviewed through the Council's Audit Panel which undertakes a scrutiny and oversight role.

7.6 Taken together, all of this information will help us to determine improvement objectives for future years and to consult with our residents as to their views on our improvement agenda.



## Further Information and Compliance Statement

This Plan fulfils, in part, our statutory duty as set out in Part 12 of the Local Government Act (NI) 2014. This is our 'forward looking' Improvement Plan for 2017-18 and our retrospective Performance Report on progress towards achievement of these improvement objectives will be published by 30 September 2018.

We welcome comments, suggestions and feedback on our plans and if you would like to get in touch or to submit views on the development of future Improvement Objectives, please contact us using the details provided below.

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This document is available in a range of formats upon request. Please contact us with your requirements, through the contact details above.



## Appendix 1

### Actions to be progressed in 2017/18 to support achievement of Improvement Objectives

#### 1. Improvement Objective 1: We will seek to contribute positively to environmental wellbeing

1.1 Fermanagh and Omagh District Council is proud of its outstanding natural environment and consultation undertaken in relation to our community planning process has confirmed the high priority which our residents place on the sustainable management and enhancement of our environment.

1.2 The Council area has also been impacted adversely by the effects of climate change, particularly evident through incidents of flooding and, therefore, it is important that we champion initiatives aimed at promoting positive environmental impacts on climate change. In our role as a civic and community leader, this sets a good example in terms of promotion and uptake of environmental initiatives.

1.3 A significant means of minimising our adverse impact on the environment is through reducing the amount of waste to landfill and other initiatives aimed at reducing the generation of greenhouse gases. Food waste in landfill produces methane – a gas with 25 times the global warming potential of carbon dioxide. Greenhouse gases are also produced through vehicle emissions. Our performance data for the 2015/16 year indicates that, while we have narrowly met our target in terms of the amount of waste to landfill, there is a need to redouble our efforts to continue achieving reductions, particularly in view of the target of a 50% recycling rate by 2020.

1.4 The following action will be taken in 2017/18 to deliver on this improvement objective:

Action/Project:	1.1 Extension and roll-out of Food Waste Collection Service across the district, incorporating associated optimisation of all waste collection routes to incorporate additional service
Related Community Planning Outcome:	Our outstanding natural environment and built and cultural heritage is enhanced and sustainably managed (NB: this project will directly impact on the natural environment aspect of the outcome)
Visible Improvements which Citizens can expect:	<ul style="list-style-type: none"><li>• Additional service provision – new food waste collection service for all households across the rural district without a brown bin service</li><li>• Incorporation of additional food waste collection service alongside existing collections to minimise inconvenience to householders (route optimisation will ensure a consistent collection arrangement with food waste collection undertaken on blue bin week)</li></ul>

	<ul style="list-style-type: none"> <li>• Confidence that efforts are being made to ensure environmental sustainability and take positive action on climate change through reductions in the amount of waste being landfilled and reductions in the generation of associated greenhouse gases alongside reductions in vehicle emissions through route optimisation</li> <li>• Reductions in the level of landfill tax incurred by the Council</li> <li>• Communications providing clear information and instructions re the new service provision and requirements</li> </ul>
Action to be taken during 2017/18:	<p>Introduce a new rural district wide food waste collection service, including:</p> <ul style="list-style-type: none"> <li>• Distribution of food waste caddies and liners to households</li> <li>• Communications campaign</li> <li>• Monitoring and review of service effectiveness</li> <li>• Data collection on performance</li> </ul>
Which of the seven aspects of Improvement does this project relate to?	<ul style="list-style-type: none"> <li>• Strategic effectiveness</li> <li>• Service availability</li> <li>• Sustainability</li> <li>• Innovation</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Number of food waste caddies delivered</li> <li>• Increases in food waste tonnages collected – approx. baseline of 160 tonnes in 2016/17</li> <li>• Reductions in waste to landfill – baseline of 17,299 tonnes in 2015/16</li> <li>• Reductions in vehicles used for waste collection service and in vehicle emissions</li> <li>• Measure relating to prevention of greenhouse gases due to reductions in food waste to landfill (if available)</li> </ul>

1.5 While we have chosen to focus on the above programme of work to demonstrate achievement of this improvement objective in 2017/18, it should be noted that, through our core work across a range of services, the Council will be working to reduce its impact on the environment and to promote positive action on climate change in many other ways. For example, we are conducting a fleet review which aims to bring about reductions in vehicle emissions; the

development and implementation of an energy management plan is being continued from the 2016/17 year aimed at reducing energy usage and CO<sup>2</sup> emissions; community environmental engagement campaigns; and implementation of the Council's Local Biodiversity Action Plan.

## **2 Improvement Objective 2: We will seek to improve local services for people and communities through a more efficient and innovative approach to service delivery**

2.1 People and Communities is a theme within the Fermanagh and Omagh Community Plan with the aim of improving the wellbeing of all our citizens and developing thriving rural and urban communities.

2.2 The Council, as lead community planning partner, is committed to the achievement of this aim and is committed to working alongside communities to enable and empower improvements in quality of life for individuals, families and communities. This priority is supported in the Corporate Plan Update 2017-19 as set out in section 4.1 in particular.

2.3 The provision of funding to communities across a number of funding streams is a key way in which the Council supports local communities and it is clear that this funding is essential to the sustainability of many groups in the community and voluntary sector.

2.4 Ongoing engagement with the community and voluntary sector, including through the community planning process, has highlighted the difficulties which some smaller groups have in engaging with this process, particularly in terms of the administrative processes around funding support. Many of these groups are totally reliant on volunteers to conduct their activities and it is becoming more difficult for groups to find and retain volunteers with the time and capacity to manage their ongoing activities. Any improvement in this process to reduce the administrative burden, particularly for smaller amounts of funding, and to speed up the claims process providing prompter reimbursement to groups, would be of benefit to communities.

2.5 In addition, the Council will continue to support improvements in the physical, mental and emotional wellbeing of its citizens through its services, eg, leisure, recreation and sport provision, parks and open spaces, arts and cultural activities, community support activities. It is important that we continue to improve the ways in which people can access these services, including through online booking of activities. In phase one we will continue to focus on introducing a system which enables online booking of leisure, recreation and sport activities across all council facilities to improve access to bookings and improve convenience for our citizens, thereby facilitating uptake of physical activity.

2.6 The following actions will be taken in 2017/18 to deliver on this improvement objective:

Action/Project:	2.1 Review of Corporate Funding Policy and processes to improve grant processing – pilot project with umbrella older people's group	2.2 Improving online capability – Phase 1: Online Leisure Booking System
Related Community Planning Outcome:	Our communities are inclusive, safe, resilient and empowered	Our people are healthy and well – physically, mentally and emotionally



**Visible Improvements which  
Citizens can expect:**

- Quicker turnaround time in processing of grant applications – earlier notification of decisions
- Prompter access to funding
- Reduction in administration associated with grant application and draw down processes both for applicants and for FODC
- Additional channels for booking leisure activities providing easier access to bookings
- Quicker, more efficient booking method
- More convenient for customers

**Action to be taken during 2017/18:**

- Identification and roll out of pilot project
- Communication/engagement with older people's groups
- Monitoring and review of pilot project
- Consideration of outcomes and decision on application to wider grant processes
- Review of existing funding policy provisions
- Completion of review of system specification and procurement documentation
- Procurement exercise and appointment of system provider
- System implementation and training
- Roll out of new system to customers
- Ongoing monitoring and review

**Which of the seven aspects of  
Improvement does this project  
relate to?**

- Strategic effectiveness
- Service quality
- Efficiency
- Fairness
- Sustainability
- Strategic effectiveness
- Service quality
- Service availability
- Efficiency

**How will we measure success?**

- Reductions in turnaround time for assessing applications – baseline of 12 weeks in 2015/16
- Number of older person's groups who have benefitted
- Satisfaction levels with pilot project
- Increase in number of online bookings
- Customer satisfaction (system users)

- Decision to continue pilot and/or extension of pilot project to wider grant aid streams

2.7 Again, the projects highlighted above are those which will be used to demonstrate continuous improvement in 2017/18 and are in addition to the core work being undertaken across Council services to improve local services for our people and communities as can be demonstrated through the many commitments outlined in this Corporate Plan Supplement.

### 3 Improvement Objective 3: We will seek to further develop and grow our local economy

3.1 The Council's commitment to developing and supporting the local economy is set out both in the Community Plan for the area through the Economy, Infrastructure and Skills theme and also in the actions set out in its Corporate Plan Update 2017-19, through section 4.2 in particular.

3.2 While the Council has been achieving good levels of participation in terms of business start-up activity, data has shown that 79% of the self-employed in the district are male and 69% are aged over 40.

3.3 Another key driver of economic activity will be in supporting development in the area through the planning process. Within the Council, both local and major planning applications are processed and determined, however, largely due to the backlog of major applications inherited when planning transferred to council from central government, processing times for major applications remain well beyond the target of 30 weeks.

3.4 Additionally, the Council, as a key procurer of goods and services in the district, is conscious of the importance of cash flow to businesses, particularly small businesses, and has committed to a review of its current processes to drive improvements in the turn-around time for creditor payments so that our suppliers can receive payment more promptly. This will make a direct contribution to the sustainability of a number of local suppliers and businesses within our area who are vital to the sustainability of local communities.

3.5 The following actions will be taken in 2017/18 to deliver on this improvement objective:

Actions/Projects:	3.1 Improve processing times for Major Planning Applications	3.2 Improve levels of representation of women and young people in business start-up activity and levels of social enterprise	3.3 Improve performance in creditor payments
Related Community Planning Outcome:	<p>Our economy is thriving, expanding and outward looking</p> <p>Our district is an attractive and more accessible place</p>	<p>Our economy is thriving, expanding and outward looking</p> <p>Our communities are inclusive, safe, resilient and empowered</p>	<p>Our economy is thriving, expanding and outward looking</p> <p>Corporate Plan Outcome: We are a proactive, effective and well governed</p>

			organisation providing strong civic and community leadership
<b>Visible Improvements which Citizens can expect:</b>	<ul style="list-style-type: none"> <li>• Decisions will be taken on major planning applications providing those applicants, and other stakeholders, with clarity on proposed major developments in the district</li> <li>• Quicker decision making</li> <li>• Appropriate planning development supported which, in turn, should have a positive impact on the local economy</li> </ul>	<ul style="list-style-type: none"> <li>• More identifiable and inclusive support available to social entrepreneurs, to female and to young entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement in turnaround times for processing of creditor payments to suppliers/ providers</li> </ul>
<b>Action to be taken during 2017/18:</b>	<ul style="list-style-type: none"> <li>• Review of Agents' protocol to ensure adherence</li> <li>• Allocation of dedicated Officer(s) to monitor/manage major applications</li> <li>• Ongoing project management of schedule of applications</li> <li>• Encourage pre-application discussions with agents/applicants</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver Social Economy Support project</li> <li>• Deliver Female Entrepreneur Seminars and Networking Sessions</li> <li>• Engage with Young Enterprise and other youth support organisations; develop/sponsor potential initiatives aimed at young entrepreneurs.</li> </ul>	<ul style="list-style-type: none"> <li>• Lean Service Review to be undertaken including creditor payments and procurement processes</li> <li>• Development of action plan</li> <li>• Implementation of agreed actions for 2017/18 year</li> </ul>

Which of the seven aspects of Improvement does this project relate to?

How will we measure success?

- Strategic Effectiveness
- Service Quality
- Efficiency

- Strategic Effectiveness
- Sustainability
- Fairness

- Strategic Effectiveness
- Service Quality
- Efficiency
- Sustainability

- Reduction in processing times from baseline of 70.2 weeks
- Reduction in backlog of major planning applications

- Ongoing monitoring of numbers of (i) Social entrepreneurs; (ii) Female entrepreneurs; and (iii) Young entrepreneurs supported through Business Start Up Programme

- Numbers of participants in Social Economy Support project

- Numbers of participants in Female Entrepreneur activities

- Numbers of participants in Young Entrepreneur activities

- Increase in % of invoices paid within 30 days – baseline of 83.8% in 2015/16
- Increase in % of invoices paid within 10 days – baseline of 53.3% in 2015/16







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

