



Derry City & Strabane
District Council

Comhairle Chathair
Dhoire & Cheantar
an tSraitha Báin

Derry Cittie & Strabane
Destrack Cooncil

Performance Improvement Plan 2018/19

Contents

Performance Improvement Plan 2017/18

Overview

Arrangements to promote continuous improvement

Identifying our Improvement Objectives

Improvement Objectives 2018/19

- To increase employment opportunities and economic growth through a range of measures including creating new business start-ups, supporting existing business and delivering visitor growth as a destination of choice.
- To help people develop long, healthy and fulfilling lives by increasing participation in high quality leisure, sport and healthy living activity.
- To protect and enhance the environment through creating and supporting a culture of environmental stewardship.
- To deliver improved customer satisfaction by improving customer support services and processes.

Statutory Indicators

Publishing our Improvement Objectives

Reviewing and reporting on our progress

How to get involved

The Performance Improvement Plan 2018/19

Overview

Part 12 of the Local Government Act (NI) 2014 puts in place a framework to support continuous improvement in the delivery of council services, in the context of strategic objectives and issues that are important to those who receive those services.

As near as possible, to the start of each financial year, (and no later than the end of June), the Council has an obligation under the Local Government Act (NI) 2014 to publish a Performance Improvement Plan. By producing this plan residents can find out what we intend to do over the coming year and what they can expect to see if we achieve our Improvement Objectives.

The draft Improvement Objectives 2018/19 identified within this document are:

- **To increase employment opportunities and economic growth through a range of measures including creating new business start-ups, supporting existing business and delivering visitor growth as a destination of choice.**
- **To help people develop long, healthy and fulfilling lives by increasing participation in high quality leisure, sport and healthy living activity.**
- **To protect and enhance the environment through creating and supporting a culture of environmental stewardship.**
- **To deliver improved customer satisfaction by improving customer support services and processes**

Whilst this plan focuses specifically on our key Improvement Objectives, we are still seeking to bring about improvement in other areas. Planned improvements in our day to day business are set out in our Directorate Delivery Plans/Service Plans. All of our Directorate Delivery Plans / Service Plans can be accessed from our website.

Arrangements to promote continuous improvement

Under the 2014 Act, the Council must make arrangements to secure continuous improvement in its functions in terms of one or more of the following criteria:

- strategic effectiveness;
- service quality;
- service availability;
- fairness;
- sustainability;
- efficiency; and
- innovation.

As part of this duty, each year the Council will set itself "improvement objectives" and make arrangements to secure achievement of its improvement objectives. In determining these improvement objectives, the Council will consult the following:

- persons liable to pay rates in respect of hereditaments in the district;
- persons who use or are likely to use services provided by the council;
- persons appearing to the council to have an interest in the district

Once agreed, the Council will collect information during the year which will allow it to assess whether it has met these improvement objectives and will also measure its performance in regard to self-imposed performance indicators and standards.

In addition, the Council will collate information on and work to achieve any performance indicators and performance standards set by the Department for Communities.

In carrying out its year end assessment of performance, the Council will compare information across years and, where practicable, against the performance of other councils. The results of the assessment will help inform further improvement actions, as necessary.

Derry City and Strabane District Council will publish its performance assessment by 30th September in the financial year following that to which the information relates; or any date that is specified by the Department.

The Council is also committed to publishing an "Improvement Plan" setting out its improvement objectives as soon as is reasonably practicable after the start of the financial year to which the plan relates and no later than 30th June each year.

All of these actions are set in the context of the **Council's Corporate Planning, Improvement and Performance Review Framework** which mainstreams these objectives within our planning, monitoring, review and reporting systems.

Identifying our Improvement Objectives

Whilst we are constantly striving to improve all our services, it is important for us to identify a small number of areas where we want to focus our attention in order to achieve significant improvements more quickly. These areas are called Improvement Objectives.

Listed below are the four specific areas we have identified as Improvement Objectives for 2018/19. An initial list of potential improvement objectives 2016-17 was informed by:

- Our emerging Community Plan objectives;
- Our annual directorate/ service planning process;
- Information on how Council services are performing including customer feedback where available and the Citizen Survey; and
- Our corporate risks.

These have subsequently been reviewed in the context of the Inclusive Strategic Growth Plan 2017-2032 (Our Community Plan), progress made / learning from 2017/18 and feedback from the Northern Ireland Audit Office. Three of the objectives remain substantially unchanged, whilst one has been removed as it is no longer relevant, and the other reworded to reflect the advice of the Northern Ireland Audit Office (NIAO).

The four Improvement Objectives for 2018/19 are set out in the table below. This table also shows how each individual improvement objective relates to the improvement criteria set out in Part 12 of the Local Government Act (NI) 2014:

Improvement Objective	Criteria:	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
To increase employment opportunities and economic growth through a range of measures including creating new business start-ups, supporting existing business and delivering visitor growth as a destination of choice.		✓	✓	✓	✓	✓	✓	✓
To help people develop long, healthy and fulfilling lives by increasing participation in high quality leisure, sport and healthy living activity.		✓	✓	✓	✓			
To protect and enhance the environment through creating and supporting a culture of environmental stewardship.			✓			✓	✓	
To deliver improved customer satisfaction by improving customer support services and processes			✓	✓	✓			✓

The Improvement Objectives are described in the following pages. For each objective we have identified a rationale, expected outcomes, actions we are going to take to make a difference and how we will measure progress.

Our Improvement Objectives will be delivered through dedicated plans that detail the relevant actions, success measures, resources, timescales and accountabilities for delivery. Risk registers will also be prepared to help mitigate against non- delivery.

Improvement Objectives 2018/19

Improvement Objective 1	To increase employment opportunities and economic growth through a range of measures including creating new business start-ups, supporting existing business and delivering visitor growth as a destination of choice.
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Lead Officer	Director of Business and Culture
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Why we selected this objective
<p>As part of the reform of local government, Councils were required to complete a Community Plan. This plan had to embody the entire community, voluntary, statutory and private sectors. DCSDC embarked on this process in June 2015 and to date have completed over 5000 community engagements..</p> <p>The plan is separated into three pillars:-</p> <ul style="list-style-type: none">• Social Wellbeing• Economic Wellbeing• Environmental Wellbeing <p>In turn each pillar has a number of themes, eight in total across the three pillars.</p> <p>The focus on the need for employment opportunities came through very strongly throughout the consultation process.</p> <p>This year we decided to concentrate on all programmes that will support and deliver increased employment opportunities and/or economic growth in the city and district.</p> <p>There are several supporting outcomes that have been agreed through the consultation process, namely:-</p> <ul style="list-style-type: none">• Meaningful and rewarding employment is available to everyone.• We are more entrepreneurial, creative and business ready and have grown our economic base.

- Our economy is better connected and more prosperous
- We are more specialised and innovative and have competitive advantage.

These supporting outcomes are required in order to put in context the main outcome.

The main challenges that have been identified are:-

- Lack of activity to encourage entrepreneurial spirit within young people at 1st, 2nd and 3rd level education.
- Marketing/rebranding exercise required at a City/Regional level and at event level.
- Lack of promotion of B2B, B2C opportunities.
- Lack of promotion of entrepreneurs & culture/city in general. Opportunities:
- More engagement with local schools, colleges and university
- Having a society that makes entrepreneurship possible
- Encouraging motivation for entrepreneurship and embedding it within the culture of the education curriculum.
- Providing strong awareness within the youth of what being an entrepreneur involves.
- Requirement for a specialist forum for exchange and development and progression of new business ideas for potential entrepreneurs.

Target Outcomes for 2018/19

The Outcomes that Council will be directly responsible for are as follows:

- Total jobs promoted
- Business Boost Programme
- Skills Academics
- Rural Business Investment Scheme
- Visitor Numbers

What actions are we taking to make a difference in 2018/19

- Provide programmes to increase employability
- Support creation of new sustainable jobs in the council area
- Strengthen the local business base by assisting businesses to become more competitive in indigenous and export markets
- Deliver Rural Development Business Support

How will we measure progress?

- Jobs Promoted through NIBSUP/Business Boost Programme
- Jobs created through Rural Business Investment Scheme
- Progress will be reported on a quarterly basis to Business & Culture Committee
- Tourism initiatives linked to the Tourism Strategy
- Skills Academics

What benefits citizens will see:

- Increase in employment opportunities

2017/18 Improvement Objective Achievements:

In 2017/18, we had a related Improvement Objective which was "To prosper through a strong competitive, entrepreneurial and innovative economy, key achievements included:

Economic Development & Job Creation

- 79 jobs promoted (up to Jan18) re. Northern Ireland Business Start Up Programme
- 141 FT; 7 PT jobs promoted (up to Jan18) re. Business Boost
- Delivery of Enterprise Week 2017(6th – 10th March)- 18 Events-Over 700 Attendees-

- Delivery of Fashion Fest 2017 (14th October)-Over 350 attendees - 40% uplift on 2016
- Delivery of Christmas Market (14th -17th Dec) -29 traders-83,913 visitors to the Guildhall Square over duration of the Christmas Market, this represents an increase of 38% from the previous weeks (51,695) footfall statistics
- Strabane BID – Over 80 businesses signed up to participate in the Strabane Gift Card initiative

City & Regional Investment & Opportunity

- Council leading Ireland Northwest Trade and Investment Mission to Boston, Massachusetts and Philadelphia in partnership with Donegal County Council
- Developing export potential of 8 local companies DCSDC area having secured their participation in the trade mission to City of Boston
- Regional investment proposition for Ireland Northwest enhanced and supporting collateral refreshed in collaboration with Donegal County Council

Rural Development

- Rural Business Investment Scheme - opening of Call 2 & 3 and approval of 15 grants totaling £888,127, creating 53.5 FTE new jobs
- Rural Basic Services Scheme - opening of targeted Call 1 & 2 and approval of 12 grants totaling £94,777 (Call 1 to date)

Employment, Skills & Training

- Delivery of the ESF Kickstart to Work project year 3 x engaged 356 participants
- Funded with NWRC a Neighbourhood Renewal programme of vocational training – engaged 240 participants

PEACE Programme

- June 2017 Securing of Letter of offer for £6,205,204 from the Special EU Programmes Body
- Creation of 14 new jobs (6 within council and 8 within local community and voluntary sector) through PEACE IV programme.

Improvement Objective 2	To help people develop long, healthy and fulfilling lives by increasing participation in high quality leisure, sport and healthy living activity.
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Lead Officer	Director of Health and Community
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Why we selected this objective	
<p>A review of strategic policy for health and wellbeing was undertaken through the community planning process. This included a combination of stakeholder consultation; research reviews into the correlation between health, physical activity, diet and nutrition, and evaluation of programme activity undertaken by Council and partner organisations. Additionally the community plan equality impact assessment has been reviewed to ensure the targeting of resources to address inequalities and participation by underrepresented groups. This has informed the development of the Directorate's strategic performance objective:</p> <p>To help people develop long, healthy and fulfilling lives by increasing participation in high quality leisure, sport and healthy living activity.</p> <p>Emerging community planning strategic and supporting outcomes provide key focus areas for health and well-being creating the opportunity to tailor the delivery of leisure, sport and healthy living activities to address these:</p> <ul style="list-style-type: none"> • Physical and mental wellbeing. • Reduced health inequalities including addressing chronic conditions. • Increased physical activity. • Ageing actively and independently. • Making the most of the physical environment. • Strengthening collaboration for health and wellbeing. <p>An analysis of population and health indicators for the Council area illustrates the health status of the area:</p> <ul style="list-style-type: none"> • Projections up to 2037 show an ageing population which peaks at 150,525, with an additional 12,000 over 70's and 5,400 fewer under 19's. 	

- The area exhibits life expectancy levels on a par with NI but on closer inspection the urban deprived super output areas have levels far below those in affluent or rural areas. Health outcomes were worse in the most deprived areas than in the DCSDC as a whole across all 26 indicators.
- Some 30,925 people (21%) live in areas defined as deprived. Analysis of super output data suggests there are forty output areas, almost half in rural areas, that contain deep pockets of multiple deprivation.
- Within DCSDC all health and wellbeing indicators were worse than the NI average with the exception of the standardised admission rate for circulatory disease.
- Cancer rates, prescriptions for anti-depressants, admission rates to A&E for residents from the most deprived areas are all multiples of the rates for NI in non-deprived areas.

The NISRA continuous household survey 2015/16 considers the levels of engagement in culture, arts and leisure by adults in NI. The DCSDC analysis which combines data across more than 1 year indicates that:

- 44% of residents had participated in sport within the last 12 months; this is however lower than the NI average of 53%.
- 47% of residents who engaged in sport and physical activity participated at least once a week.
- At a NI level the rate of participation between deprived and non-deprived areas varies from 46% in the most deprived and increases to 65% in less deprived areas.

The Citizen survey (2015) undertaken within the DCSDC area based on a random sample of 1,400 households across the district during May to July 2015 identified the following:

- The average rating for satisfaction with leisure facilities is between fair and good : 6% poor; 13% fair; 17% good; 42% very good.
- Given their location in larger urban areas the most frequently used facilities were Templemore (23%); Lisnagelvin (21%); Riversdale (27%) and Melvin 18%.
- User satisfaction (satisfied or very satisfied) ranged from 61% at City Baths to 90% at Melvin Park Sports Complex.
- User satisfaction with Sports pitches was rated as 5% very poor; 10% poor; 20% fair; 46% good; 19% very good.
- The frequency of use of leisure facilities ranged from 4% using facilities most days; 11% using facilities once a week; 13% using facilities a few times a year; 19% not using facilities; to 12% who have never used facilities.

The 5 year evaluation of the Active Communities sports development programme supported jointly by Sport NI and DCSDC identified:

- 10,295 unique participants were involved in the programme 2014/15.
- 21.3% of the consortia's population and 22.5% of participants are in the most deprived cohort compared to 9.1% nationally.
- 64.8% of participants came from the super output areas falling within the 3 highest populations, compared to 28.8% of NI's population.

The compelling body of research which demonstrates the value of sport and physical activity is articulated in summary by the Chief Medical Officer recommendations for exercise. 75 mins or more of vigorous activity or a combination of both moderate and vigorous activity per week is recommended. However the NI health survey (2013) identified that only 53% met recommended levels. Of those 73% reported participation in moderate intensity aerobic activities and 40% in vigorous intensity activities.

The baseline health and participation indicators suggests that the overall situation remains relatively static over a number of years and given the nature of the outcomes a long term approach is required to generate the level of behavioural change required. This will require a collaborative approach with a range of stakeholders not least with the wider health family. The community plan highlights this aspiration of developing long, healthy and fulfilling lives. The Council commitment to doing so includes the development of strategic leisure provision within the West bank of Derry and in Strabane with the development of new leisure centre facilities valued at circa 50m and the development of sports and healthy living activity.

A design team has been appointed and design work is underway. A programmable timeline will be in place by the summer of 2018. A sports facility strategy has been completed following an extensive period of consultation with governing bodies and sports clubs to inform the emerging options for new facility development to meet future needs. This will include third party provision which caters for a significant sporting community and which has a vast delivery potential for structured sports development activity.

User visits across all Council Leisure sites has been maintained following a number of years of growth: 918,256 in 2016/17, 918,256 in 2017/18 with a target of 950,000 for 2018/19. Whilst future targets will reflect an uplift in user visits there is a compelling argument for establishing a focused approach on assessing the impact on the general health and wellbeing of participants. A number of Council led programmes have been established through partnership funding with Sport NI, to include Everbody Active 2020, Get Out Get Active Disability programme, Physical activity referral programme which have in built cyclical monitoring arrangements to establish. These initiatives provide for pilot activities to address sedentary behaviours with participation based programmes, initiatives for specific health related conditions such as obesity and chronic heart disease through GP referral; and family support programmes involving diet, nutrition and exercise. A number of evaluation studies in respect of these have been completed highlighting the health and wellbeing benefits to be gained through physical activity. More latterly a partnership has been developed with Macmillan Cancer and the WHSCT to deliver a physical activity programme for cancer patients.

Why we have decided to keep this as an improvement objective for 2017/18

The accumulative impact of facility development, targeted programme initiatives and more focused impact analysis requires a longitudinal approach. On this basis it is proposed that the performance improvement objective is retained for a further period of 1-2 years.

Target Outcomes for 2018/19

Increase Leisure user visitor numbers (paid visits) by 32,200 visits per year.

Achieve Everybody Active targets of 12,000 participants per year for targeted programmes.

Achieve 450 participation completion rate for Physical Activity Referral Programme (PARP) targeting designated special populations.

What actions are we taking to make a difference in 2018/19

Progress design and development of Council's Strategic Community Centre Investment Programme

- Ballymagoarty/Hazelbank to Design Stage 2
- Top of the Hill to Design Stage 4
- Gallaigh CC to Design Stage 4
- Shantallow CC to Design Stage 4
- Culmore CC to Design Stage 2
- Lincoln Courts construction work completed
- Glenview CC to Concept Design

Lead business case planning and design process for:

- Strabane Leisure Centre to Design Stage 4
- Templemore Sports Complex to Design Stage 4
- Prehen Pontoon Development to Design Stage 4
- Daisyfield/Brandywell Sports Centre Development to Design Stage 4
- 2 SIF Pitch Projects (Leafair and Corrody Road) contract completion.

Waterside Shared Village contractor to be appointed.

Progress Construction work with new Melvin 3G Pitch facilities to be operational by June 2018.

Progress Melvin Multi-Sport Hub Development to Design Stage 2 and identify funding opportunities.

Delivery of 3 District Wide sports camps.

Deliver a District wide Physical Activity Referral Programme (PARP) Model at x3 Tier 1 sites to 450 participants.

Roll-out of Athlete Support Membership

Delivery of 'Get Out Get Active' Disability Programme to 640 participants.

How will we measure progress

Performance will be measured through:

- Review of the Community planning outputs and Equality impact assessment to ensure appropriate targeting of future interventions
- management information systems including leisure centre access data – numbers participating; numbers of visits per 1,000 population
- membership databases for key facilities – numbers participating/ age /gender/ behaviour patterns
- customer satisfaction surveys – quality of activity, behaviour patterns, areas for improvement, frequency of activity
- participation in monitoring and evaluation processes to include entry and exit surveys for key target groups participating in programmes; case studies; coach surveys; and partner organisation surveys
 - Sport and Leisure APSE key performance indicators
 - Scheduled baseline reviews for residents survey (2019/20); NISRA household survey; Department for Health Reviews

What benefits citizens will see:

- Increased opportunities to participate in sport, leisure and healthy living activities
- Improvements in health and well-being

During 2017/18, we achieved the following in relation to this Improvement Objective:

- £7 million Brandywell Stadium Capital Development opened February 2018.
- New Melvin 3G pitch opening Spring 2018.
- Design Team procured for new leisure facilities in Templemore and Strabane and design work has started.
- Contractor appointed for Leafair and Corrody Road projects.
- Leisure user visitor numbers (paid visits) maintained at 917,735+ users per year.
- Council wide Physical Activity Referral Scheme with over 450 special population participants per year.
- Implementation of new 'Spirit of 2012 Get out Get Active' Disability Programme.
- Over 12,000 participants in Everybody Active 2020 Programme.
- Sports Grant Aid of £160,040 awarded to local clubs.

Objective 3	To protect and enhance the environment through creating and supporting a culture of environmental stewardship.
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Lead Officer	Director of Environment and Regeneration
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Why we have selected this objective
<p>This improvement objective relates directly to the Strategic Growth Plan objective that we live sustainably – protecting the environment, under the theme of Physical and Environmental Regeneration. This was a key theme that emerged during the significant engagement process carried out as part of the development of the Strategic Growth Plan. The improvement objective will allow us to pull together the actions that will demonstrate that we are protecting and enhancing our local environment and the partnership approach that we have taken to maximise effect.</p>

Target Outcomes for 2018/19
<ul style="list-style-type: none"> • We will develop our Green Infrastructure Plan • We will develop our Climate Change Strategy • We will develop our Zero Waste Circular Economy Strategy • We will deliver our Heritage Partnership • We will develop our Heritage Led Regeneration Masterplan for Sion Mills • We will progress our Local Development Plan to publication of Plan Strategy • We will progress the Regeneration Plan for the Canal Basin Regeneration Site in Strabane • We will progress our Biodiversity Action Plan

What actions are we taking to make a difference in 2018/19
<ul style="list-style-type: none"> • Complete the technical design of the £10m maritime museum at Ebrington as a stand out nationally significant cultural and learning attraction.

- Protecting and enhancing the built environment of Strabane Town centre by the technical design of a £4m high quality, flexible public realm scheme to tender stage.
- Protecting and enhancing the natural environment of our parks and green spaces by the completing the construction of three high quality district play parks at Ballymagroaty, Kilfennan & Drumahoe, Derry, with a cost of approximately £3m.
- Create integrated, sustainable and accessible transport infrastructure and promote modal shift with the commencement of the construction of the £500k extension of the Waterside greenway from Ebrington to the new £27m North West Multimodal Hub in Derry.
- Develop the technical design of three new cross-border greenways between Derry-Buncrana, Derry-Muff & Strabane-Lifford, totalling 46km in length and costing €18m.
- Participate and collaborate on a range of innovative pan-European energy efficiency programmes, including the piloting of pilot projects within our Council area.
- Contribute to the creation of £50m worth of new regional sport and leisure facilities at Templemore, Derry and Canal basin site in Strabane by the compilation of business case and developed designs.
- Provision of technical assistance to the Rural Development Programme Team in the completion of village cluster plans for the Council's rural area
- As part of the Council's Built Heritage Development pilot initiative (in conjunction with HED), identification of actions to support the delivery of a District-wide Built Heritage Plan
- Secure Stage I approval & development of a Stage II proposal for the HLF Townscape Heritage (TH) funding for the delivery of a heritage-led physical regeneration capital scheme for Derry City Centre
- Design & secure funding for a heritage-led shopfront enhancement scheme for Newtonstewart conservation area
- Design, coordinate and deliver an international heritage regeneration conference focussing on the historic walled city in conjunction with Inner City Trust
- Design and apply for funding for a conservation-led environmental improvement scheme for the Bishop Street Car Park
- Design and apply for funding for the restoration of the City Walls Plinth Project

How will we measure progress

- % household waste recycled/composted – target
- % municipal waste backfilled
- % streets achieving high cleanliness levels

- KM increase in provision of cycle path/greenway development
- Evidence of cross-departmental liaison between Planning and Building Control
- Number of communities supported in community clean-ups/environmental improvement schemes

What benefits citizens will see:

- An enhanced public realm and built environment
- Increased opportunities for play
- Increased access to sustainable transport
- More sustainable management of waste

During 2017/18, we achieved the following in relation to this Improvement Objective:

- Opening of the new £520k play park at Strathfoyle. Completion of £400k of public realm works at St Columb's Park House. Completion of two play parks at Brandywell (£700k) and Ballyarnett (£600k) and the commencement of £2m worth of works on site at play parks in Kilfennan and Ballymagroarty. Roll out and promotion of food waste collection service. At present more than 80% of households have a food waste collection service and plans are in place to ensure the service is rolled out to the remaining households by the end of May 2018.
- Completion of Gransha Greenway Phase 4 through the Gransha Estate. Officers are currently working with WHSCT to extend this route beyond the Gransha Estate. Planning permission secured for £1.2m worth of greenways at Clooney and Kilfennan. Recruitment of officer team and appointment of Design Team to take forward the €18m North West Greenways project – 46.5km of greenway across 3 cross border routes.
- Awarded Britain in Bloom Gold Award, awarded Best Kept City in Northern Ireland at Best Kept Awards, awarded winner in City category of Ulster in Bloom Awards

- Completion of the shopfront enhancement scheme 'ReStore' on Clooney Terrace & Strand Road, and the submission of a £250k Revitalisation shopfront enhancement scheme for Strabane town centre
- Adopted Zero Waste Strategy in conjunction with Zero Waste North West.
- Upgraded Christmas lights in Donemana, Sion Mills and Newtownstewart. The team worked with two rural communities in Victoria Bridge and Magheramason to enter the Pride of Place Awards. Victoria Bridge were awarded a Pride of Place Award.
- In the 10 months to the end of January 2018, the Building Control section received applications with a construction value of more than £109 million.
- An increase of 24% in planning decisions issued, a 29% increase in approved applications with an overall approval rate of 96.2%.
- Approved and issued the highest number of Major residential developments in Northern Ireland, 6 so far in the first two quarters of this year 2017/18 and 9 which was the highest in NI for last year, culminating to a total of 1078 dwelling units, 835 Social and 243 Private. Many of these are also accompanied by legal planning agreements securing comprehensive development and facilitating associated infrastructure and open space in order to deliver sustainable communities.

Objective 4	To deliver improved customer satisfaction by improving customer support services and processes.
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Lead Officer	Lead Democratic Services and Improvement Officer
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Why we have selected this objective

The Council’s mission is to deliver improved social, economic and environmental outcomes for everyone. This is supported by corporate values, including to be a centre of excellence and innovation with a clear focus on outcomes and delivery.

In delivering on these aspirations, Derry City and Strabane District Council recognises that today’s citizens and stakeholders expect a high level of services and to be able to deal with the Council across a multitude of communications channels, including phone, e-mail, the Web, mobile devices, social media, as well as in person at our offices.

Citizens and customers are at the heart of what we do as a public service organisation. Consequently, we need to continuously strive to provide more-responsive services, better collaboration with customers, increased transparency to the general public, and more-proactive efforts to improve customer satisfaction.

The citizen survey 2015 indicated that 61% of respondents were either very satisfied or satisfied with the Council offices. This compares with other areas such as refuse collection which received an overall 78% satisfaction, parks and open spaces 64% overall satisfaction, community services 57% overall satisfaction, and festivals and events overall 73% satisfaction .

Benchmarking information from another new Council within Northern Ireland indicates that overall customer satisfaction levels with Council services of more than 70% are achievable (2015/16 comparator).

Why we have decided to keep this as an improvement objective for 2018/19

We have carried this improvement objective forward to a third year as:

- We value our stakeholders and recognise the importance of providing accessible, customer focused services

- We recognise that more work is required to achieve improved processes / satisfaction levels
- We wish to work towards a recognised framework for customer excellence

Target Outcomes to be achieved in 2018/19

- More accessible , customer orientated services

What actions are we taking to make a difference in 2018/19

- Embed customer care training within the staff induction process
- Develop Customer Services Strategy
- Continue to assist in the development and issue of Customer Satisfaction Surveys across Council services and review arrangements for consulting / seeking customer and other stakeholder views/feedback.
- Establish a mechanism for monitoring correspondence /email response times
- Identify service standards for key service areas
- Establish 'lessons learnt' processes to promote improvement
- Work with the Ombudsman Office in research on complaints handling in the public sector
- Progress work against the Customer Service Excellence criteria

How will we measure progress

- Results of customer satisfaction survey(s)
- Analysis of complaints and feedback (including via social media)
- Call handling performance statistics
- Changes to systems and processes that facilitate customer service
- Staff awareness levels of customer service standards and complaint handling processes

What benefits citizens will see:

- More accessible , customer orientated services

During 2017/18, we achieved the following in relation to this Improvement Objective:

- Achieved target call handling response times in the majority of service areas
- Improved staff awareness of policies relating to customer care
- Worked with the staff in the Guildhall to implement the recommendations to Adapt NI audit to promote accessibility for people in with a disability (in lieu of seeking accreditation via the “Louder Than Words” Charter)
- Developed a guide for staff when organising meetings and events to ensure accessibility and inclusion
- Increased levels of positive feedback from those achieved in 2016/17
- Achieved high satisfaction levels for the provision of Elected Member support services and for the provision of Irish Language Services
- Collated evidence of customer satisfaction

Statutory Indicators:

In addition to the four Performance Improvement Objectives identified, Derry City and Strabane District Council is also committed to meeting the following seven statutory performance indicators / standards.

Ref	Statutory Indicator	Standard to be met (annually)
ED1	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 of Enterprise, Trade and Investment's Regional Start Initiative or its successor programmes.)	140*
P1	The average processing time of major planning applications. [An application in the category of major development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015(a)]	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks.
P2	The average processing time of local planning applications. [Local applications means an application in the category of local development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015, and any other applications for approval or consent under the Planning Act (Northern Ireland) 2011 (or any orders or regulations made under that Act)]	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks.
P3	The percentage of enforcement cases processed within 39 weeks. [Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (Northern Ireland) 2011 (or under any orders or regulations made under that Act). (b).]	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint
W1	The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).	In line with NILAS targets (Northern Ireland Landfill Allowance Scheme)

	[Household waste is as defined in Article 2 of the Waste and Contaminated Land (Northern Ireland) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013(b)]	
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled. [Local authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]	21 422 tonnes*
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings. [Local authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district council]	In line with NILAS targets (Northern Ireland Landfill Allowance Scheme)

*under review

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Publishing our Improvement Objectives

Our Improvement plan containing Improvement Objectives for 2018/19 will be published on the Council's website at www.derrystrabane.com. Members of the public will also be able to access this information at the Council's offices and can comment on our Improvement Objectives by emailing us at: improvement@derrystrabane.com. Details of the Improvement Objectives will also be circulated to stakeholders who have participated in the community planning process for the Derry City and Strabane District Council area, where this is permissible.

Reviewing and reporting on our progress

Our Improvement Objectives are a legal requirement under the Local Government Act (NI) 2014. It is important to review our progress and report to Elected Members and the public on improvements which have been achieved and where we need to do better. Progress in our improvement areas will be reviewed on an ongoing basis by the relevant Directors, and on a six monthly basis by the Council's Senior Leadership Team and Committees, using a wide range of evidence as well as performance reports. Our six monthly directorate performance reports can be viewed on the Council's website.

Performance information, as identified in the table "how we will measure progress" and in relation to the statutory indicators will be collated from a range of sources.

In addition to publishing our Improvement Objectives at the start of the financial year, we also publish an annual Performance Report by the end of September to give a complete picture of our performance over the previous year, detailing how well we met our improvement objectives and performed against the statutory indicators / standards. In terms of this assessment, where possible, we will look at how performance compares with previous years and with other councils. In the event, of our performance standards not meeting our expectations, corrective actions will be identified and an improvement plan put in place.

We will report our performance against these (2018-2019) Improvement Objectives in September 2019.

How to get involved

We are keen to get your feedback on any of the issues covered in this document and in particular on the relevancy of our Improvement Objectives. You can also propose new Improvement Objectives, or make comments on the existing ones by emailing the Council at: improvement@derrystrabane.com. Alternatively, you may contact us by phone on 028 71 253 253, Ext 4266.

We also have a dedicated Equality Assurance and Oversight Group which provides the opportunity to engage directly with council officers regarding the Council's activities. If you have any queries or would like to become a member, please email: equality@derrystrabane.com or simply contact the Equality Officer on 028 71 253 253, Ext 6705.

The consultation web pages publish all current consultation being undertaken by the Council, and give information about how people can participate.