

Directorate Delivery Plan 2026/27

Business & Culture

Derry City and Strabane District Council

Contents

Section One: Directorate Profile/Summary

- 1.1 Purpose of Directorate
- 1.2 Services Provided
- 1.3 Summary of Resources

Section Two: Achievements 2025/26

- 2.1 Highlights
- 2.2 Progress Update

Section Three: Improvement Planning and Service Delivery 2026/27

- 3.1 2026/27 Directorate Improvement Objectives
- 3.2 Improvement Objectives
- 3.3 Mainstreaming the Equality and Disability Duties, rural Needs and Climate Change
- 3.4 Ending violence against women and girls, promoting child rights, and tackling social deprivation.

3.5 Improvement Delivery Plan

- Improvement Objective
- Other Service Delivery Objectives

3.6 Measures of Success and Performance

Section Four: Risk Management

4.1 Risk Register

Section Five: Key Contacts

5.1 Staff

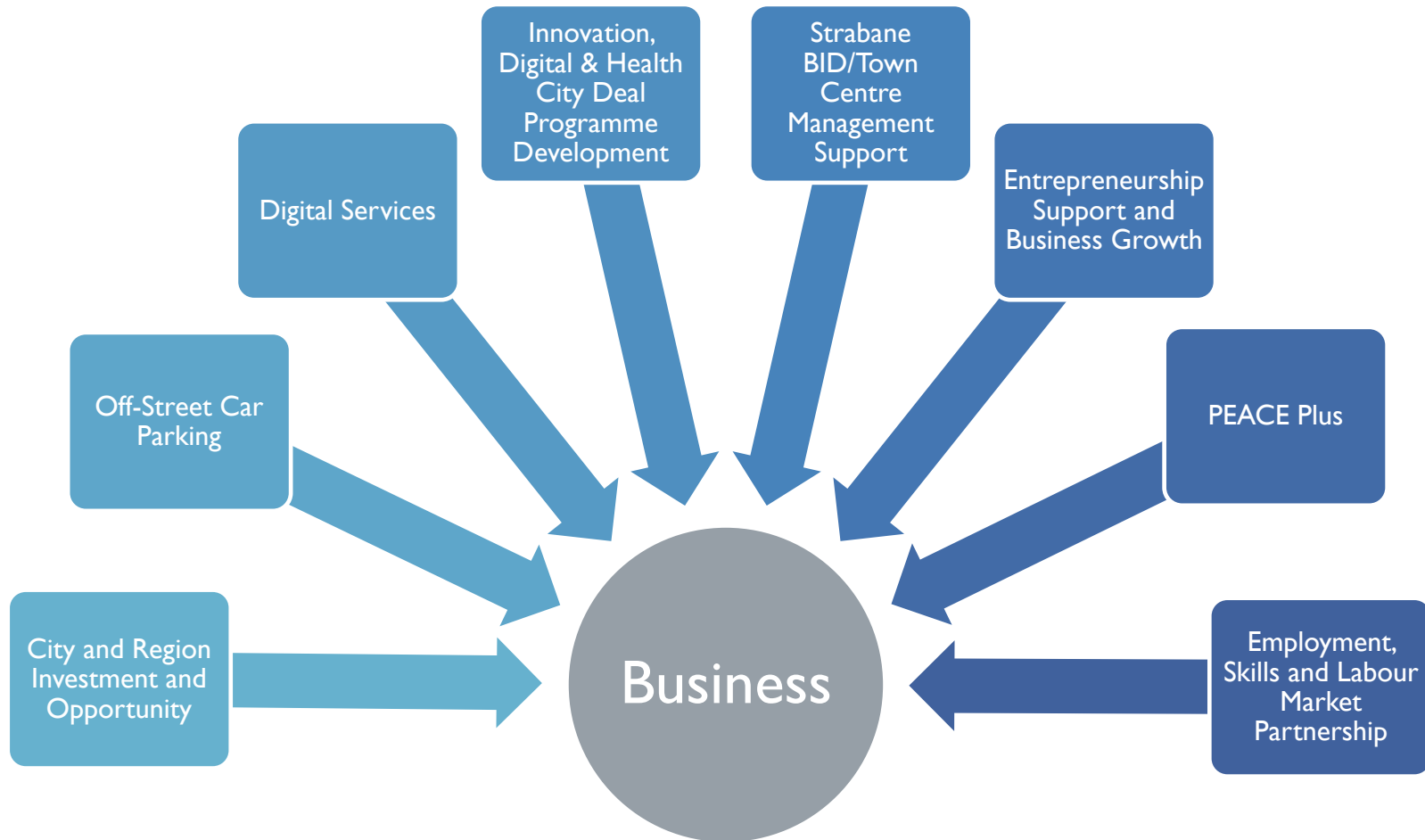
5.2 Facilities

Section One: Directorate Profile / Summary

1.1 Purpose of Directorate

- Leading and delivering on the primary objectives of job creation, business support, skills enhancement, inward investment and economic regeneration in partnership with other Directorates and relevant local, regional, cross-border and national partners and in line with the Inclusive Strategic Growth Plan.
- Driving rural development across all sections and functions of Council providing equality of opportunity throughout the new Council area for the benefit of all local communities and businesses.
- Harnessing the potential of the transferring functions, powers and assets from Department's of Economy, Infrastructure and Communities to promote entrepreneurship, enterprise, growth, and prosperity across the City and Region.
- Developing and Delivery of the Innovation, Digital and Health Programme of the DCSDC City Deal and Inclusive Future Fund.
- Drive the visitor and tourism economy of the North West by exploiting the regenerative, cultural and economic benefits of tourism and promoting and marketing the City and Region through the development of festivals and events for both local and international audiences, high quality visitor attractions, services and experiences.

1.2 Services Provided



Entrepreneurship Support & Business Growth

Acting Business Development Manager x1

Business Officer x 2

Rural Business Project Officer x 1

Administrative Officer x 1

Employment, Skills and Labour Market Partnership

Labour Market Partnership Manager x 1

LMP Project Officer x 1

Skills Project Officer x 1

City & Region Investment & Opportunity and Off-Street Car Parking

Investment Manager x 1

Investment Officer x 1

Off-Street Car Parking Development Officer x 1

Off-Street Car Parking Administrative Officer x 1

City Deal – Innovation, Digital and Health Programme Development

Digital Innovation Programme Manager x 1

Strabane BID/Town Centre Management

Strabane BID/Town Centre Manager x 1

PEACE Plus Programme

PEACE PLUS Manager (100% funded) x 1

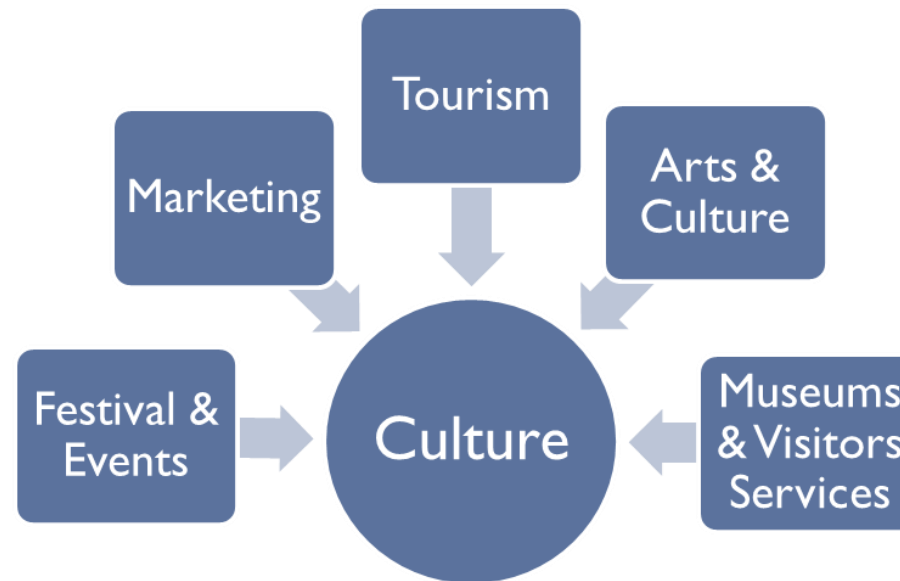
PEACE Plus Project Officer x 2

Digital Services

Paul Jackson – Digital Services Manager x 1

Digital Services Support Officer x 5

Web Officer x 1



Museum & Visitor Services

- Management, operation and development of key visitor facilities including: The Guildhall, Tower Museum, Harbour House, Foyle Valley Railway Museum, Museum Collections Store and development of exhibitions within the Alley Theatre and DNA Museum project
- Planning and delivery of a year-round Museum Exhibitions & Events Programme incorporating learning, education, community outreach and inclusive cultural programming
- Provision of Curatorial, Archive and Genealogy Service, Museum & Heritage Advocacy
- Collections management and conservation
- Visitor Information services and guided tour delivery
- Delivery and management of private and corporate events, including civil marriages and venue hire across heritage buildings
- Development and delivery of capital and heritage development projects

Tourism

- Delivery of the Tourism Strategy and facilitation of the Strategic Tourism Working Group for implementation
- Strategic Tourism Development including engagement with statutory partners and industry
- Drive product, experience and experience development across Food, Culture & Heritage, Activity & Outdoors, Screen
- Development and delivery of the Heritage Animation & Visitor Servicing Grant Aid
- Source and maximise funding opportunities to support tourism development activities
- Facilitate Visitor Information Centre's directly at the Alley Arts & Conference Centre, Strabane and via a Service Level Agreement with Visit Derry who also have responsibility for Destination Marketing.

Arts and Culture

- Strategic development of the Arts & Culture sector within DCSDC including engagement with statutory partners and local stakeholder organisations and practitioners
- Roll out of the Arts & Culture Strategy and servicing of the co-delivery mechanism for implementation
- Design and delivery of sub actions within the Arts & Culture Strategy including NW Audience Development Programme and Collaborative Resilience Programme.
- Management of the Alley Arts & Conference Centre including Strabane Visitor Information Service
- Delivery of the Arts Development and Access & Inclusion functions of the Business & Culture Directorate aimed at reducing barriers to participation in the arts by our citizens including those from the pan disability community
- Design and delivery of the relevant Grant Aid programmes for Council as well as collection of impact data
- Delivery of key note arts & cultural events including Culture Night and Disability Awareness week and support for arts and culture content within wider civic events programme.
- Review and management of SLA arrangements with the Millennium Forum and North West Carnival Initiative
- Ongoing care for the public artwork portfolio.

Festivals & Events

- Delivery of Councils major events and civic event programme
- Management and administration of the Headline Events fund supporting high level external events
- Management and administration of Community Festival Fund
- Assist delivery of mayoral and corporate events programme
- Develop the skills and capacity for both internal staff and look at the development of the skills externally in the wider events community.

Marketing

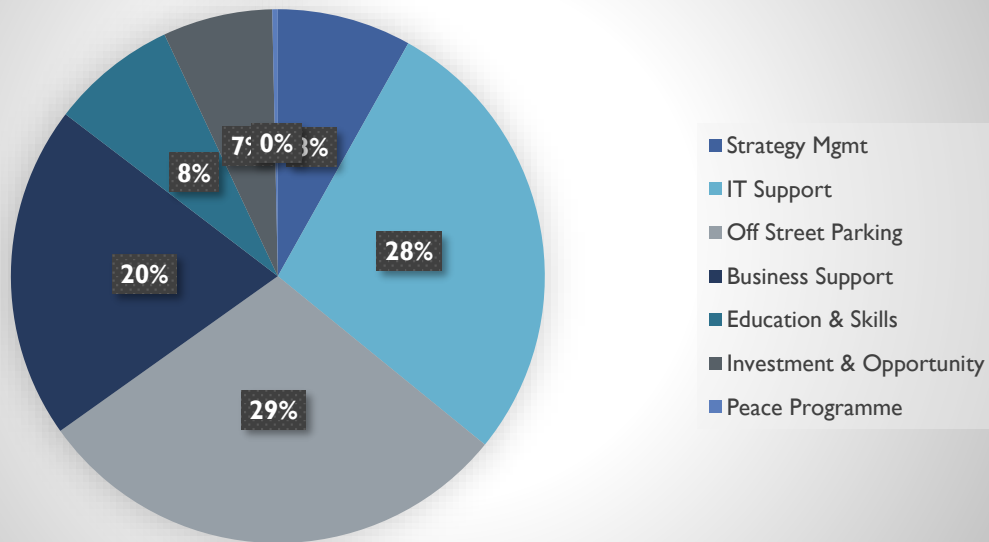
- Strategic Marketing Planning, Campaign Development and Delivery (including media planning, buying and campaign evaluations).
- Design/Publication and Graphic Design (including brand development and management).
- Social Media and Digital Engagement (including content development, platform and reputation management, website updates and strategic online advertising).
- Management of the Marketing and Communications campaign for the Northern Ireland Enterprise Support Service (NIESS).

1.3 Summary of Resources

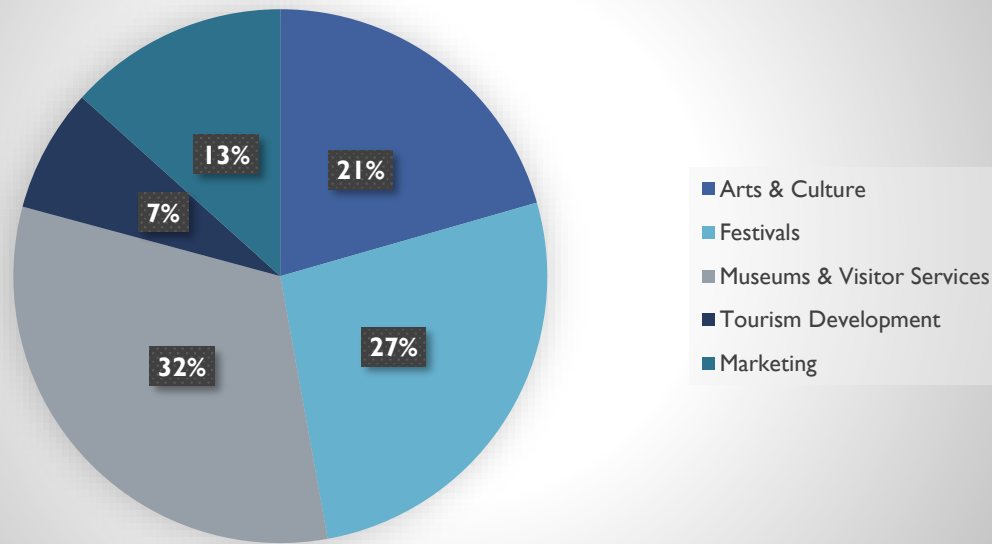
Financial Resources

The Directorate has a net budget of £9,452,550 representing 11.05% of the Council's overall net expenditure budget of £85,519,326 for the 2026/27 year. A breakdown of these resources by service area is provided in the diagram below.

Business



Culture



Staff and Other Resources

Museum and Heritage Service – Guildhall & Tower Museum

- Museum Services Manager x 1
- Curator x 1
- Archivist x 1
- Assistant Archivist x 1
- DNA Project Coordinator x 1
- Collections Assistant x 2
- Learning Assistant x 1
- Operations Manager x 1
- Team Lead x 4
- Administration Officer x 1
- Booking and Finance Assistant x 1
- Duty Officer x 4
- CSAs x 11
- TSAs x 10
- Booking Office Assistant x 1
- Cleaners x 6
- Casual staff, Volunteers, Placements

Tourism

- Tourism Manager (TM) x 1
- Tourism Project Officer x 2
- Rural Tourism Officer x 1
- Film/Food x 1

Arts and Culture (including the Alley Theatre)

- Arts and Culture Manager (ACM) x 1
- Arts Development Officers x 2
- Access and Inclusion Officer x 1
- Administration Support x 1
- Venue Operations Manager x 1
- Theatre Technical Officer x 2
- Venue Administrative Assistant x 1
- Visitor Service Officer x 1
- Visitor Information Centre/Box Office x 1 FT X 2 PT
- Cleaner/Caretaker (PT) X 2
- Casual Duty Officers and Front of House Staff x 30

Festivals & Events

- Festival and Events Manager (FEM) x 1
- Event Co-ordinators x 4
- Event Safety Officer x 2
- Event Administrator Grant Aid x 2

Marketing

- Marketing Manager x 1
- Marketing Team Leads x 2
- Marketing Officers x 4
- Marketing Team Lead NIESS x 1
- Marketing Officer NIESS x 2
- Marketing Assistant NIESS x 1
- Design & Publications Officer x 1
- Graphic Designer x 1
- Admin x 2

Section Two: Achievements 2025/26

2.1 Highlights

Business Development

- £9.2m secured from the UK Shared Prosperity Fund (UKSPF) to continue delivery of the NI Enterprise Support Service (NIESS) Go Succeed programme, supporting the 11 Councils in driving enterprise creation, business growth and economic development.
- £1.3m in direct grant funding to DCSDC businesses secured through Go Succeed, DAERA and DTFF to support early-stage and established businesses in achieving growth ambitions. This has contributed to a total investment of over £2m into the local region, directly supporting 245 businesses.
- To strengthen the regional business ecosystem, the Business Support Team has actively forged strategic partnerships with regional business hubs, academic institutions and industry leaders, delivering 35 events to over 1,600 participants this financial year. Key collaborations have included Awaken Hub, BITC, Catalyst, City Centre Initiative, Enterprise North West, GEMX, Invest NI, Londonderry Chamber of Commerce, North West Regional College, Strabane BID, Strabane Enterprise Agency, The Amp, Ulster University, Women in Business, Women in Enterprise and Young Enterprise.
- The team has placed strong emphasis on inclusivity and accessibility within the region's entrepreneurial landscape, delivering targeted outreach initiatives to inspire entrepreneurship among underrepresented groups & rural communities. The initial target of engaging 640 individuals was significantly exceeded, with engagement reaching 250% of target (1,600 individuals).
- 506 individuals supported through Business Advisory and Mentoring Programmes across start-up, growth and scaling stages, including social enterprises. This included tailored advice, one-to-one mentoring, specialist consultations and comprehensive business planning to assist businesses to overcome barriers and capitalise on growth opportunities.

- Digital transformation remains a key priority and catalyst for economic growth. The team has actively promoted adoption of advanced technologies to improve efficiency, reduce costs, enhance competitiveness and enable scalability. In this financial year, over £500k has been invested across 32 businesses to support the adoption of advanced digital technologies.
- The team have contributed to the development of key regional economic projects that promote alignment with business support activity and wider economic development objectives. Projects have included Smart Villages Network (SVNP), €4.9m secured via PEACEPLUS and the Local Enterprise Partnership (LEP).

Employment, Training and LMP:

- Progressed the 2025/26 Labour Market Partnership Action Plan.
- The 2026/27 Action Plan received final approved for delivery.
- Delivered 9 LMP Board meetings which included 1 AGM. Hosted capacity building sessions for members on Labour Market and Skills Outlook and NWRC overview of delivery and funding.
- Over 300 people assisted through employment academies and programmes.
- Managed the Apprenticeship NI Regional Working Group for Derry and Strabane in partnership with DfE.
- Developed and delivered an apprenticeship marketing campaign council wide to highlight apprenticeships as careers for all ages and genders.
- Actively participated in NI Apprenticeship Week 02-06 February 2026 by hosting 2 Apprenticeship Fairs and an online employer webinar. Maintained Council's bespoke getapprenticeships.me website.
- Partnered with DfC on the delivery of 2 major Job Fairs: Derry Cross Border Fair in the Foyle Arena and Strabane Job and Apprenticeship Fair held in the Melvin Sports Complex. Overall, over 800 people attended with 50 employers and 25 support organisations exhibiting.
- Supported 7 events (mini job fairs, information events, roadshows) across Derry and Strabane.

CEIAG Engagement

Following engagement with schools and survey feedback:

- Over 80% of schools prioritised careers education and employer engagement
- Careers fairs with employer panels were the most requested format
- KS4 and post-16 pupils were identified as priority groups

- Significant unmet demand for work experience was highlighted

The Council responded by positioning itself as a strategic convener and enabler, focusing on employer engagement and pathway awareness rather than direct placement delivery.

Social Value & Capital Investment

- Active participation in the Social Value Working Group
- Contributed to embedding skills and employability within City Deal capital projects
- Supported alignment between contractors, education providers and community organisations

Community Wealth Building

- Ongoing contribution to the Community Wealth Building Partnership
- Strengthening links between local procurement, skills development and employment outcomes

Education & Skills Delivery Partnership

- Continued facilitation of ESDP
- Sector subgroup engagement across key growth areas
- Alignment of education and employer demand within construction, digital, manufacturing and heritage sectors

City Region Investment & Opportunity

- Hosting of 16 inward visits raising the profile of the city region to an international audience.
- Hosting of 9 inward investor visits
- 10 nr of locations searches to accommodate new and expanding companies.
- Development of 11 nr. value propositions for potential investors (life sciences, renewables, AME, Tech, Professional Services and Aviation)
- Coordination and delivery of 3 x RegTech Cluster Events
- Planning and coordination of the Ireland Northwest Trade & Investment Mission programme to Boston, New York and Philadelphia
- Planning and coordination of the annual Golden Bridges transatlantic conference at Babson College, Boston
- Coordination and delivery of the Lead2Grow Programme in partnership with Donegal County Council, Donegal Local Enterprise Office and IESE Business School empowering 13 MDs/CEOs of 13 NW companies with the skills, insights and strategies to scale their businesses.

- Secured Financial Times fDi Investment Impact Awards for Vertiv Campsie Investment placing in the Top 10 Operational small projects (with committed and deployed investment below \$50m)
- The NW Learning City Region was relaunched in partnership with the Northwest Tertiary Education Cluster, strengthening regional learning and innovation and creating opportunities for all and coordination of the inaugural NW Learning City Region Festival in partnership with UU and NWTEC partners
- Support to secure PeacePlus funding of €9.45 million for Innovate+ a project will focus on supporting SMEs across NI and border region on their innovation journey. Council is an associate partner
- Launch of NW DEPTH Pace Plus programme for upskilling and reskilling in digital and cybersecurity skills. Council is an associate partner.
- Diaspora engagement via 4 nr quarterly ezines.
- City & Growth Deals Skills Assessment Task & Finish Group - Life & Health Sciences Report for NI completed and shared with all stakeholders.

Off-Street Car Parks

- Completion of Phase II of the Car Parks Capital Works Scheme re-surfacing and improving the layout of a further 5 nr. off-street car parks across the city and district (Simpson's Brae Waterside, Market Square Claudy, William Street Castlederg, Railway Street Strabane and Mill Street Strabane)
- Re-lining of an additional 4 off-street car parks improving customer experience
- Additional 18 nr accessible parking spaces created to ensure improved parking for people with a disability with a total of 85nr accessible bays and the introduction of 23 nr. new family friendly bays.
- 93% of the off-street street car parks now provide accessible parking for people with disabilities. Previously this figure was 60% (Derry City and Strabane Parking Study 2019)
- Provision of free parking scheme in partnership with Strabane BID to incentivise town centre footfall in the lead up to Christmas 2025
- Facilitation of Council's signature festivals and events in council's car parks in 2025-26

Local Economic Partnership

- Establishment of LEP for Derry City & Strabane and co-design of an action plan in line with DfE's economic focus and the city and district's place based challenges and barriers to economic development
- Agreement by LEP on their mission, vision and values

- Receipt of letter of offer for £4.4m under the DfE Regional Balance Fund to deliver a scheme of funded projects across three key themes: strategic place-making, enterprise growth and support and clustering.

PEACE Plus Programme

- All 58 projects within the Local Co-Designed Action Plan now contracted (Procurement Phase complete)
- All 58 projects within the Local Co-Designed Action Plan now launched (Project Initiation Phase complete)
- All 58 project now in delivery phase with all monitoring, evaluation, financial and reporting systems in place
- Appointment of KPMG as first-control / audit function for the programme in July 2025 from SEUPB list
- Submission of 10 quarterly written and financial claims from July 2025 – March 2026 to catch up fully with the backlog of financial claims caused by the delays in the SEUPB ‘call-off’ list for appointment of control/audit function
- Maintenance of an excellent audit rating for the programme and steady reimbursement of funds from SEUPB
- Design, testing/pilot and establishment of end of project reporting systems for all projects
- Presenting to UNICEF Child Friendly awards team as part of the DCSDC successful effort to win Child Friendly status
- Design, print and distribution of 2nd PEACEPLUS Magazine in Autumn 2025
- Creation and broadcast of promotional video on Local Co-designed Action Plan co-design process and early delivery
- October 2025 Networking conference held (Public event) 65 attendees including cross-border and cross-council
- December 2025 Delivery of Smartphone video training to projects to enhance communications skills
- December 25 Completion of first annual equality update showing statistically the diversity engaged in the programme
- February 2026 Delivery of a 1-day training event on Ending Violence Against Women and Girls for community leaders
- March 2026 Delivery of a ‘Building Community Capacity for Peacebuilding’ networking conference for PEACE projects
- Continued servicing of the monthly PEACEPLUS Partnership Board and 3 thematic steering groups
- Collaboration with NWRC Film students to produce 6 short films of funded PEACE projects
- Recruitment of a new Finance Officer
- Completion of all detailed financial forecasting exercises for SEUPB
- Pro-active communications including maintenance of website, monthly e-mailouts, social media and press releases
- NEET young-adult 6 month placement with the PEACE Team now doing a Community Development Degree at UU

Strabane BID

- **Strabane Gift Card:** The initiative has continued to grow despite losing our highest selling agent, The Alley, temporarily. The gift card continues to provide a tangible benefit to town centre businesses, locking spend directly into the local economy and encouraging footfall.
- **Street Art:** Funding and delivery of Strabane town centre's first two pieces of street art on Castle Place, improving the vibrancy, vitality and footfall on the street.
- **Schools Campaigns:** Working with schools to promote a 'Love Local, Shop Local' ethos in children and young people. This year's 'Nominate Your Christmas Star' was very popular and achieved our highest views and engagement across social media.
- **Menarys:** The re-establishment of Menarys back in the heart of the town centre back in October was a huge boost. Contact with Menarys had been retained throughout their three year absence and BID were delighted to play a significant role in bringing them back and supporting their establishment in their current premises.
- **Events:** Town centre events proved very successful with 48 businesses engaging directly in Summer Jamm, the highest number to date. The new Music Trail, funded by elected members, was well received and proved beneficial for all participants. BID established a new working relationship with The Vintners which has developed into further support included Disability Awareness Training. Delivery of 'Strabane From Here, For Here' event showcased local businesses and was a successful, positive, celebratory event.
- **Love Strabane Social Media:** Social media engagement has increased significantly over the past year with more diverse posting and other organisations seeking to collaborate. It has become the go-to digital hub of the town, providing information, celebrating achievements, showcasing and promoting business, the gift card and the town as a whole.
- **Strabane BID Business of the Year:** This year the award went to J. Arthur Electrical Ltd, with The Thirsty Filly and Medicare, Main Street receiving short-listed status. The award focuses on the importance of celebrating and recognising the contribution of our local businesses to the community.
- **Business Photography:** A further 11 businesses received bespoke business photography, used in promotional campaigns and outdoor advertising. Businesses received a copy of the photos for their own use and BID is currently building up a considerable portfolio of local business imagery, ensuring they feature at the heart of promotion and marketing.
- **Engagement with Strabane Town Centre Regeneration and Public Realm Schemes:** These transformational projects are set to change the landscape for our local businesses in the near future, both aesthetically and economically. BID is a key stakeholder in both projects and are working closely with council officers, facilitating delivery of information and consultation sessions.

Museum & Visitor Services

- Achieved strong visitor numbers throughout the year pushing high levels outside traditional peak months.
- Continued delivery of high-quality guided tours and front of house service standards.
- Visitor Services Income up on previous year
- Successfully hosted major civic occasions including the visit of Irish President Catherine Connolly
- Delivered inclusive events showcasing culture, arts and storytelling supporting place-based participation. Successfully delivered Deaf Association Conference,
- Played a central role in Halloween, St Patricks Day and Jazz Festivals with family friendly activities and high quality music.
- Contributed to sustainability practices and targets by improving waste and energy use and supported Councils climate commitments.
- Worked closely with Visit Derry TNI, local schools, community groups and event partners to expand engagement and increase access to cultural heritage.
- Maintained strong visitor satisfaction scores and positive reviews with Tripadvisor Travellers Choice Awarded to Tower Museum and Guildhall, and 31 written complements received.
- Completion of mandatory staff training, 100% compliance in external health & safety audit, Visitor Services staff trained in Active Bystander Training, 10 staff completed OCN level 2 Tour Guide training through NWRC.
- Guildhall shortlisted for APSE Service Award.
- Guildhall staff successfully leading on Heritage Venues Working Group.
- Successful operational delivery of programme of events in the Guildhall including music, conferences and weddings
- Retail offering consistently developing with new lines added and revenue generation
- Derry Girls Experience – milestone of 68,000 visitors from 96 countries since opening and additional features added
- European Heritage Open Days tours at Tower Museum and Guildhall
- Archive & Genealogy programme included events with PRONI, North of Ireland Family History Society, RootsIreland, NI Libraries, plus a range of sessions with local, history and community groups and professional organisations.
- Learning programme included Reminiscence sessions through the HeART programme and Loan Box sessions delivered with schools plus a series of schools' tours during the months of January and February prior to the closure of the 'Story of Derry' exhibition

- Derry Girls Experience – 97,000 visitors since installation in July 2023 close to 100,000 milestone from almost 100 countries. Additional features added to enhance experience.
- Planning and completion of the decant of La Trinidad Valencera collection to NMNI for conservation prior to the objects returning for installation to the DNA Museum
- Early-stage planning for the decant of the ‘Story of Derry’ collections, including the returning of loans to other repositories and conservation of selected objects
- Digitisation contractor procured as part of the NLHF revenue strand to digitise a range of archive collections for gallery use, graphic support and for increased access in the Archive Discovery Zone (May)
- NIMC Capital Grant received to deliver ‘Stitched’ a conservation and quilting project to ensure long term sustainability of the shirt factory quilt collection (Jan)
- National Archives ‘Archives Revealed’ successful grant application with the appointment of an Assistant Archivist to work on the shirt factory collections (Nov)
- National Archives successful grant application for funding for a ‘Scoping Report’ for the John Hume archive collection (complete Feb)
- Hosting and facilitation of Museum Association NI Members Group Meeting in Tower Museum (June)
- Official Launch with key stakeholders and partners of DNA Museum at Ebrington – 24 September 2025 and launch of DNA Museum website www.dnamuseum.com
- Delivery of Museum Service Annual Plan 2025-26
 - Art of Triumph with the National Gallery & The Playhouse at the Guildhall (April)
 - Workers' Rights Social Justice Week Programme – Museum Service Programme @the Alley – Ann’s Journey Honouring the life and legacy of Strabane’s Trade Union Pioneer (1-31 May)
 - Quilt Fayre at Everglades Hotel; St Columb’s Hall exhibition event; Creggan Country Park for sustainability event Loan of textiles & ‘Shirts, Singers & Sewing’ exhibition’) (May)
 - Unlocking Our Silent Heritage Project launch (15 May) and 3 cemetery site visits delivered in partnership with Creggan Enterprises – Enagh/Old Glendermott and Urney
 - Project completion with the National Gallery London (200th anniversary programme) resulting in a one-day event at the Guildhall celebrating music and creativity (June)
 - Temporary exhibitions – ‘Showbands’ and ‘Shirts, Singers & Sewing’ - loaned to a range of community groups

- Continued project work with Conflict Textiles and Ulster University, NMNI team with an event for Universal Human Rights Day and confirmation of two textiles to be loaned for DNA Museum
- Successful event delivered on 17th May to mark 80th anniversary of the end of WWII and the Battle of the Atlantic in Ebrington. Approx. 8000 attended with re-enactments, museum displays, children's activities and music. This event was also part of the National Gallery Ireland's Drawing Day. Social media boasted 6,065 Interactions with a Reach of 91,185 and on content posted. The resulting in an AVE of £500,795.
- Amelia Earhart 93rd Anniversary Landing – Presentation at the Tower Museum and item presented for loan to DNA (21 May)
- Loan of Museum Service collection for Culmore Community partnership launch of Culmore Fort (4 June)
- Museum Service Programme @the Alley Exhibition - Lines of Inheritance – The Art of Micheál Ó Nualláin and the legacy of Flann O'Brien (23 June – 30 Sept)
- Loan of stained-glass fragment for Conflict & Legacy Interpretive Network exhibition in the NMNI Ulster Museum's Troubles and Beyond Gallery (27 June)
- Development & delivery of DNA Pop Up exhibition for EHOD / Culture Night & Tourism Fam visit.
- European Heritage Open Days tours at Tower Museum and Guildhall and promotion of the DNA Museum pop-up exhibition (13-14 Sept)
- Culture Night at Tower Museum with a pop-up DNA Museum exhibition and living history characters with the Makey Uppers (19 Sept)

Tourism

- Review and development of new Tourism Strategy and 5 year action plan (2026-2031)
- 29% increase in Visitor Spend and 10% increase in overnight trips (NISRA 2024)
- Supported **50+** businesses with experience development, ongoing training and promotion.
- Delivered 1 experience development programme which supported the creation of 5 new experiences.

- Delivery of **15+** food events/experiences as part of the Love LegenDerry Food month February 2026. PR and digital marketing campaigns, and a LegenDerry Food media showcase , hosting 10+ food media.
- LegenDerry Food Village delivered as part of the City's 2025 Halloween Festival
- Ongoing engagement maintained with Hat Trick Productions, Tourism NI, Tourism Ireland and Screen NI in relation to the Derry Girls project. Continued promotion of the Derry Girls Exhibition and £350,000 secured to deliver a Derry Girl immersive trail.
- Supported Coast to Coast Shared Island project – Media opportunities, Derry's inclusion in the Causeway coastal Route Strategy which includes the development of a Signature and Discovery point within the city.
- Investment in an additional officer within team to develop Food and Screen Tourism initiatives.
- Development and delivery of strategic cross border projects to support to enhance the Walled City where WAW meets CCR, NW marketing initiatives and the development of PeacePlus funding bid.
- Ongoing support for City Deal projects - Walls Experience & DNA City Deal Projects
- 6 venues supported with £69,600 through the Heritage Animation & Visitor Servicing Fund 2025/26.
- **14,702** visitors Sperrin Heritage Site/Giant Sculpture (**April 1 , 2025 to Dec 31, 2025**) and £260,000 secured for enhanced play provision onsite.
- Management plan and action plan developed for the Sperrin AONB.

Arts & Culture Summary

Strategic Development & Implementation

- Continued rollout of the Arts & Culture Strategy, supported through:
 - NW Audience Development Programme
 - Collaborative Resilience Programme
- Development of updated A&C Strategy in consultation with the Co Delivery Group
- Active co-delivery with local partners, practitioners, and statutory stakeholders.
- Delivery of Arts Development and Access & Inclusion functions to reduce participation barriers, especially for the pan-disability community.

Alley Arts & Conference Centre

- Due to refurbishment works the Alley Theatre was closed to the public in September 2025.

Arts Development Initiatives

- Sperrin Scarecrow Arts Trail – £8,025 funding to deliver a community arts project engaging rural communities .
- 25 inclusive arts workshops in rural Strabane (Autumn 2025–Spring 2026).

Creative Sector Forums & Collaboration

- Artist Studios support for successful launch of Creative Village Arts Guildhall Taphouse Studios
- Support for civic events inc Halloween, Derry Strabane Culture Night 25, One World Festival
- Festival & Event Organisers Forum: sessions on event management, health & safety and collaborative programming
- NW Music Makers Forum: sessions on Venues Collaboration, Musicians Union Fair Play
- NW Theatre Makers Forum: events including Networking and Collaboration cross border and with regional and national support organisations TDNI, ITI, PAF
- IACP Awards 2025-26 delivered for 19 recipients
- Agreed Principles & Guidelines for Associate Artist Programmes, consensual pilot programme in development
- Derry Creative Healthy City & NI Creative Health Network support including cross border collaboration on Shared Island programme
- Civic events: fostering Arts & Business collaboration
- Moor Area Test & Learn programme

Access & Inclusion Programme Highlights

- Successful completion of Access Grant Aid Programme with evaluation completed to support next step in prioritising access and inclusion and removing barriers to engagement for the pan-disability community.
- Delivery of Disability Awareness Training within hospitality in Strabane to support Adults with learning disabilities who want to go out in the evening socially without facing barriers as part of Mayors Initiative in partnership with BIDS. This training will also be delivered on a larger scale in Derry in April 2026 with the support of PHA in partnership with Business and Tourism team within Council.
- FestivALL 2026 returned with over 400 participants with outreach and performance opportunities for disabled participants.
- Partner with Tourism team to support their pathway to prioritising accessibility while also promoting Access and Inclusion best practise that has been developed within DCSDC Arts and Cultural venues and expanding it into the wider tourism sector.
- Continue to explore opportunities for the implementation of accredited continuous improvement initiatives for access and inclusion including ACNI All-In and University of Atypical Arts and Disability Access Award (ADAA) initiative. Following a pilot project of ADAA Millennium Forum has been awarded Accessibility Champion Status with the Alley Theatre planning to go through the process on reopening later in 2026.

Festivals & Events

- Delivered the full complement of events including City of Derry Jazz and Big Band Festival, Derry and Strabane Halloween, Walking Festival, North West Angling Fair, Strabane Lifford Half Marathon, Waterside Half Marathon, Summer Jamm, Craft Fair, Christmas Switch On Derry and Strabane, St Patricks Day Derry and Strabane.
- Delivered Strabane Lifford Half Marathon 1509 registrations, 1105 individual runners 62 relay teams 2000 spectators, Mayors Evens 2300 attendees, Jazz Festival 92,000, Summer Jamm 10,000, Waterside Half Marathon 3504 registered, Halloween Derry 100,000, Strabane 13,000, Christmas Switch Derry 12000, Strabane 7500, St Patricks Day Derry 16900 and Strabane 8700
- 6 senior staff attend Event Control and Crowd Management accredited Training by UK Resilience Academy
- 8 reps from external organisations attended the Event Control and Crowd Management accredited Training by UK Resilience Academy.
- Supported the Mayors Christmas events, Afro beat events and Supercar event with all proceeds in aid of the Mayor's charity.
- Delivered a new Strabane Lifford Half Marathon route to include a new start at the Alley Theatre and to run first few miles in town. There was a record number of participants.
- Advised and enabled a series of external events including the All-Ireland Bands Championship, International Cricket Series and the Triumph of Art event.
- Managed Headline and Community Festival funds with a total of £116,000 awarded through Community Festivals Funding, £30000 through National Events Funding, £240,000 awarded through Headline Events funding.
- Secured in 2025 £100,000 through Tourism Northern Ireland for funding for Derry Halloween. Secured a further £60,000 in sponsorship from Diageo and the Lycra Company.
- Led the development of a business engagement programme, working in collaboration with teams across Business and Culture.
- Supported the Executive Office with the roll out of the large-scale events process for Ebrington Square.

Marketing

- Designed, developed, delivered and supported 214 integrated marketing campaigns for Council services, festivals & events, funded programmes and cross-cutting projects across three Directorates and Strategic Support Units, supporting delivery of key Council priorities.
- Achieved a 12.5% increase in overall online community size across all social media platforms (Facebook, Instagram & LinkedIn), resulting in a total combined audience of 446,173.
- Successfully attracted 100,000 visitors to Derry Halloween 2025 over three nights, reinforcing its position as a leading international Halloween destination.
- Generated an estimated £13 million PR value for Derry Halloween, delivering significant global media exposure and destination profiling.
- Successfully attracted 90,000 visitors to the City of Derry Jazz & Big Band Festival, representing a 15% increase on 2024 attendance.
- Secured £70,000 sponsorship in-kind to support the development of the new Derry Halloween website, enhancing digital visitor experience and campaign reach.
- Achieved Runner-Up at the NI Social Media Awards for Best Campaign in the Hospitality & Tourism Sector, recognising excellence in digital campaign delivery.
- Delivered a high-impact regional marketing campaign (NIESS) across TV, radio, outdoor, press and digital platforms, complemented by localised campaigns across all 11 council areas. Independent tracking (quarterly surveys of 1,000 adults across NI) demonstrates consistent growth in service awareness across all regions.
- Successfully delivered a stakeholder engagement strategy for NIESS, strengthening relationships with key political stakeholders across the NI Executive and UK Government, supporting programme visibility and alignment.
- Delivered 'The Ultimate Pitch' campaign and event series, achieving a 25% increase in applications, alongside strong campaign performance including 343,703 impressions, 25,896 e-zine clicks, 17,714 website sessions and 158 PR placements within a four-month period.
- Delivered 1,450 social media posts (including video, reels and stories), achieving a reach of 6.2 million views and a 26% increase in engagement year-on-year, supporting key behaviour change for environmental campaigns.
- Delivered 30 targeted environmental campaigns including Repair Week, Food Waste Action Week, Recycling Week and European Week of Waste Reduction.

2.2 Progress Update

Code	Title	Description	Progress Update
C.BU2526.09	Deliver Labour Market Partnership 2025/26	Delivery of the Labour Market Partnership Action Plan 2025/26.	Spend: £114,434.93 until end Q3. Ongoing with delivery extension until June 2026
C.BU2526.09.01	Strategic Priority 1	To form and successfully deliver the functions of the local Labour Market Partnership for the area	
C.BU2526.09.01.01	Arrange Meetings with LMP Board		9 in person meetings 2025/26. 1 AGM included.
C.BU2526.09.01.02	Deliver Capacity Building for Members		2 guest speakers presented for board members. 1. local projections for the labour market. 2. the operations of the local College.
C.BU2526.09.01.03	Develop Action Plan for 2026/27		Action Plan developed and approved by Department for Communities for 2026/27.
C.BU2526.09.02	Strategic Priority 2	To improve employability outcomes and / or labour market conditions locally	11 employment academies and 4 programmes have commenced and 7 are to commence asap.
C.BU2526.09.02.01	Deliver Economic Inactivity Programme		Succeed in Enterprise programme. 16/16 people registered and progressing. Will complete April 2026.
C.BU2526.09.02.02	Deliver Unemployment Programme		Kickstart Your Skills programme. 39/54 people registered to date. Will complete April 2026.
C.BU2526.09.02.03	Deliver Disability Programme		Inclusive Employment Programme. Inclusive Employment Academy. 31/31 people registered and progressing. Will complete May 2026.
C.BU2526.09.02.04	Deliver Skilled Labour Supply Programme		Sector Specific Employment Academies. SIA Security, Admin, Teaching Asst x 2, Plant, Taxi, HGV, PCV, Contact Centre, Graduate, Construction. Upcoming Teaching Assistant, Health and Social Care, NPLQ, Event Stewarding. Will complete June 2026.
C.BU2526.09.03	Strategic Priority 3	To promote and support the delivery of existing employability or skills provision available either regionally or locally	
C.BU2526.09.03.01	Deliver a Programme of Awareness Raising Events	Deliver a programme of awareness raising events and support other stakeholder events to inform the community of local and regional employability and skills programmes.	Partnered with DfC and DfE on the delivery of 3 Major Jobs / Apprenticeship Fairs: Derry Cross Border Fair: 564 attendees Strabane Job/Apprenticeship Fair: 251 attendees Derry Apprenticeship Fair: 380 attendees

			Including supporting 7 other local events, total attendance exceeded 1500 people with 79 employers and 78 support organisations exhibiting.
C.BU2526.16.01	Digital Innovation Hub OBC		OBC has been drafted; however, the preferred location for the Digital Innovation Hub (Lawrence Building) is no longer considered feasible. This is due to increased demand for teaching accommodation from NWRC, alongside the spatial requirements necessary to effectively deliver the DIH. As a result, this option no longer represents the preferred approach. Identification and analysis of alternative options are now underway. The existing OBC can be updated to reflect these changes.
C.BU2526.16.02	Appoint Technical Consultants to Support Development of OBCs		Intelligens Consulting appointed in December 2025 re. Digital Enabling Infrastructure
C.BU2526.16.03	Draft Digital Enabling Infrastructure OBC		OBC currently being drafted – anticipated completion - July 2026
C.BU2526.16.04	Draft Positive Energy District OBC		A pre-market engagement process has commenced and will inform the forthcoming tender exercise to procure technical consultants to support the development of the OBC.
C.BU2526.17	Establish Positive Energy District Steering Group		PED Steering Group established
C.BU2526.18	Deliver Stakeholder Engagement Workshops to Support Smart/Digital OBCs		9 stakeholder meetings facilitated on 17th-19th February 2026 re. Digital Enabling Infrastructure 10 stakeholder meetings scheduled to take place on 1st & 2nd April 2026
C.BU2526.19.01	PEACEPLUS Smart Towns & Villages		Letter of offer received March 2026
C.BU2526.19.02	Horizon Europe Innovative Approaches for Deployment of Positive Energy Districts		Funding application did not progress due to eligibility criteria. 2 additional Horizon Europe opportunities currently being scoped via ERNACT: ✓ Fostering competences for the green transition (ref. HORIZON-CL2-2026-01-TRANSFO-07; call opening 12 May – 23 Sep)

			✓ Supporting Digitalisation of Distribution System Operators for a smart energy transition (ref. LIFE-2026-CET-DIGITA: DSO Academy; Indicative timeline: May – Oct 2026)
C.BU2526.20.01	Define the Offer, Review Propositions, Update Websites & Develop Marketing Campaigns	Engage in key markets and coordinate effective visit programmes, events and promotional activities to raise the profile of the city region.	Consolidated spreadsheet of Research and Innovation Assets for LIPF Fund produced. New investment propositions developed for renewable energy, green hydrogen and aviation/MRO. Code Title Description Due Date Status Progress Bar Latest Status Update Managed By Campaigns Tech/Legal companies produced. Website for the RegTech Supercluster has been developed, reviewed and updated. https://www.regtechsupercluster.com/ Webpages under review and brand refresh ongoing for Invest Derry Strabane.
C.BU2526.20.02	Engage & Co-Ordinate Visit Programmes to Raise Profile of City Region	Engage in key markets and coordinate effective visit programmes, events and promotional activities to raise the profile of the city region.	In-market activation in US with visits to New York, Philadelphia and Boston by a cross-border, cross-sectoral delegation from the NW led by the Mayors to raise the profile of the city region. Programme included business briefings, business breakfasts, civic receptions and conference/networking events.
C.BU2526.20.03	Host Inward Visits, Events & Activities to Raise Profile of City Region	Hosting of inward visits, events and activities to build connections and raise profile of the city region	14 inward visits ranging from government/diplomatic visits (US, China and European) to Network of Networks (FE institutions across EU) and HSCLC Leaders. Each visits provides an opportunity to raise the profile of the city region, promote key growth sectors and opportunities to invest, do business, partner.
C.BU2526.20.04	Generate Interest from Investors & Host Visits	Generate interest from potential investors, handle enquiries, engage with investment agencies and host investor visits.	9 investor visits hosted representing a range of sectors – tech/AI, fintech, aviation, renewables, business services, legal services. Handling enquiries from a further 2 investors who have been engaging with Council virtually, no visits planned as yet.
C.BU2526.20.05	Benchmark the City Region with Other Comparative Investment Location	Benchmarking the city region with other comparative investment locations	Updated statistics collated to Benchmark City Region against other cities and regions of a similar size. Statistics to be branded and displayed as infographics for inclusion in a live dashboard to be hosted on https://investderrystrabane.com/
C.BU2526.20.06	Build Relationships with Investment Agencies, Academic Institutions & Land & Property Agents	Continue to build relationships with investment agencies, academic institutions, developers, land and property agents and strengthen networks in key markets	Ongoing. Continuing activity across key markets — primarily US (Boston and Philadelphia), also engagement with Chinese Consulate/Dalian - with relationships and networks deepening across multiple sectors. Ongoing engagement with developers, land and property agencies, Invest NI and FE/HE institutions.

C.BU2526.21.01	Develop Content & Deliver Strategic Marketing Campaign	Develop content and deliver strategic marketing campaigns	Ongoing.
C.BU2526.21.02	Develop Database of Diaspora Contacts in Key Markets	Develop Database of Diaspora Contacts in Key Markets	Ongoing. Building diaspora connections in key markets is ongoing, diaspora ezine and Golden Bridges honourees.
C.BU2526.21.03	Promotional Campaigns to Attract People Back to the City Region	Promotional campaigns to attract people back and to the city region – skills/talent, students, entrepreneurs, investors, collaborators and ambassadors	Ongoing. Latest Come Home to Us video produced to promote opportunities in the NW. Promotion of employment opportunities via jobs board and engagement with companies locally who are hiring. With fDI investment impact award both Vertiv and Seagate were showcased. Latest ezine issued profiling Vertiv employee.
C.BU2526.22.01	Deliver Pathfinder III	Deliver Pathfinder III	Pathfinder III was re-branded Lead2Grow empowering MDs/CEOs with skills, insights and strategies to scale. Delivered in New York by the IESE Business School.
C.BU2526.22.02	Recruit & Select 6 nr. Local Companies to the Programme	Recruit and select 6 nr. local companies to the programme	5 local companies from Derry/Strabane were recruited to the programme joining 8 companies from Donegal representing AME and Tech sector. Post programme support has continued with 1-1 mentoring and in-person sessions. Programme currently being evaluated. Key success has been the peer-to-peer learning and networking.
C.BU2526.23.01	Build & Maintain Relationships with Stakeholders & Agencies	Build and maintain relationships with key partners, stakeholders and agencies	Team continues to build and strengthen relationships with key partners locally, regionally and internationally – civic, education, industry
C.BU2526.23.02	Support Local Business Engagement & Collaboration	Support local business engagement and collaboration	
C.BU2526.23.03	Referrals to Partners & Stakeholders	Referrals to partners and stakeholders	Referrals to Invest NI, UU, NWRC, Intertrade, signposting for finance/investment
C.BU2526.24	Support for Clustering & Collaborative Networks	Develop key cluster networks that offer comparative advantage and support key activities that will foster cluster growth, stimulate collaboration and cluster promotion.	Council is a key member of the GEMX cluster and a member of the Green Data Cluster network. Supports for AI Growth Zone bid and Local Innovation Policy Fund clusters. Engagement with Invest NI Collaboration Networks leads. Exploring opportunities for local clusters under the LEP.
C.BU2526.25.01	Support Development & Delivery of City Region Growth Deal via Marketing	Promote the city region growth deal, its projects and regional innovation specialisms via marketing, communications and visit itineraries	Ongoing. Visit programmes for both investor visits and inward visits combine visits to industry and our academic and innovation partners where possible. Academia and industry collaboraton is a key differentiator as well as R&D&I supports and specialisms from UU and NWRC. All 9 investor visits this year have comprised visits and meetings with FE/HE and Chamber partners.
C.BU2526.25.02	Build Connections Between Industry & City Region Growth Deal Projects	Build connections between industry and the city region growth deal projects to foster partnership and collaborations.	City Deal innovation projects are very attractive to companies looking to expand into NI – CARL/CADRIC, C-TRIC and AICC in particular. Council supported UU with CARL industry engagement

C.BU2526.25.03	Address Specific Sector Skills, Needs & Challenges	Address specific sector skills needs and challenges arising from the investment, with a focus on identifying and addressing skills gaps to ensure projects can be successfully delivered and inclusive economic growth is achieved	Skills/talent and work readiness remain key challenges for companies across all sectors. Building connections to our skills/training providers and LMP to deliver bespoke initiatives is beneficial. Signposting and promoting of NW DEPTH and Innovate+ to encourage take-up by local businesses in our networks
C.BU2526.26.01	Provide Enforcement & Optimise Cost Efficiency from the Car Park Assets	Provide sufficient enforcement and optimise cost-efficiency from the car park assets	Ongoing – Traffic attendants deployed daily to patrol P&D car parks to enforce any contraventions. Review of TA patrols to maximise efficiency
C.BU2526.26.02	Use of Data & Technology to Streamline Parking Operations & Improve User Experience	Use of data and technology to streamline parking operations and improve user experience	New digital technologies being explored to streamline parking operations and improve user experience. Smart City pilot being explored under City Deal.
C.BU2526.26.03	Carry Out Regular Inspections & Maintenance of Car Park Surfaces & Markings	Carry out regular inspections and maintenance of all car park surfaces & markings	Monthly inspection regime carried out by the CPDO. IT department currently trialling a new App which could provide electronic inspections. All defects are reported on AMS, there are currently no overdue items. H&S internal audit completed and recommendations implemented.
C.BU2526.26.04	Support Carbon Reduction by Implementing Efficient Lighting Solutions	Support carbon reduction by implementing energy efficient lighting solutions and engaging stakeholder to enhance EV charging infrastructure	New LED light are being fitted in William St car park (Derry) this is part on an ongoing process to update all car park lighting. 2 EV chargers are being installed in Shantallow and Spencer Rd car parks as part of the ORCS scheme.
C.BU2526.26.05	Ensure a Framework for Use of Car Parks for Alternative Purposes	Ensure there is a framework for the use of car parks for alternative purposes	An agreed process is in place for car park hire. This involves working with Council's Legal Dept., LPS and SAG. LPS has communicated that blanket hire policy is not a viable, each request for alternative use requires council authority, a LPS valuation and a temporary licence agreement.
C.BU2526.26.06	Ensure Appropriate Legal Agreements are in Place for Each Car Park	Ensure all appropriate legal agreements are in place for each of the car parks	Ongoing. Transfer of car parks has is over 70% completed.
C.BU2526.27.01	Simplify Payment Options Including Contactless to Enhance Convenience	Simplify payment options in additional car parks including contactless to enhance convenience for users	Updated payment infrastructure is being explored which would upgrade the existing machines to also offer contactless payments is being explored.
C.BU2526.27.02	Ensure Sufficient Disabled Parking	Ensure sufficient and adequate parking spaces for people with a disability	Ongoing –new accessibility bays have been installed in William Street Car Park (7 bays) and Spencer Road car park (2 bays).
C.BU2526.27.03	Improve Layout of 5nr Car Parks	Improved layout and re-surfacing of 5nr car parks	Completed
C.BU2526.27.04	Improve Communications to Users via Web & Social	Improved communications to users via web and social	Completed - New web content has gone live.
C.BU2526.27.05	Ensure Clear Signage & Lining of Bays in Car Parks	Ensure clear and adequate signage, also lining of bays in all car parks	All signage up to date. William Street and Spencer Road car parks have been relined. Spencer Rd bays are now standard size of 2.4m, previously some bays were 2m or less.

C.BU2526.27.06	Explore Adoption of Smart Parking to Streamline Parking Processes & Congestion	Explore adoption of smart parking technologies to streamline parking processes and congestion	The Traffic Management (Northern Ireland) Order 2005 restricts what devices can be used by Local authorities, review is ongoing with other Councils.

Museum & Visitor Services						
Code	Title	Description	Due Date	Status	Progress Bar	Latest Status Update
C.CU2425.06.03	Promote Derry Girls Experience at the Tower Museum and support delivery of wider funded project	Continue to promote Derry Girls Exhibition, with additions and event promotions, and support delivery of the wider story /experience across relevant sites.	31-Mar-2026		100%	Ongoing promotion of DG experience with plans for upgrade to exhibition – replica costumes for public engagement. Tender advertised for new digital and screen tourism experience across the city
C.CU2425.12.01	Collaborate with Colleagues and Stakeholders for Annual Programming	Collaborate with internal colleagues and external stakeholders for annual programming, including Council festivals	31-Mar-2026		100%	Ongoing meetings with Festivals Officer on Foyle Maritime Festival plan
C.CU2425.13	Continue to Lead, Develop and Deliver the DNA Museum Project	Continue to lead, develop and deliver on the research development, interpretation, operations, conservation and installation planning, and funding for this project	31-Mar-2026		100%	Official Launch with key stakeholders and partners of DNA Museum at Ebrington – 24 September 2025 Launch of DNA Museum website www.dnamuseum.com Appointment of Mount Maker for display cases Ongoing work on conservation of key collections for DNA - Completed – Minnehaha Nameplates, Shirt from Shirt Factory collection, Ebrington Boot Collection
	Deliver on the decant of the Tower Museum & the legacy programme	Continue to lead on the decant of museum and archive collections from the TM, including sourcing relevant institutes where necessary	32- Mar-2026		100%	Ongoing work by Museum team on decant of TM: Planning and completion of the decant of La Trinidad Valencera collection to NMNI for conservation prior to the objects returning for installation to the DNA Museum Early-stage planning for the decant of the 'Story of Derry' collections, including the returning of loans to other repositories Decant of Tower Museum resources and office fixtures; storage areas, learning materials and the library were assessed and boxed for relocation or reuse Tower Museum legacy programme; development and promotion of events taking place to encourage people to visit the 'Story of Derry'

						exhibition prior to its closure. Events included a celebratory staff event (Feb), a panel event with Dr Brian (March) and a planned event in April 2026 as a final opportunity to visit the exhibition
C.CU2425.14	Develop two Learning Programmes for DNA - formal and informal audiences	Develop two Learning Programmes for DNA Museum	31-Mar-2026		25%	- Draft tender for provision of Learning Programmes to be created. - Research completed
C.CU2425.15	Deliver Archive & Genealogy Service	Hold 2 Archive & Genealogy events per quarter focusing on the collections and promotion of DNA Museum	31-Mar-2026		100%	Programme complete (Jan-Mar) 5 sessions held including with U3A, Friends of the Derry Walls, Conflict Textiles audience
C.CU2425.16	Deliver on the National Archives project	Complete the delivery of the National Archives 'Archives Revealed' funded programme, focused on the Shirt Factory archive collection	31-Mar-2026		50%	Programme ongoing Assistant Archivist appointed Detailed cataloguing of collection Engagement Plan created to improved access to Shirt Factory Collections
C.CU2425.17	Deliver Museum Service Annual Programme	Deliver Museum Service annual programme	31-Mar-2026		100%	Programme complete Ongoing delivery of the Derry Girls Experience in the Tower Museum and plans for new additions to exhibition. Art of Triumph with the National Gallery & The Playhouse at the Guildhall (April) Workers' Rights Social Justice Week Programme – Museum Service Programme @the Alley – Ann's Journey Honouring the life and legacy of Strabane's Trade Union Pioneer (1-31 May) Loan of textiles & 'Shirts, Singers & Sewing' exhibition' (May) Unlocking Our Silent Heritage Project launch (15 May) and 3 cemetery site visits delivered in partnership with Creggan Enterprises – Enagh/Old Glendermott and Urney International Drawing Day at the Tower Museum (May) National Gallery London (200th anniversary programme) - Guildhall celebrating music and creativity (June) Temporary exhibitions – 'Showbands' and 'Shirts, Singers & Sewing' - loaned to a range of community groups Conflict Textiles and Ulster University, NMNI team with an event for Universal Human Rights Day 80th anniversary of the end of WWII and the Battle of the Atlantic in Ebrington (17 May) Amelia Earhart 93rd Anniversary Landing – Presentation at the Tower Museum and item presented for loan to DNA (21 May) Loan of Museum Service collection for Culmore Community partnership launch of Culmore Fort (4 June)

					Museum Service Programme @the Alley Exhibition - Lines of Inheritance – The Art of Micheál Ó Nualláin and the legacy of Flann O'Brien (23 June – 30 Sept) Loan of stained-glass fragment for Conflict & Legacy Interpretive Network exhibition in the NMNI Ulster Museum's Troubles and Beyond Gallery (27 June) Archive & Genealogy sessions with Strabane History Society, Conflict Textiles event, PRONI (3) Development & delivery of DNA Pop Up exhibition for EHOD / Culture Night & Tourism Fam visit. European Heritage Open Days tours at Tower Museum and Guildhall and promotion of the DNA Museum pop-up exhibition (13-14 Sept) Culture Night at Tower Museum with a pop-up DNA Museum exhibition and living history characters with the Makey Uppers (19 Sept) Archive & Genealogy programme programme included events with PRONI, North of Ireland Family History Society, RootsIreland, NI Libraries, plus a range of sessions with local, history and community groups and professional organisations. Learning programme included Reminiscence sessions though the HeART programme and Loan Box sessions delivered with schools plus a series of schools tours during the months of January and February prior to the closure of the 'Story of Derry' exhibition Digitisation contractor procured as part of the NLHF revenue strand to digitise a range of archive collections for gallery use, graphic support and for increased access in the Archive Discovery Zone (May) Art curator appointed for a contract to review and catalogue the art collection NIMC Capital Grant received to deliver 'Stitched' a conservation and quilting project to ensure long term sustainability of the shirt factory quilt collection (Jan) Hosting and facilitation of Museum Association NI Members Group Meeting in Tower Museum (June 25) National Archives 'Archives Revealed' successful grant application with the appointment of an Assistant Archivist to work on the shirt factory collections (Nov) National Archives successful grant application for funding for a 'Scoping Report' for the John Hume archive collection (complete Feb) Delivery of National Gallery Art on Your Doorstep programme across city & district (March 26)
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C.CU2425.18	Museum Service Volunteer Programme	Ongoing delivery of a Volunteer Programme, ensuring strategic fit with development needs for DNA Museum	31-Mar-2026			Additional Volunteers – 1 from UU and 1 from QUB working on Museum Service projects. 2 working on (family history) Digital projects.
C.CU2425.19	Museum Collections Store	Ongoing development and reorganisation of museum stores to enhance access and storage standards	31-Mar-2026			Collections preparation and conservation condition assessments of key artefacts for DNA Museum.
C.CU2526.12	Maintain Visitor Numbers for Guildhall		31-Mar-2026		82%	
C.CU2526.12.01	Attend 4 Trade or Networking Events		31-Mar-2026		100%	Tourism Ireland presentation to the German Team 28/04/25, BW attended PRONI event (Aug), AM attended Heritage VenuesWorking Group (Dec), AM & JMcM attended Music Makers Forum, Meet The Buyer planned for March.
C.CU2526.12.02	Maintain Social Media Engagement		31-Mar-2026		100%	Content calendar created and in use. Instagram followers up 15% and views up 38%, Facebook followers up 13% and views up 33%
C.CU2526.12.03	Maintain Visitor Satisfaction		31-Mar-2026		100%	Both Guildhall and Tower Museum ranking 4.6/5 in TripAdvisor and are both in top 10% of things to do globally
C.CU2526.12.04	Ensure Building is Accessible to All Visitors		31-Mar-2026		100%	Mobility access with lifts to upper floors, Sensory spaces during events, Sensory programme planned for Halloween, Audio loop systems, Autism Impact award, Baby changing spaces, Warm space during winter, Wi-Fi available
C.CU2526.13	Increase VS Income by 5% on 2024 Figures		31-Mar-2026		100%	
C.CU2526.13.01	Develop Retail Offering & Spend		31-Mar-2026		75%	Q1 (+19%), Q2 (+41%), Q3 (-41%)
C.CU2526.13.02	Increase Bar Spend by 5%		31-Mar-2026		100%	Q1 (+78%), Q2 (-38%), Q3 (+111%)
C.CU2526.13.03	Develop Guildhall & Harbour House as Bookable Venues		31-Mar-2026		100%	All rooms equipped with AV, lighting, Wifi and accessibility features Tea, coffee facilities available in all rooms Transparent pricing schedule available Dedicated Booking Office with phone / email support Guildhall is fully operational as a premier venue with high booking rates and visibility. Harbour House is in early-stage development with potential for expanded use, especially in heritage and civic programming.

C.CU2526.14	Develop Sustainability within VS		31-Mar-2026		50%	
C.CU2526.14.01	Continue Energy Efficiency Project		31-Mar-2026		50%	Guildhall and Harbour House are already operating with integrated, efficient systems. Tower Museum is paused for future upgrades. The Council's strategic roadmap supports long-term decarbonisation and energy savings Sensory lighting being reviewed Main Hall LED lighting project being reviewed
C.CU2526.14.02	Continue Waste & Recycling Project		31-Mar-2026		100%	Halloween Costume Swap Shop, encouraging reuse and reducing textile waste. Participation in Recycling Week. Collection points at Guildhall and for donated items laptops. Provide catering equipment to Repair and Share Foyle for events
C.CU2526.14.03	Work with Suppliers on their Green Standards		31-Mar-2026		50%	Working with café to reduce carbon footprint. Incorporating responsible procurement in future tenders.
C.CU2526.15	Develop Visitor Experience throughout the MVS		31-Mar-2026		75%	
C.CU2526.15.01	Develop Virtual Access to Guildhall & Tower Museum		31-Mar-2026		20%	Planned for Spring
C.CU2526.15.02	Promote Guided Tours in Guildhall & Tower Museum		31-Mar-2026		100%	Both venues offer regular, well-promoted guided tours. Tours are integrated into seasonal programming, accessibility initiatives, and visitor passes. Visitor feedback highlights engaging guides, rich historical content, and inclusive experiences.
C.CU2526.15.03	Continue to Facilitate Placements & Volunteers		31-Mar-2026		100%	2 x volunteers working with Archive collections 2 x regular volunteers in Guildhall Visitor services through NWVC
C.CU2526.15.04	Gather Feedback from Staff, Visitors & Communities	Engage with staff, visitors and communities to gather feedback and input into visitor experience.	31-Mar-2026		50%	Feedback is being gathered through Booking Office

TOURISM						
Code	Title	Description	Due Date	Status	Progress Bar	Latest Status Update
C.CU2425.01	Develop the Walled City Experience	Develop the Walled City Experience	31-Mar-2026			Objective Progress
C.CU2425.01.01	Design the Heritage Animation & Visitor Servicing Fund	Design and manage the Heritage Animation & Visitor Servicing Fund	31-Mar-2026		100%	HAVS Grant Aid 2025/26 granted and LoO issued. 26/267call was issued and closed.
C.CU2425.01.02	Ongoing Support for Heritage Venues	Provide ongoing support to the Heritage Venue Group	31-Mar-2026		100%	Monthly meetings held with heritage venues group. Terms of reference developed for group with Action Plan for the current year on-going. Officer one to one meetings delivered to support ongoing development. Subgroup meetings established to delivery and develop plan and deliver activity to support the group including marketing and digital campaign, training, other identified needs
C.CU2425.01.03	Secure Funding, Develop and Deliver Animation	Secure funding, develop and deliver animation	31-Mar-2026		100%	HAVS Grant Aid supporting delivery of animation & events. £10k secured from Honourable Irish Society to support programming and marketing
C.CU2425.01.04	Deliver Initiatives to Enhance the Walled City	Deliver initiatives to enhance the Walled City where WAW meets CCR including North West Development Fund projects, Shared Island Project and develop PeacePlus funding bid	31-Mar-2026		100%	Signage project completed and installedNW Golf activity to promote the NW and the city as a hub for accessing world class golf. Including creating assets, attending consumer and trade golf shows, PR campaign and digital marketing. Officers involved in waw/ccr shared island project group and £312,500 secured for Derry Girls Immersive trail
C.CU2425.02	Deliver Capital Programme to Enhance Visitor Experience	Deliver capital programme to enhance visitor experience of the Walled City	31-Mar-2026			Objective Progress

TOURISM						
Code	Title	Description	Due Date	Status	Progress Bar	Latest Status Update
C.CU2425.02.01	Support Development of DNA	Support development of DNA	31-Mar-2026		100%	Ongoing support for DNA project which includes tourism stakeholder engagement, project and steering groups, Marketing & PR 1 x tourism industry event delivered
C.CU2425.02.02	Scope Capital Project and Secure Funding Through Shared Island Project	Scope capital project and secure external funding through Shared Island Project – Derry Girls Phase 2 & Signature Discovery Point	31-Mar-2026		100%	£312,500 Funding secured through Shared Island Coat to Coats Fund to develop Derry Girls Phase 2 concept. CCR Strategy complete which includes the city. Signature discovery points confirmed for city. Officers and members have engaged in workshops and consultations to support.
C.CU2425.02.03	Support Development of the Walled City Experience as Part of City Deal	Support development of the Walled City Experience as part of City Deal	31-Mar-2026		100%	Ongoing engagement and feedback provided on the shortlisted projects. Officers involved in steering groups and industry engagement
C.CU2425.03	Develop the Food and Drink Experience	Develop the Food and Drink Experience	31-Mar-2026			Objective Progress
C.CU2425.03.01	Secure Funding and Deliver Actions within the Strategy	Secure external funding and deliver actions	31-Mar-2026		100%	Part time Food Officer appointed but limited budget available to deliver on strategy and seeking opportunities for external funding to support this activity. Council lead on the LegenDerry Food Brand and managed social media content, PR and marketing. LegenDerry Food areas delivered at all council events. Love LegenDerry Food month in February delivered which is a programme of 15+ events. PR and digital marketing campaigns developed and being delivered to support this activity. Delivered a LegenDerry Food Media Showcase Event in February hosting 50+ media
C.CU2425.03.02	Facilitate the LegenDerry Food Network	Facilitate the LegenDerry Food Network	31-Mar-2026		100%	Attend monthly meetings with LF Network committee in an observer capacity to ensure alignment with delivery of initiatives and plans Support secured through Go Succeed to help constitute the group and set up financial structures and delivery of 3 workshops – customer service

TOURISM						
Code	Title	Description	Due Date	Status	Progress Bar	Latest Status Update
						Ongoing management of social media and stakeholder engagement.
C.CU2526.19	Develop Rural Tourism Product		31-Mar-2026		100%	
C.CU2526.19.01	Support Sperrins Partnership in Developing an Area of Outstanding Natural Beauty Action Plan	Support Sperrins Partnership in the development of an Area of Outstanding Natural Beauty Action Plan for the region; and in the delivery of agreed actions within the Brand & Tourism Action Plan and other thematic action plans.	31-Mar-2026		100%	Attendance at partnership meetings: Operational/ Branding & Tourism/AONB Action Plan Delivery Support provided in an update and reprint of Sperrins Scenic Driving Routes publication.(12,000 copies printed) Informing and supporting the delivery of Sperrin Partnership's Tourism & Branding Action Plan Supporting of events team in relation to March 2026 Sperrin Walking Festival proposal Ongoing audit of Sperrins Scenic Driving Routes and Cycle Routes Signage being undertaken and identified remedial works scheduled for completion.
C.CU2526.19.02	Support Promotion of the Sperrins Sculpture Trail Project	Support promotion of the Sperrins Sculpture Trail Project and development of visitor services on the wider Sperrin Heritage Site	31-Mar-2026		100%	Cross directorate officer and member meetings facilitated Stakeholder and community engagement facilitated Procurement of a building condition survey report (Report completed) and feasibility study and options appraisal action (To be completed 26/27) Sperrin Heritage site development design plan completed, play enhancement funding secured Tree planting completed Site checks and operational site maintenance actioned Ongoing discussions with DFI re dedicated bus stop shelter and layby install(Design options completed) Site Risk Assessment completed. (Mandatory RA 3- day training completed) Scoping out of the potential for the installation of a community Defib on site completed. Scoping out of potential for transfer of Sperrin Heritage Centre exhibit low value assets to local community group. Sperrin Sculpture Trail Project funder evaluation completed. (Funder site visit and sign off January 2026)

TOURISM						
Code	Title	Description	Due Date	Status	Progress Bar	Latest Status Update
						Maintenance of Sperrins Sculpture Trail dedicated website.
C.CU2526.19.03	Develop Existing/New Rural Visitor Trails	Maintenance and development of existing/new rural based visitor trails and routes	31-Mar-2026		85%	Build on TNI Family friendly trails initiative and review opportunities to develop and promote greenway assets as visitor product and experiences. Analysis of draft requirements of pilot walk (St Columb's Park-Acorn Farm Loop) reviewed with Greenway Team – Work scheduled for Summer of 2026 Maintenance of tourism interpretive panels/signage (Ongoing): Checks on 14 no. SDC legacy interpretive panels & repairs undertaken Confirmation of existence of additional SDC interpretive panels as identified by Elaine Sproule- 2 outstanding - (To be completed April 2026) International Appalachian Trail Ulster Ireland (long distance walking trail) & complementary routes. Annual inspection of route and maintenance delivery – Killeter Forest section outstanding (To be completed April 2026) Delivery of post RDP marketing activity. DCSDC lead partner for hosting of the IAT Ulster Ireland Website and facilitation of partner financial contribution, and lead on sharing Facebook content. Ongoing Address gaps in way marking of DCSDC section of Ulster Way and complementary local routes. Strabane Town Heritage Trail updates where required.
C.CU2526.19.04	Support Rural Product Development Opportunities	Support additional rural product development opportunities across the district	31-Mar-2026		100%	Providing support to Council's Regeneration team which leads on Village Enhancement Plans for Newtownstewart and Sion Mills Meetings attended 1 multi- council services fam and engagement event meeting held with Newtownstewart stakeholders Supporting Newtownstewart Peer Support Network (undertaken in partnership with Business Team) Content designed and produced for vacant interpretive panel Assist with Strabane Triathlon Club /Moorlough

TOURISM						
Code	Title	Description	Due Date	Status	Progress Bar	Latest Status Update
						Industry engagement e.g. notifications distributed to email database of rural providers and promoting participation in council led initiatives. Attendance at Council led Rural Issues Group meetings Attendance at Outdoor Tourism Partnership meetings
C.CU2425.05	Develop Marine Tourism Opportunities & Promotion of the Use of the District's Waterways	Support opportunities to develop and promote marine and water based tourism in partnership with key stakeholders	31-Mar-2025		50%	<u>Moorlough Review</u> - No update. The lead stakeholder's- Inland Fisheries- wider role under review internally within DAER
C.CU2425.06	Develop Screen Tourism Product and Tourism Opportunities	Develop Screen Tourism product and tourism opportunities	31-Mar-2025			Objective Progress
C.CU2425.06.01	Resource All Screen Related Inquiries	Resource all screen related inquiries	31-Mar-2026		100%	All queries received supported
C.CU2425.06.02	Maximise Screen Tourism Opportunities with Stakeholders	Maximise screen tourism opportunities with stakeholders	31-Mar-2026		50%	Part time Screen Officer appointed. Initial stakeholder engagement Foyle Screen – film office in development to include brand, content Internal stakeholder group established – meetings x 2 Continued engagement with Hat Trick Productions, Tourism NI, Tourism Ireland and Screen NI re the Derry Girls project

TOURISM						
Code	Title	Description	Due Date	Status	Progress Bar	Latest Status Update
						following successful launch of the Derry Girls Experience in July 2023.

ARTS & CULTURE						
Code	Title	Description	Due Date	Status	Progress Bar	Latest Status Update

C.CU2526.01.01	Design of Revised Art & Culture Strategy & Review Previous Action Plan	Design of revised Art and Culture Strategy including review of previous action plan.	31-Mar-2026		90%	Draft A&C Strategy complete requiring final approval from B&C Committee in June 2026
C.CU2526.01.02	Deliver Co Delivery Process Including Recruitment for Stakeholder Group	Ongoing delivery of Co Delivery process including recruitment for and facilitation of the Co Delivery Stakeholder Group, ongoing engagement with the wider cultural sector and responsibility for leading on the roll out of the actions within the Strategy.	31-Mar-2026		100%	Current Co Delivery group membership retained to oversee completion of new strategy. Recruitment of new group to be initiated once new strategy completed.
C.CU2526.02	Ongoing Delivery of Access & Inclusion Programme	Compilation and roll out of a new Access and Inclusion annual action plan focused on the needs of the Business & Culture Directorate.	31-Mar-2026		90%	Draft action plan complete and awaiting completion of the A&C strategy to ensure alignment
C.CU2526.03.01	Deliver AW Audience Development Project in Partnership with DCC	Ongoing delivery of the NW Audience Development project in partnership with DCC including securing of resources to deliver same.	31-Mar-2026		100%	Current project complete.
C.CU2526.03.02	Implementation of Audience Impact Methodology	Implementation of audience impact methodology across NW cultural sector.	31-Mar-2026		100%	Complete and ongoing with movement onto impact survey

	Across NW Cultural Sector					
C.CU2526.04	Review Cultural Aid Programmes	Review of cultural grant aid programmes including potential consensual grant aid process for Artist and Cultural Practitioner Award as well as application of standardised performance measures aligned with relevant A&C Strategic actions	31-Mar-2026		100%	New impact measurement tool in place. Approval to proceed with consensual grant aid process secured.
C.CU2526.05	Review & Implement Alley Arts & Conference Action Plan	Development and roll out of Alley Arts and Arts Conference Centre strategy	31-Mar-2026		0%	Action paused due to temporary closure of the Alley. Revised action plan under development with focus on A&C strategy alignment.
C.CU2526.06	Implement Continuous Improvement Models for Front Line Service Delivery	Supporting the development and implementation of service quality accreditation for adoption by the wider cultural sector as part of the NW Audience Development Programme.	31-Mar-2026		0%	Action paused due to temporary closure of the Alley.

FESTIVAL & EVENTS						
Code	Title	Description	Due Date	Status	Progress Bar	Latest Status Update
C.CU2425.19	Delivery of Core Programme of Tier 1 Events	Delivery of core festivals and events: City of Derry Jazz Festival, Summer Jamm, Halloween Derry and Strabane, Craft Fair, Christmas Switch On Derry and Strabane, Festive Time Programme, St Patrick's Day Spring Carnival Derry and Strabane, alternative angling fairs and half marathons	31-Mar-2026		100%	Delivered Strabane Lifford Half Marathon 1509 registrations, 1105 individual runners 62 relay teams 2000 spectators, Mayors Evens 2300 attendees, Jazz Festival 92,000, Summer Jamm 10,000, Waterside Half Marathon 3504 registered, Halloween Derry 100,000, Strabane 13,000, Christmas Switch Derry 12000, Strabane 7500, St Patricks Day Derry 16900 and Strabane 8700
C.CU2425.20	Manage and Administer	Develop, assess, award, administer and manage the allocation of	31-Mar-2026		100%	All grant aid processed.

	Community Festival Fund	Community Festivals Fund £132,700 estimated 29 events				
C.CU2425.21	Manage/Administer Headline Events Fund and National Events Fund	Develop, assess, award, administer and manage the allocation of Headline Events Fund £240,000 estimated 10 events and 2 National Event Fund £30,000	31-Mar-2026		100%	All grant aid processed
C.CU2425.21.01	Develop Skills and Capacity in Event Management and Delivery	Develop skills and capacity for both staff and external organisations in event management and delivery	31-Mar-2026		100%	6 senior staff attend Event Control and Crowd Management accredited Training by Emergency planning college. 4 internal staff training on Safe Shop.
C.CU2425.21.02	Organised Group Training	Organised group training in the following areas, Event Control, CCTV, Event Health and Safety, External - Radio training, Counter Terrorism	31-Mar-2026		100%	8 reps from external organisations attended the Event Control and Crowd Management accredited Training by Emergency planning college. Co-ordinated through the Events Subgroup of the Co-Delivery group a Safe Shop exercise with 25 reps from the creative sector and education provided training on how to deal with difficult people and in part awareness of ending violence against woman initiative.

MARKETING						
Code	Title	Description	Due Date	Status	Progress Bar	Latest Status Update
C.CU2526.25	Deliver Marketing Services for Council & Cross Cutting Projects	Develop marketing campaigns including branding and operational protocols for each Council service area, including cross cutting and funding projects.	31-Mar-2026		100%	Designed, developed, delivered and supported 214 integrated marketing campaigns for Council services, festivals & events, funded programmes and cross-cutting projects across three Directorates and Strategic Support Units, supporting delivery of key Council priorities
C.CU2526.26	Deliver Marketing Campaigns for	Develop and deliver marketing campaigns and evaluations for festivals and events.	31-Mar-2026		100%	Successfully delivered campaigns for Councils festival & events

	Festivals & Events					
C.CU2526.27	Deliver Marketing Campaigns for Environment & Regeneration	Develop and deliver marketing campaigns and evaluations for Environment & Regeneration	31-Mar-2026		100%	Successfully delivered campaigns for E&R
C.CU2526.28	Improve Service Delivery & Create Efficiencies	Develop branding toolkits, messaging toolkits and planning templates.	31-Mar-2026		100%	Successfully delivered across all campaigns
C.CU2526.29	Maintain Digital & Social Media Innovation Across Marketing Campaigns	Maintain digital & social media activities within marketing campaigns along with enhancing all areas of online user behaviour across 3 directorates.	31-Mar-2026		100%	Achieved a 12.5% increase in overall online community size across all social media platforms
C.CU2526.30	Provide Design Service for Council & External Design		31-Mar-2026		100%	
C.CU2526.30.0 1	Provide In House Design & Procurement of External Design Support	Provide an in-house design service and procurement of external design support and print via the annual tender.	31-Mar-2026		100%	Successfully delivered across all directorates.
C.CU2526.30.0 2	Implement a Design Service Protocol & Guidelines		31-Mar-2026		100%	Successfully delivered across all directorates.
C.CU2526.31	Manage Marketing & Communication		31-Mar-2026		100%	Successfully completed with +11% increase on enquiry targets.

	s Campaign for the NIESS					
C.CU2526.31.0 1	Co-Ordinate Regional & Local Marketing Campaigns		31-Mar-2026		100%	Successfully delivered across all 11 Councils.
C.CU2526.31.0 2	Manage Website Development Including Creation of Resources Portal	Manage website development and maintenance, including creating a resources portal for the business community and integrating with Belfast City Council's CRM System.	31-Mar-2026		100%	Web portal complete
C.CU2526.31.0 3	Chair Marketing Subgroup with Representatives from Various Councils	Chair the Marketing Subgroup with representatives from various councils to ensure alignment of marketing activities with delivery targets.	31-Mar-2026		100%	Complete
C.CU2526.31.0 4	Provide Updates & Reports to 11 Council Oversight Groups & Delivery Partners	Provide regular updates and reports to the 11 Council Oversight Groups and Delivery Partners, while attending group meetings.	31-Mar-2026		100%	Complete

Section Three: Improvement Planning and Performance 2026/27

The Directorate has set a number of improvement objectives for 2026/27 which aim to bring about improvement in one or more of the following improvement criteria:

- Strategic effectiveness (SE)
- Service quality (SQ)
- Service availability (SA)
- Fairness (F)
- Sustainability (S)
- Efficiency (E)
- Innovation. (I)

These improvement objectives may relate to improving the quality of life of our citizens (**outcome improvements**) and/or **service improvements** that will help bring about the delivery of more effective, quality and customer focussed services.

An overview of these objectives and the work we will be undertaking in 2026/27 is set out in paragraphs 3.1 – 3.3 below, under the headings of:

- 2026/27 Directorate Improvement Objectives (Outcome Improvement Objective, and Other Service Improvement Objectives)
- Mainstreaming the Equality and Disability Duties, Rural Needs and Climate Change
- Ending violence against women and girls, promoting child rights and tackling social deprivation.

Details of how we will deliver these commitments and monitor and measure progress/success are set out in paragraphs 3.5 and 3.6.

An overview of the outcome and/or service improvement objectives and how they relate to the Community/Corporate Plan is set out in the table below.

3.1 2026/27 Directorate Improvement Objectives

An overview of the outcome and/or service improvement objectives and how they relate to the Community/Corporate Plan is set out in the table below.

Community/Corporate Plan Objective	Directorate Outcome / Improvement Objective / Service Objective 2026/27	Link to Improvement Criteria **
	Outcome Improvement Objective	
Promote regional balance and economic growth	Deliver the Local Economic Partnership Action Plan (Year 1)	
	Other Service Delivery Objectives	

Support the creation of sustainable, high-quality jobs to drive economic growth.	Support the creation of sustainable, high-quality jobs in the Council area through targeted business growth and innovation initiatives. Deliver the NIESS Programme and related interventions to strengthen the local economy and stimulate enterprise development. Maintain a customer-centric service delivery model to ensure business support meets evolving needs and drives economic impact.	S, I
Support Business Competitiveness & Growth	Strengthen the local business base by helping more businesses to scale, innovate and compete in both indigenous and export markets. Provide accessible, tailored business support that addresses growth aspirations. Deliver programmes of support including NIESS to enable businesses to scale, innovate and future-proof.	S, I

Partnerships, Networking & Innovation	Develop opportunities for business engagement, collaboration and networking, fostering a connected and resilient local business ecosystem. Generate referrals to Invest NI and other business support partners, strengthening the regional support network & enhancing regional uptake of national/ regional supports. Promote business innovation and growth leveraging strategic partnerships to embed a culture of entrepreneurship across the district.	S, I
Environment & Regeneration – living sustainably and contributing towards climate action; securer and affordable energy supply	The Smart Derry Strabane Programme has a strong focus on the environment, utilising new technology, supporting innovation activity and providing living labs and testbeds it will support sustainability and enable more effective resource management, help monitor and manage emissions, support energy efficiency, and accelerate the local energy transition.	SE SQ SA F S E I
Community & Social	The Smart Derry Strabane Programme seeks to improve quality of life for residents and visitors by following an inclusive strategic approach – across all age groups and demographics. The project will focus on improving social	SE SQ SA

	and digital inclusion; improving access to data for decision making, and smart buildings etc. Civic and social engagement as well as new technologies e.g. IoT, public realm Wi-Fi, LPWAN and 5G technology will be leveraged to improve accessibility and citizen experience.	F S E I
Social Wellbeing (Strategic Community Plan) Outcome 1 We live in a shared, equal and safe community. Principal Action: Promote greater integration and inclusion within and between communities of place and of interest.	The PEACEPLUS team will work to ensure that the delivery of the Local Co-Designed Action Plan incorporates a Co-Design Approach through our Board and that our programmes promote peace and reconciliation and cultural inclusion under the themes of Local Community Regeneration and Transformation; Thriving and Peaceful Communities; and Celebrating Cultural Diversity.	• Strategic effectiveness (SE) • Fairness (F) • Sustainability (S) Innovation. (I)
Social Wellbeing (Strategic Community Plan) Outcome 1 We live in a shared, equal and safe community. Principal Action: Create safer Communities	The PEACEPLUS team will manage the delivery stages of projects to include programmes to promote shared space, equality and community safety where relevant to the programme requirements under the themes of Local Community Regeneration and Transformation; Thriving and Peaceful Communities; and Celebrating Cultural Diversity.	• Strategic effectiveness (SE) • Fairness (F) • Sustainability (S) Innovation. (I)
Council's Corporate Value:	The PEACEPLUS Team will ensure that it continues to adopt a unified Council approach in all areas of its work. Specifically, it will ensure that Board and Steering Group meetings are held in a range of venues across the	• Strategic effectiveness (SE)

One new unified Council with the needs of local communities and businesses at the core of what we do.	Derry~Londonderry, Strabane and rural areas. The PEACEPLUS Board structure includes specific geographical representation with each LCGP / 8 DEA's nominating representation to the Board. In conducting public meetings relevant to its service delivery, e.g. tender training sessions, it will ensure a wide range of geographical locations are used as relevant. The Co-Design of the bid has ensured that 50% of the overall project funding is allocated proportionately across the 8 LCGP areas to ensure geographic spread of the benefit of the funding.	• Service quality (SQ)
Council's Corporate Values: A centre of excellence and innovation with a clear focus on outcomes and delivery. Working in partnership with statutory and community sectors to achieve economic, social and environmental regeneration. Driven forward by effective and ethical leadership and highly motivated and valued staff who have clear sense of purpose and place.	The PEACEPLUS Service will ensure high quality service provision to maximise the opportunity provided by PEACEPLUS European funding. It will do this by striving to deliver one of the most efficient and effective PEACEPLUS Theme 1.1 Local Co-Designed Action Plans, aiming to ensure maximum benefit for our local area. It will ensure clear codes of practice, conflict of interest policies are in place and that relevant training and development is co-ordinated to ensure effective, ethical and purposeful service delivery. It will develop the PEACEPLUS Webpage and e-bulletins to communicate effectively with relevant stakeholders including through bi-annual printed newsletters. The team will continue to share best practice with other council areas where applicable and learn from the best practice of others where applicable through the PEACE Managers Forum. The team will aim to sustain and build connections and	• Strategic effectiveness (SE) • Service quality (SQ) • Fairness (F) • Innovation. (I)

	positive professional relationships with the local community and voluntary sector and other relevant agencies.	
Council's Corporate Value: Balancing urban and rural needs.	The PEACE Service will ensure that it is aware of the Rural Needs Act. It will ensure that urban and rural needs are adequately represented in a balanced way within our thematic work plans and in how services are geographically delivered overall within the Local Co-Designed Action Plan. It will continue to link with the Rural Development Programme where applicable and ensure that rural participants and locations benefit from the range of projects. A proportionate split of funding has been allocated via the LCGP structure including the 3 rural DEA's Sperrin, Derg and Faughan.	• Strategic effectiveness (SE) • Service quality (SQ) - Service availability (SA)
Council's Corporate Value: Committed to clear and timely communication and celebrating our achievements.	The PEACE Team will ensure that communication around the PEACEPLUS Consultation and Co-design process is promoted in a clear and timely manner through web, social media, e-newsletter and press releases. Success is communicated in liaison with the marketing and press teams within council.	• Strategic effectiveness (SE) - Service quality (SQ)
Mainstreaming the Equality and Disability Duties, Rural Needs and Climate Change	The Local PEACEPLUS Action Plan has horizontal principles of Equality, non-discrimination, sustainability. Reporting on this is a requirement for the funding and is also cascaded into reporting, monitoring and evaluation systems for funded projects.	• Service quality (SQ) - Service availability (SA)

Ending violence against women and girls, promoting child rights and tackling social deprivation.	Social deprivation indicators (as well as population and rurality) were inbuilt into the formula which divided the funding allocations across the DEA's. The programme remains active in promoting child rights and were amongst the key service areas which fed in (and continue to feed in) to UNICEF Child Friendly City Status awarded to DCSDC. Child Rights are inbuilt into our tenders and project delivery where appropriate. The service area also remains mindful of taking specific actions, including project training, towards ending violence against women and girls.	• Service quality (SQ) ▪ Service availability (SA)
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3.2 Outcome Improvement Objective

Outcome Improvement Objective

Objective	Establishment of a Local Economic Partnership, Develop an agreed action plan and subsequent Letter of Offer and deliver the first year of the action plan.
Lead Officer	Kevin O'Connor
Why we have selected this objective	
The Department for Economy (DfE) has committed to sub regional balance within the NI economy. The Minister has asked each Council to establish a Local Economic Partnership (LEP) made up of representatives from council, social economy, enterprise agencies, local business representatives, skills providers and community organisations.	

DfE has allocated £5.15m to the DCSDC led Local Economic Partnership to be delivered by 31 March 2028.

The purpose of this funding is to contribute to DfE's strategic goals of:

- Increased Productivity
- More Good Jobs
- Greater Regional Balance
- Accelerated Decarbonisation.

The DCSDC LEP is in the process of developing a draft action plan to be delivered by 31 March 2028.

Whilst recognising that this funding is a beginning and will not solve the deep-rooted economic issues in DCSDC, the development of the partnership and the allocated funding has ensured that we are starting to tackle some of the issues.

What benefits citizens will see: Target Outcomes to be achieved in 2026/27

- Grant Funding directly to local businesses to improve the skills and capacity within each business.
- Targeting graduates within the council area to increase innovation and entrepreneurship.
- Creating clusters of businesses in specific sectors to improve collaboration.
- AI accelerator programme.

What actions are we taking to make a difference in 2026/27

- Development of Action Plan
- Delivery of Year 1 of Enterprise Partnership Fund
- Delivery of Year 1 of Business Growth and Competitiveness Fund

How will we measure progress

- £ of Grants delivered to SMEs
- £ of Enterprise Partnership Fund delivered.
- Participants taking part in initiatives delivered within the Action Plan.

Improvement Objective	Criteria:	Strategic Effectiveness	Service Quality	Service	Fairness	Sustainability	Efficiency	Innovation
		X						X

3.3 Mainstreaming the Equality and Disability Duties, Rural Need, and Climate Change

The Directorate will support the Council's commitment to promoting equality and opportunity as outlined in Section 75 of the NI Act 1998. This will account for people of different religious belief, political opinion, racial group, age, marital status, sexual orientation, gender and people with and without a disability and people with and without dependants as specifically is outlined in the equality scheme:

- All policies will be screened and Equality Impact assessments undertaken as required
- Through our Events Programme we will engage with those of different religious backgrounds, political opinion, racial groups, ages and the LGBT community
- The disability scheme places a duty on public authorities when carrying out their function to have regard to the need to promote positive attitudes towards disabled people and encourage participation by disabled people in public life. Due consideration will be given to the needs of the disabled and there will be targeted programme interventions within our services. Facility planning for new developments accounts for the needs of those with disabilities and ensuring service provision addresses issues raised through the disability forum, this includes the Cultural Participation Programme.

The Directorate is also committed to following the 2018 guidance issued by the Department of Agriculture and Environment and Rural affairs to assist public authorities in understanding their statutory duties under the Rural Needs Act and in fulfilling their obligations under this Act.

Rural needs and each aspect of the service plan will therefore be subject to a rural needs assessment through individual papers brought through committee throughout the year.

Additionally, to comply with our Climate Emergency Plan, new policies will also be screened for their impact on Climate Change and if necessary, a more detailed assessment undertaken.

3.4 Ending violence against women and girls, promoting child rights, and tackling social deprivation.

All staff are encouraged, especially frontline staff, to undertake training being offered corporately regarding Ending Violence against woman. Several of the frontline staff in the Guildhall, Alley and Events all completed the Safe Shop training which covers elements of this topic.

• ☐ Non-discrimination (Article 2)	• ☐ Sufficient standard of living (Article 27)
• ☐ Best interest of the child (Article 3)	• ☐ Know their rights (Article 42)
• ☐ Right to life survival and development (Article 6)	• ☐ Health and health services (Article 24)
• ☐ Right to be heard (Article 12)	• ☐ Aims of Education (Article 29)
• ☐ Relax and play (Article 31)	• ☐ Minority, Culture, Language & Religion (Article 30)
• ☐ Freedom of expression (Article 13)	• ☐ Setting up or joining groups (Article 15)
• ☐ Be safe from violence (Article 19)	• ☐ Freedom of through and religion (Article 14)
• ☐ An education (Article 28)	• ☐ Social and economic help (Article 26)
• ☐ Protection of identity (Article 8)	• ☐ Other (type below)

3.5 Improvement Delivery Plan

In order to deliver our Directorate outcome and/or service improvement objectives we have identified a number of key activities, as set out below. These actions represent part of the work that will be progressed by the Directorate during 2026/27.

Ref	Directorate Outcome/ Service Improvement Objective	Key Activities/Actions/Sub-actions/milestones	Target Date	Lead Officer
	Outcome Improvement Objective			
1.	Deliver regional balance and economic growth	Bi-monthly LEP board meetings Deliver Year 1 LEP Action Plan • Refine LEP programmes • Open call(s) for grant applications • Appoint delivery agents • Financial administration of funds • Develop logic model monitoring framework Quarterly monitoring to DfE	March 2027	RY
	Other Service Delivery Objectives			
	Delivery of the Labour Market Partnership Action Plan 2026/27.	Strategic Priority 1: To form and successfully deliver the functions of the local Labour Market Partnership for the area: Arrange and manage meetings of LMP Board Deliver capacity building for members Develop action plan for 2026/27 Strategic Priority 2: To improve employability outcomes and / or labour market conditions locally: Deliver programmes under the following themes: 1. Economic Inactivity 2. Unemployment 3. Disability 4. Skilled Labour Supply Strategic Priority 3: To promote and support the delivery of existing employability or skills provision available either regionally or locally: Deliver a programme of awareness raising events and support other stakeholder events to inform the community of local and regional employability and skills programmes.	March 2027 Dec 2026 March 2027 March 2027	KO'C

	Strengthen school engagement	Deliver KS4 & Post-16 Careers Fair	March 2027	
	Improve employability skills	Deliver CV and interview skills workshops	March 2027	
	Increase digital engagement	Deliver 10-episode careers podcast series	March 2027	
	Embed skills in capital investment	Support Social Value Working Group & City Deal alignment	March 2027	
	Strengthen sector collaboration	Deliver 4 ESDP meetings and subgroup coordination	March 2027	
	Support Community Wealth Building	Align CWBP activity to local employment pathways	March 2027	
2.	Deliver the North West City Region Investment Strategy	Service existing investors and bring new investors into the NW ecosystem Continue to define and refresh the offer and messaging Promote the city region and growth sectors Engage in key markets Service existing investors and bring new businesses into the NW ecosystem Build networks and engage diaspora community Engage international and local audience	March 2027	RY
3..	Provide an efficient and effective off-street car parking service	Provide sufficient enforcement and optimise cost-efficiency from the car park assets Carry out regular inspections and maintenance of all car parks Simplify payment options across Council's charged car parks Improve customer experience for car park users	March 2027	RY
1	Implement Letter of Offer from SEUPB for PEACEPLUS Theme 1.1 Local Co-Designed Action Plan	•Continue with submission of quarterly claims and reporting and receive reimbursement on the €9,254,427 (£8,047,327) LOO from SEUPB.	June 26 Sept 26 Dec 26 Mar 27	K O'C SD

		•Progress towards the target of 9255 cross-community programme participants registered and completing required cross-community contact hours.		
2	PEACEPLUS Programme Management	• Maintain the PEACEPLUS Board • Ensure ongoing compliance with Health and Safety Requirements • Maintain suitable Monitoring and Evaluation process including for final reporting • Work to meet stringent forecasting targets for spend and manage any potential underspend • Consider any additional opportunities which may arise in PEACEPLUS	Ongoing Ongoing Ongoing Quarterly Occasional	K O'C SD Project Officers Finance Officer
3	PEACEPLUS Programme Communications	• Deliver minimum one annual public facing event as per SEUPB requirements. • Update PEACEPLUS Website as relevant • Work with DCSDC Marketing on social media and other relevant communications (including e-bulletins and bi-annual magazines) • Deliver occasional networking/training events for projects and/or other councils in PEACEPLUS programme.	Annual Ongoing Monthly Quarterly	K O'C SD Project Officers
4	Local Community Regeneration and Transformation	Manage delivery of 13 contracted projects including processing of claims and monitoring delivery outputs and impact.	Ongoing	K O'C SD Project Officers Finance Officer
5	Thriving and Peaceful Communities	Manage delivery of 24 contracted projects including processing of claims and monitoring delivery outputs and impact.	Ongoing	K O'C SD Project Officers

				Finance Officer
6	Celebrating Cultural Identity	Manage delivery of 21 contracted projects including processing of claims and monitoring delivery outputs and impact.	Ongoing	K O'C SD Project Officers Finance Officer
	Outcome Improvement Objective			
	Museum & Visitor Service			
MS1	Continue to lead, develop and deliver the DNA Museum Project	Continue to lead, develop and deliver procurement, interpretation, conservation and installation, marketing and communication and operation plans for the DNA Museum Develop a new Museum Forward Plan	Mar 27	MSM
MS2	Increase participation and engagement through the delivery of a Museum Service Annual Programme	Deliver the annual Museum Service Programme	Mar 27	MSM
MS3	Collections Management	Prepare collections for decant and or transfer to DNA Museum and update current collection management procedures, including online access Complete required conservation works across the collections	Mar 27	MSM
MS4	Develop two Learning Programmes for DNA Museum	Design two new Learning Programmes in preparation for DNA Museum for: - Formal curriculum learning - Informal learning	Mar 27	MSM

MS5	Deliver quarterly Archive & Genealogy events in line with preparation for DNA	Increase access to the archive collection through the continuation of the digitisation programme and event programme	Mar 27	MSM
MS6	Museum Accreditation	Prepare and plan for Museum Accreditation for DNA Museum	Mar 27	MSM
VS1	Maintain visitor numbers for Guildhall	- Attend 4 trade or networking events - Maintain social media engagement - Maintain visitor satisfaction Ensure building is accessible to all visitors	Mar 27	OpMgr
VS2	Increase VS income by 5% on 2025/6 figures	- Maintain retail revenue - Maintain bar revenue Continue to develop Guildhall and Harbour House as bookable venues	Mar 27	OpMgr
VS3	Develop Sustainability within VS	- Continue Energy Efficiency project - Continue waste and recycling project Work with suppliers on their green standards	Mar 27	OpMgr
VS4	Develop visitor experience throughout the MVS	- Develop virtual access to Guildhall and Tower Museum - Continue to promote guided tours in Guildhall and Tower Museum - Continue to facilitate placements and volunteers Engage with staff, visitors and communities to gather feedback and input into visitor experience.	Mar 27	OpMgr
	TOURISM			
T1	Develop the Walled City Experience	Design and manage the Heritage Animation & Visitor Servicing Fund Secure funding, develop and deliver animation and support to Heritage Venues Deliver initiatives to enhance the Walled City where WAW meets CCR Experience development support to industry	March 27	TM

		Deliver capital programme to enhance visitor experience of the Walled City		
T3	Develop the Food and Drink Experience	Deliver the annual Love LegenDerry campaigns and develop a programme of events that showcase local produce, Support sector development, Food and Drink Experience development Manage LegenDerry Food Brand	March 27	TM
T4	Develop Rural Tourism Product	Support Sperrins Partnership to deliver the Area Of Outstanding Natural Beauty Action Plan for the region. Support promotion of the Sperrins Sculpture Trail Project and development of visitor services on the wider Sperrin Heritage Site Maintenance and development of existing/new rural based visitor trails and routes Support additional rural product development opportunities across the district	March 27	TM
T5	Develop Screen Tourism product and tourism opportunities	Develop online screen office Resource all screen related inquiries and proactively attract productions to the region Maximise screen tourism opportunities with stakeholders	March 27	TM
AC1	Strengthen Quality and Standards Across Cultural Service Delivery	Progress the development and adoption of consistent quality and accessibility standards across Council and the wider cultural sector, including collaboration with Arts Council of Northern Ireland on the <i>All In</i> accreditation framework. This will support continuous improvement in service delivery, audience engagement and inclusive practice.	Jan 27	A&I

	Other Service Delivery Objectives			
AC2	Implement the Arts & Culture Strategy (2026–2031)	Lead the implementation of the Arts & Culture Strategy (2026–2031), including embedding the Co Delivery model across the cultural sector and undertaking a review of its governance and design to ensure it is effective, representative and aligned to delivery. This will support improved strategic coordination, stronger partnership working and increased sector ownership of delivery.	Ongoing	A&C Manager
AC3	Enhance Accessibility and Participation in Arts & Culture	Advance accessibility and participation in arts and culture through the delivery of targeted interventions and the transition to a new Access and Inclusion programme informed by evaluation findings. This will include embedding accessibility across Council services and supporting wider sector adoption of inclusive practice, reducing barriers to engagement for under-represented groups, particularly the pan-disability community.	Ongoing	A&I
AC4	Embed Audience Development and Evidence-Based Planning	Implement revised cultural grant aid programmes aligned to strategic priorities, including the Cultural Organisation Fund with integrated impact measurement and the development of a consensual funding model for artists and cultural practitioners. This will improve transparency, strengthen outcomes and ensure effective use of resources.	Ongoing	A&C Manager
AC5	Reopen and Reposition Alley Arts & Conference Centre	Deliver the phased reopening of the Alley Arts & Conference Centre from September 2026, including staff reintroduction, training and programme delivery. This will restore service availability, enhance the visitor and participant experience, and reposition the venue within the wider Arts & Culture Strategy.	September 2026	Arts Centre Manager
AC6	Reform Cultural Grant Aid to Maximise Impact	Implement revised cultural grant aid programmes aligned to strategic priorities, including the Cultural Organisation	October 2026	A&C Manager

		Fund with integrated impact measurement and the development of a consensual funding model for artists and cultural practitioners. This will improve transparency, strengthen outcomes and ensure effective use of resources.		
	Festival and Events			
FE1	Delivery of Core Programme of Tier 1 Events	Delivery of core festivals and events r City of Derry Jazz Festival, Summer Jamm, Halloween Derry and Strabane, Craft Fair, Christmas Switch On Derry and Strabane, Festive Time Programme, St Patricks Day Spring Carnival Derry and Strabane, NW angling fairs and Waterside and Strabane Lifford half marathons	March 2027	JW
FE2	Manage and Administer Community Festival Fund	Develop, assess, award, administer and manage the allocation of Community Festivals Fund £132,700 estimated 28 events	March 2027	JW
FE3	Manage and Administer Headline Events Fund and National Events Fund	Develop, assess, award, administer and manage the allocation of Headline Events Fund £240,000 estimated 10 events and 2 National Event Fund £30000	March 2027	JW
FE4	Develop Skills and Capacity in Event Management and Delivery	Develop skills and capacity for both staff and external organisations in event management and delivery Organised group training in the following areas, Event Control, CCTV, Event Health and Safety, External - Radio training, Counter Terrorism	March 2027	JW
	Marketing			
M1	Deliver marketing services for Council services and cross cutting projects across 3 directorates.	Develop marketing campaigns including branding and operational protocols for each Council service area, including cross cutting and funding projects.	March 2027	MM
M2	Deliver marketing campaigns for Festival & Events	Develop and deliver marketing campaigns and evaluations for festivals and events.	March 2027	MM

M3	Deliver marketing campaigns for Environment & Regeneration directorate.	Develop and deliver marketing campaigns and evaluations for Environment & Regeneration	March 2027	MM
M4	Improve service delivery and create efficiencies	Develop branding toolkits, messaging toolkits and planning templates.	March 2027	MM
M5	Maintain digital & social media innovation across all marketing campaigns	Maintain digital & social media activities within marketing campaigns along with enhancing all areas of online user behaviour across 3 directorates.	March 2027	MM
M6	Provide design service for Council and external design	Provide an in-house design service and procurement of external design support and print via the annual tender. Implement a design service protocol and guidelines	March 2027	MM
M7	Management of the marketing & communications campaign for the NIESS	- Coordinate regional and local marketing campaigns. - Manage website development and maintenance, including creating a resources portal for the business community and integrating with Belfast City Council's CRM System. - Lead on the delivery of political stakeholder engagement plan liaising with departments and representatives from NI Executive and UK Gov to roll out a number of engagement activities and PR opportunities. - Lead on the Delivery and promotion of The Ultimate Pitch competition across the eleven councils. Provide regular updates and reports to the 11 Council Oversight Groups and Delivery Partners, while attending group meetings.	March 2027	MM

3.6 Measures of Success and Performance

During 2026/27 we will continue our work to establish baseline and benchmarking information in order to promote continuous improvement. The following performance indicators/measures and targets have been identified for 2026/27.

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2022/23 Performance	2023/24 Performance	2024/25 Performance	2025/26 Performance (9 mths)	Target 2026/27
	SP1,2,3: LMP Funding.	£360,293	£501,332.31	£518,193.35	£114,434.93	£723,425.83
	SP1: Host LMP Board Meetings.	8	11	10	9	9
	SP1: Produce a 3 yr Strategic Assessment.	N/A	1	N/A	N/A	1
	SP2: Inclusive Employment Programme	N/A	N/A	-	-	-
	Number of participants.			20	15	40
	Number of employers.			20	7	10
	Completers move into employment / FE / trg.			10	Ongoing	19
	SP2: Employment Academies	N/A	-	-	-	-
	Number of academies delivered.		17	8	11	11
	Number of participants.		189	118	98	182
	Completers move into employment / FE / trg.		101	50	Ongoing	117
	SP2: Inclusive Employment Academy	N/A	N/A	N/A	-	-
	Number of participants.				16	20
	Completers move into employment / FE / trg.				Ongoing	10
	SP2: Succeed in Enterprise	N/A	N/A	-	-	-
	Number of Participants.			20	16	20
	Completers move into self-employment.			11	Ongoing	10
	SP2: Kickstart Your Skills	N/A	N/A	-	-	-
	Number of Participants.			54	54	78
	Completers move into employment / FE / trg.			35	Ongoing	33

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2022/23 Performance	2023/24 Performance	2024/25 Performance	2025/26 Performance (9 mths)	Target 2026/27
	SP3: Co-host 2 inter agency Job Fairs with stakeholders.	2	2	2	2	2
	SP3: Deliver 1 Apprenticeship Fair with local training providers.	1	1	2	1	1
	SP3: Support local events promoting employability and skills across the DCSDC area.	N/A	N/A	10	7	10
LEP	Number of unique businesses engaged across LEP programmes	n/a	n/a	n/a	n/a	TBC
	Additional funding leveraged	n/a	n/a	n/a	n/a	TBC
	Number of PEACEPLUS Board Meetings and Steering Group meetings held.	9	19	11	11	4
	Number of participants registered on projects (Programme target: 9254)	N/A	N/A	950	7899	9254
	% of Total spend submitted in claims to SEUPB (Programme overall target indicated at €9254,427 / £8,047,327)	N/A	N/A	0%	51%	90%
	Number of PEACEPLUS projects fully completed (Programme target: 58)	N/A	N/A	0	1	55
MS1	No. of procurement packages delivered in line with the DNA Museum development	NA	NA	NA	Not measured	8
MS2	Delivery of the Museum Service Annual Programme	1	1	1	1	1
MS3	No. of collections digitised	Not measured in quarters	Not measured in quarters	23*		5

				Added the conservation (20) and digital collections (3)		
MS4	No. of collections conserved and or prepared for decant	Not measured in quarters			Not measured	5
MS5	No. of new learning programmes developed for the DNA: 1. Formal audiences Informal audiences	12*	20*	12* *previously related to school programmes only		2
MS6	Number of Archive & Genealogy events held	21	19	16	18 (12 months)	8
VS1	Maintain visitor numbers for Guildhall	329,729	400,328	402,538	359,562	400,000
VS2	Increase MVS income by 5% on 2025 figures	£224,650	£391,251	£459,613	£416,921	£480,000
VS3	Develop Sustainability within MVS	N/A	2	4	4	4
VS4	Develop visitor experience throughout the MVS	N/A	1	4	4	4
T1	Number of Visitors to Heritage Venues supported through the Visitor Servicing & Heritage Animation Fund	90,000	130,000	105,750	135,000	Remove
T2	Number of new Visitor Experiences/ Products developed	15	3	Target 5	8	5
T3	Develop the Food & Drink Experience. Number of businesses engaged through the Food Network Measurement aligned to food accreditation programme *Cumulative total	50	69	Target 70- Actual TBC	50	Remove
AC1	Delivery of the Co Designed Arts & Culture Strategy (2025-2030)	4	4	4	4	Deliver 4 no. co delivery

						group meetings
AC2	NW Audience Development Programme	NA	NA	NA	NA	Programme complete
AC3	Implementation of continuous improvement within the Alley Theatre	NA	NA	NA	NA	Engagement in continuous improvement programmes within 26/27
FE1	Festival and Events. Attendees Delivery of core programme of Tier 1 events - total number of attendees	82303	266478	431555	269413	250000
FE2	No. of Participants. Delivery of core programme of Tier 1 events - total number of participants	122	10830	9907	7365	2000
FE3	External Programme content - PRIVATE Increase the number of externally programmed content during core events - total number of private external enterprises providing programme content	0	204	189	86	100
FE4	Externally Programmes Content - Community Increase the number of externally programmed content during core events - total number of community enterprises providing programme content	16	57	66	78	70
M1	Festival and Events Marketing Campaigns - Attendees Deliver marketing campaigns for festival and events - maximising - attendee numbers	400,000	229,215 (Excluding St Patricks)	431,555	TBC	TBC
M2	Hotel Occupancy Average - Festivals & Events. Deliver marketing campaigns for festival and events maximising - hotel occupancy average %	87%	85%	83%	90%	90%
M3	Online Community size. Maintain online community size across all social media	374,056	390,000	396,601	446,173	Maintain

	platforms (Facebook, twitter, Instagram, LinkedIn etc)					
M4	Digital & Social Media Innovation – Engagement rate %. The number of interactions of a post per fan - Engagement rate %	1.40%	1.22%	1.54%	2.1%	1.60%
M5	Digital & Social Media Innovation - Website Views. Increase digital and social media innovation across all marketing campaigns	2,963,903	1,984,949	3,199,238	3,020,504	3,000,000
M6	Marketing Campaign NIESS Number of Enquiries. Number of enquiries (call centre and website) generated as a direct result of the marketing and communications campaign for the NIESS	-	5,000	11,950	8,965	TBC

Section Four: Risk Management

4.1 Risk Register

Each area of the Directorate has a risk register and measures have been put in plan to mitigate identified risks. The risk register is reviewed regularly throughout the year.

A summary of the Directorate's Risk Register and scoring matrix has been attached as Appendix 1 & 2

Section Five – Contact Details

5.1 Staff Contacts

Entrepreneurship Support & Business Growth

Danielle McNally – Business Development Manager
Rachael Gallagher – Business Officer
Carolann Doherty – Business Officer
Nicolle Walters – Business Project Officer
Catherine Collins – Rural Business Project Officer
Wendy Barnett – Administrative Officer

Employment, Skills and Labour Market Partnership

Nicky Gilleece – Labour Market Partnership Manager
Emma Quinn – LMP Project Officer
Eileen McGrinder – Skills Project Officer
Shonagh Higgenbotham – Administrative Officer

City & Region Investment & Opportunity and Off-Street Car Parking

Rosalind Young – Investment Manager
Adam Goodhall – Investment Officer
Andy Barr - Off-Street Car Parking Development Officer
Margaret Nicell – Off-Street Car Parking Administrative Officer

City Deal – Innovation, Digital and Health Programme Development

Louise Breslin – Digital Innovation Programme Manager

Strabane BID/Town Centre Management

Emma McGill – Strabane BID/Town Centre Manager

PEACE Plus Programme

Sue Divin – PEACE PLUS Manager (100% funded)

Fiona Lafferty – PEACE Plus Project Officer
Mary-Claire Kerlin – PEACE Plus Project Officer

Digital Services

Paul Jackson – Digital Services Manager
Collette Devine – Digital Services Support Officer
James Travers - Digital Services Support Officer
Lesley Anne - Digital Services Support Officer
Shaun Mullan - Digital Services Support Officer
Daryl McNamee – Digital Services Support Officer
Mark Quinn – Digital Services Support Officer
Jack Henry – Web Officer

Museum & Visitor Services

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Tourism

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Arts & Culture

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Festival & Events

Jacqueline Whoriskey

Festival and Events Manager, Interim Head of Culture

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Marketing

Jennie Peoples Marketing Manager (MM)

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5.2 Facilities / Office Details

Tower Museum

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Guildhall

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Derry-Londonderry

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The Alley Theatre

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