



Derry City & Strabane
District Council
Comhairle
Chathair Dhoire &
Cheantar an tSratha Báin
Derry Cittie & Strábane
Destríck Cooncil

Directorate Delivery Plan 2026/27

Health & Community Directorate

Derry City and Strabane District Council

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Section One: Directorate Profile / Summary

1.1 Purpose of Directorate

The Health and Community Directorate comprising the Community Development and Leisure and Health and Community Wellbeing services is responsible for working collaboratively with partners across the statutory and third sector to support and develop core service delivery:

- Promoting and protecting the health of the public and the environment through enforcement and advisory activities
- Placing health and social wellbeing at the core of service delivery using cross sectoral and inclusive community development approaches across Directorate services
- Leading and supporting partnership approaches to address the underlying causes of poor health and reduce health inequalities
- Developing more resilient, engaged and sustainable communities who are supported and resourced to address disadvantage and inequalities
- Provision of people focused services and facilities which sustain vibrant communities through quality community services including embedding provision for Good Relations, Community Safety, Children and Young People's and Older Peoples Activities
- Supporting collaborative working and partnership with Government Departments, the statutory and the third sectors to ensure the benefits that arise from community planning are realised and opportunities for local engagement in shaping these outcomes is maximised
- Sustaining and increasing participation opportunities for sport and physical activity by ensuring places and spaces are increased, modernised and of sufficient quality to maximise the delivery of sports and physical activity programmes for performance and participation to achieve wider societal and cross sectoral benefits

- Leading on all aspects of social, community regeneration and wellbeing initiatives alongside partners to support the shared and interlinked objectives of economic development, the environment and regeneration across the Council
- The social pillar of the Inclusive Strategic Growth Plan on improving people's quality of life and wellbeing sets out the challenges that our service delivery must respond to a changing age profile with a projected 66% increase in our over 65 age group and a 12% reduction in the under 16 age group by 2039
- A continued trend of increased health inequalities in comparison to the Northern Ireland average, reinforcing Social Pillar priorities to improve population health and wellbeing, reduce economic inactivity associated with disability and long-term health conditions, and address housing need through increased access to affordable, quality housing and homelessness prevention.
- Address significant issues with drug and alcohol addiction, highlighting the need to enhance health and wellbeing outcomes through early intervention, improved access to support services, and community-based approaches that promote recovery, resilience, and social inclusion.
- Higher levels of deprivation across both urban and rural areas, emphasising Social Pillar priorities to tackle poverty and social exclusion, reduce reliance on emergency supports such as foodbanks and social supermarkets, and ensure more equitable access to opportunities, services, and resources.
- The legacy of the conflict and continued community tensions.

The community remains significantly impacted by both the outworkings of Brexit and the Cost of Living Crisis. Delivering services in this environment has seen an ongoing pressure resulting from sustained demands on services including the need for immediate and new crisis responses; regulatory activity; and civic responses such as the resettlement of Ukrainians and the dispersal of asylum seekers.

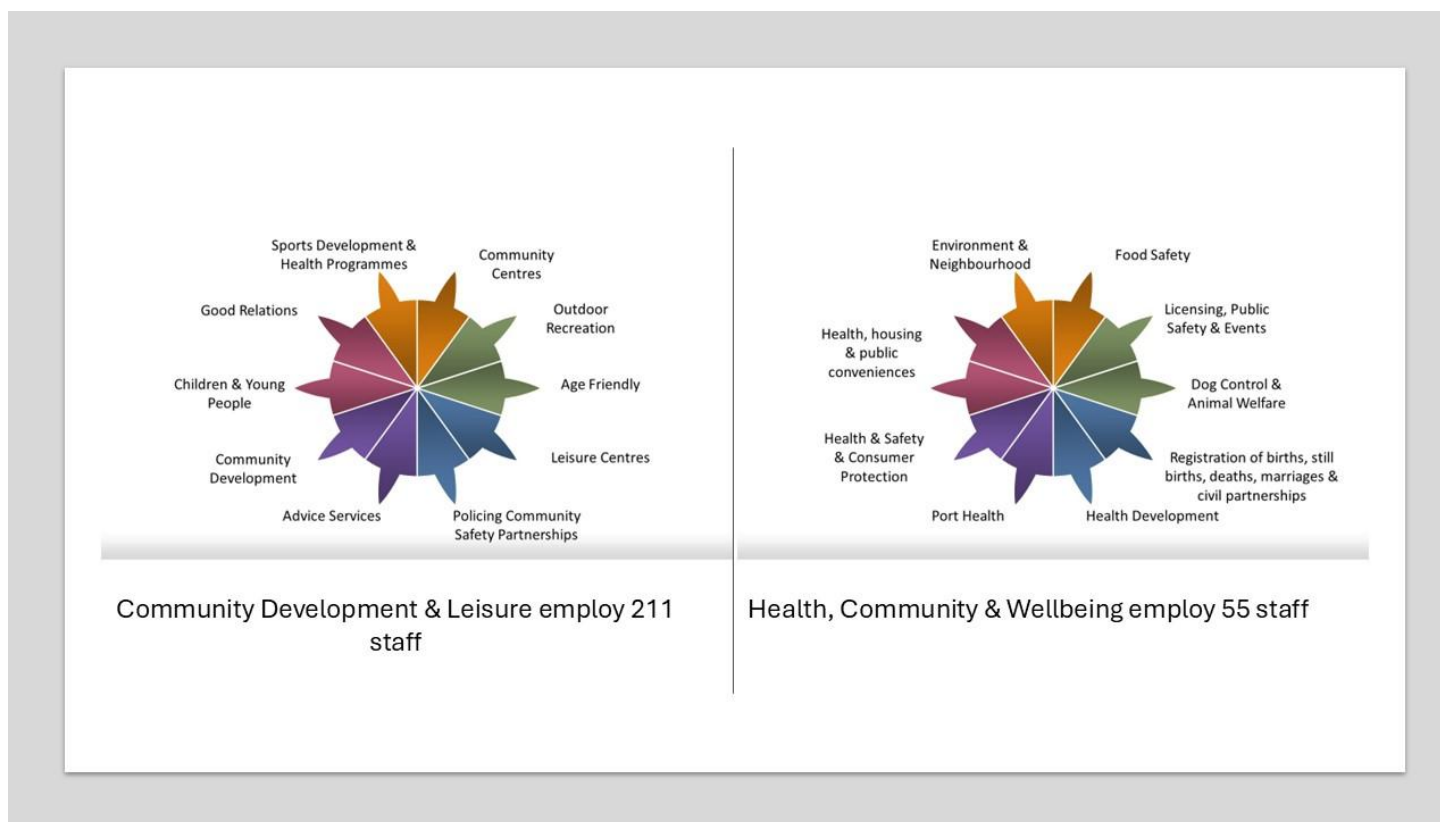
- The strategic Community Planning outcomes arising from the Strategic Growth Plan have been reviewed during 2024 and a series of place-based priority actions defined. These include:

Community Plan Outcome	Actions
Community Development We live in shared, equal and safe community	• We are more actively engaged and can influence decisions which affect us • We have safer communities • We have access to quality facilities and services • Our community and voluntary sector is more resilient and sustainable
Health and Wellbeing We live long, healthy and fulfilling lives	• We have improved physical and mental health • Health inequalities are reduced • We are more physically active • We are active and more independent
Children and Young People Our Children and Young People have the best start in life.	• Our children and young people are safer, healthier, more respected and included • Our children and young people are better able to fully realise their potential and become active, responsible citizens
Older People We have a caring society that supports people throughout their lives	• We address the health and social care needs of an ageing population, promoting positive attitudes to older people and tailoring support to enable them to participate fully in society. • We enable everyone to live their life in a fulfilling way as valued members of an inclusive society. • We provide access to the places, services, housing, information and support people, when needed.

1.2 Services Provided

The Health and Community Directorate outcomes support and align with the Derry City and Strabane District Council Corporate plan:

'Deliver improved social, economic and environmental outcomes for everyone' by growing our business and facilitating cultural development; protecting our environment and delivering physical regeneration; and promoting healthy communities and providing effective and facilitative cross functional support services.

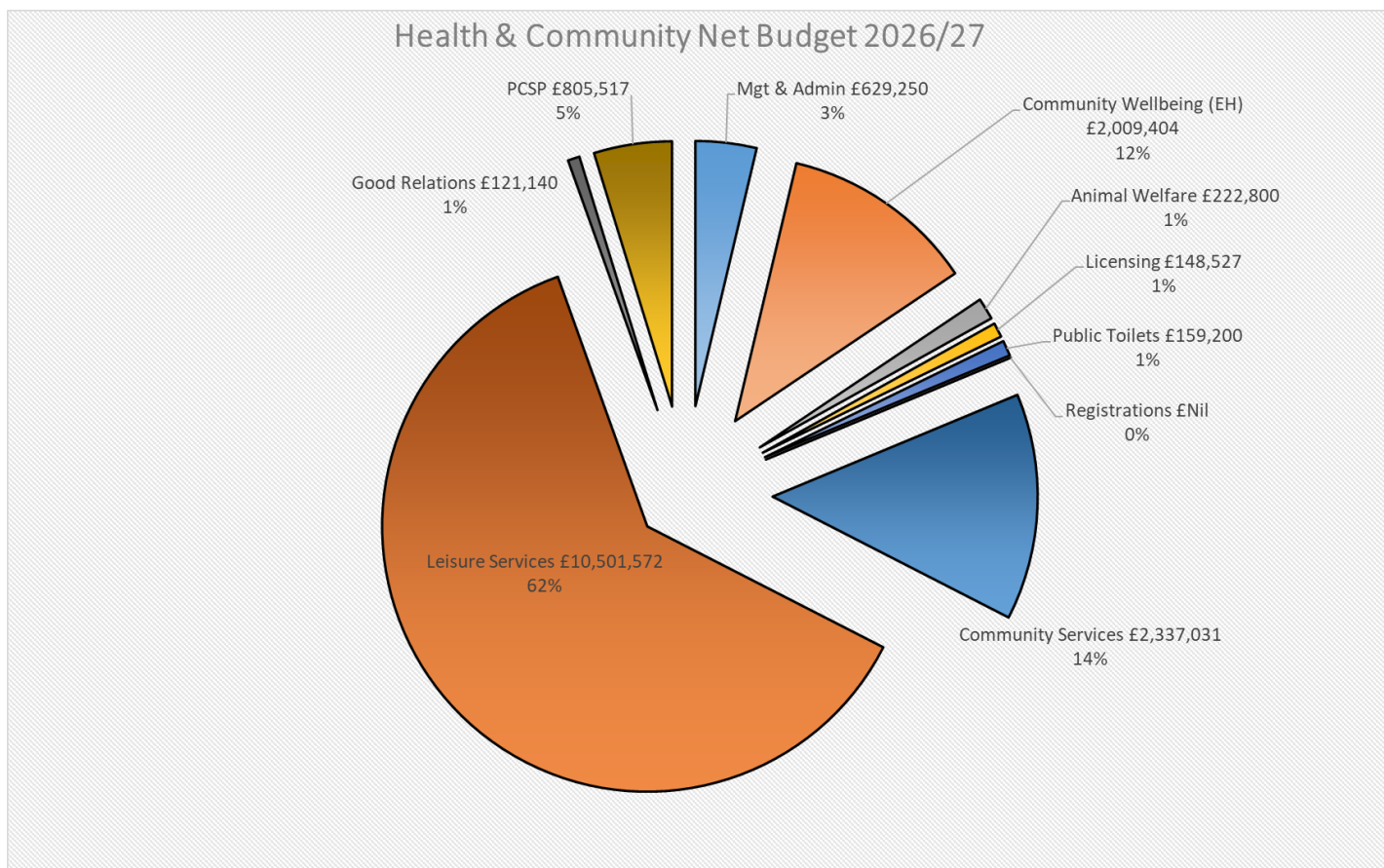


1.3 Summary of Resources

Financial Resources

The Directorate has a net budget of £16,934,441 representing 19.80% 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.



Section Two: Achievements 2025/26

2.1 Highlights

Community Development

- The Community Development Section is responsible for the following areas of work:

Community Development support to the C&V sector	Local Community Planning	Good Relations
Children & Young People	Age Friendly	19 Council Owned Community Managed Centres
Advice Services	Neighbourhood Renewal (Strabane Town)	Social Supermarket Programme (SSM)
End Violence Against Women and Girls (EVAWG)		

The section also manages a number of Grant Aid programmes that supports the C&V sector in the Council area:

Community Centre Venues Fund	Community Support Fund
Good Relations grant aid – Consensual Action Plans and Strategic Priority Funding	Social Supermarket Programme (SSM)
DCSDC Consensual Grant Aid aligned to Local Community Planning	Active Citizenship Through Sport Programme
Ending Violence Against Women & Girls (EVAWG)	Full Dispersal Funding & Refugee Integration Funding

In 2025-26, DCSDC moved towards a full implementation of the consensual model to the sections grant making for the 2026-2027 financial year, following a transition year for the Rural District Electoral Areas (DEA's). This achievement builds on the existing consensual funding model being facilitated through DCSDC since 2019 aligned to Local Community Planning. This consensual model involves agreement at a local level, through the Local Growth Partnership Boards, to allocate funding to address Community Development, Good Relations and Community Safety needs including EVAWG in each of the 8 LCP

areas. Action Plans were developed for all 8 Local Community Planning areas and approved by DCSDC, the action plans aligned to the objectives of each of the funds, including the Strategic and Local Community Growth Plans.

The allocations of Grant Aid programmes through the consensual model during 2025-2026 financial year is outlined in the table below:

DEAs	Consensual	Management Fee	Community Support Programme (CSP)	Good Relations	PSCP	EVAWG PCSP	EVAWG Change Fund Tier 1 & 2	Additional EVAWG Momentum Fund	DEA Totals
Ballyarnett	£15,000	£5,000	£37,443	£10,000	£24,700	£5,000	£8,000	£5,000	£110,143
Derg	£15,000	£5,000	£27,615	£10,000	£18,200	£5,000	£8,000	£5,000	£93,815
Faughan	£15,000	£5,000	£21,525	£10,000	£14,200	£5,000	£8,000	£5,000	£83,725
Foyleside	£15,000	£5,000	£22,156	£10,000	£14,600	£5,000	£8,000	£5,000	£84,756
Moor	£15,000	£5,000	£33,345	£10,000	£22,000	£5,000	£8,000	£5,000	£103,345
Sperrin	£15,000	£5,000	£17,975	£10,000	£11,900	£5,000	£8,000	£5,000	£77,875
Strabane	£15,000	£5,000	£20,250	£12,000	£13,400	£5,000	£8,000	£5,000	£83,650
Waterside	£15,000	£5,000	£34,190	£12,000	£22,600	£5,000	£8,000	£5,000	£106,790
TOTALS	£120,000	£40,000	£214,499	£84,000	£141,600	£40,000	£64,000	£40,000	£744,099

The Community Development section receives funding from the Department for Communities' Voluntary and Community Division (VCD) under the Community Support Programme (CSP). The CSP provides funding to Councils to support Council-managed community development and advice services.

In delivering the Community Support Programme (CSP), Councils match fund the Department for Communities' award and overlay lower-level objectives and targets to shape localised programmes for individual council areas. Councils are responsible for ensuring their programmes align with the high-level objectives for CSP, are properly managed and

monitored and all procurement and statutory obligations are adhered to. CSP operates in the context of the following four high level objectives:

An active and organised community	An informed community	A sustainable community	An influential community
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Community Development Team

The CD team consists of 14 members of staff supported by an administration team of 7.

Community Development Achievements

The Community Development section has managed and administered a wide range Community Development and Advice Services programmes. Further details of the specific programmes are outlined below:

Community Centre Venues Fund (CCVF) – Open call process for non-Council Owned Community Centre(s) / Facilities to apply for financial assistance under Tier one – (Maximum award of £12,000) targeting primarily Rural Centre(s) and Tier Two (Maximum award of £12,000) targeting primarily Urban Centre(s). 18 Community Centre / facilities financially supported. Total amount of funding awarded - £195,000.00. In the rural areas, additional funding was secured to fund three additional centres during 2025-26 financial year only, at a cost of £30,000.

Community Support Fund (CSF) – The consensual process was adopted for this fund in the urban areas, however, an open call process to C&V Sector groups within the rural DEAs of the DCSDC area to deliver programmes in line with the Community Support Programme (CSP) to address high level objectives outlined above. 19 C&V sector groups financially supported across the rural DEAs. Total amount of funding awarded through the open call process for the Rural DEAs £67,115.00 with an overall total of £214,499.00 administered through the Community Support Fund. During this financial year the rural DEAs planned towards the full implementation of the consensual process for 2026-2027 with the development of consensual action plans to meet the needs within their communities.

Strategic SLA

- Rural Community Support (RAPID) - £70,000
- Newtownstewart 2000 Centre - £51,300
- Developing Healthy Communities - £15,000

- Foyle Search and Rescue - £15,000

Advice Services Programme – Currently Derry City and Strabane District Council fund five Advice Service providers, Advice North West, Dove House Community Trust, The Resource Centre Derry, Creggan Community Collective and Leafair Community Association Ltd. Advice support has been provided under the following three categories:

- Generalist Voluntary Advice
- Welfare Reform Mitigation Tribunal Representation
- Welfare Reform Mitigation Face to Face

All five Advice Providers deliver services to an agreed DCSDC specific Quality Standard, which is independently monitored with the last Quality Control Audit completed in 2025-2026 financial year. The total allocation of funding for Advice Services for the 2025/26 financial year is £1,227,716.80.

Advice Service	Allocation
Generalist Voluntary Advice	£916,101.14
Welfare Reform Mitigation Tribunals	£98,661.35
Welfare Reform Mitigation Face to Face	£135,790.18
Integrated Advice Partnership Fund	£77,164.13
Total	£1, 227,716.80

Integrated Debt Advice Partnership Fund 2024-2026 - Community Development administers the DfC's Integrated Debt Advice Partnership fund, which has allocated £114,548.04 over two years until 31st March 2026, with £77,164.13 being administered in the 2025-2026 financial year to focus on enabling better integration of funding and services, collaboration for early intervention and prevention to increase the reach of debt advice. This service locally aligns to addressing the needs of persons most at need of this integrated advice and aligns to other key areas of work within the section, particularly in relation

to the Social Supermarket programme delivered by two providers across the DCSDC area, providing a wider wraparound level of support in relation to debt advice.

A range of referrals and promotion elements have been identified and implemented to ensure that as many people are aware of the advice available in relation to advice services. During 2025/26 a promotion campaign enabled a social media promotion of the services and also included a leaflet campaign within local press to reach households and promote the services.

Neighbourhood Renewal (Strabane Town) – The Community Development Section coordinates the Department for Communities Neighbourhood Renewal Fund in the Strabane Town area and provides technical assistance support in order to implement the key agreed priorities in the Neighbourhood Renewal Action Plan alongside the Local Growth Plan for the area. The Co-ordinator facilitates the Neighbourhood Renewal / Local Growth Partnership, which has responsibility for the delivery of the Local Community Plan and Neighbourhood Renewal Action Plan across Strabane town. The Partnership brings together a representative mix for the area comprising of key community, political, statutory and private sectors, to take the lead in local planning, identification and implementation of agreed priorities and actions. The Community Development section have been liaising closely with the Partnership and DFC in relation to a Working Group established to review and explore structures and future arrangements in line with DFC and the stakeholders involved.

Good Relations Programme - Good Relations policy is directed by The Executive Office (TEO), through the implementation of the Together: Building A United Community (TBUC) Strategy, and TEO is responsible for the delivery of the District Council Good Relations Programme across all 11 Councils. Councils make a bid to a competitive fund for resources on a three-year basis.

Aligned to the Together: Building a United Community (TBUC) Strategy, the Strategic and Local Growth Plans, the Councils' Good Relations Strategy, work is categorised into four key themes:

- **Our Children and Young People:** This theme includes good relations projects for primary and engaging young people in their communities.
- **Our Shared Community:** This theme covers the Good Relations Grant Aid Programme to groups, leadership programme and a Special DEA initiative
- **Our Safe Community:** Under this theme, there is an interfaces and contested spaces initiative,

- **Our Cultural Expression:** Covers the One World festival that is in conjunction with the Council's Festivals Team, the Let's Talk programme, our Good Relations Week activities, traveller awareness projects and a support programme for BME communities.

The Executive Office (TEO) funded £340,764.29 for the 2025-2026 District Council Good Relations Programme. The core funding contribution received is 75% contribution to programmes, with an additional 25% coming from Council. Following funding reductions from TEO in recent years the revised action plan now includes 16 programmes instead of the 19 programmes that was originally submitted to TEO in January 2024.

The completion of a Good Relations Audit during the November 2025 to January 2026 period by Council through a consultation process has informed the development of a new three year Good Relations Strategy and Action Plan for 2026-2029 period, and providing an evidence base to develop a range of programmes and actions aligned to key themes and meeting the priorities and need identified in the Action Plan for 2026-2027 and submitted to TEO for next financial year.

The Community Development section has been instrumental in taking forward DCSDC commitment to formally adopt the North West Anti-Racism Charter endorsing a strong message that the City and District stands firmly and collectively pledges to say no to racism in every form and to promote a culture of respect, inclusion, and equality.

During the 2025-2026 the Good Relations programme held an open funding call under their Strategic Priority Fund theme Safe Communities, which allocated £43,190 towards four groups leading on programmes and actions to address this Good Relations Priority theme.

Ending Violence Against Women & Girls (EVAWG) - Support for The Community and Voluntary Sector groups with delivering on a number of key prevention-based outcomes within the Ending Violence Against Women & Girls (EVAWG) Strategic Framework during 2025-2026 period through funding received from TEO, equating to **£378,815** for the period 1st December 2024 to 31st March 2026. The LCGPB's developed consensual plans for allocation of £104,000 for EVAWG Tier 1 & 2 programmes of activities through the consensual process and a total of £163,894.64 allocated to 7 groups through the open call for programmes within Tier 3 of the Change Fund. In addition, a number of key events, campaigns and initiatives have been supported by the section to address the outcomes of the EVAWG Strategic framework locally, including Reclaim the Night event and Active Bystander Training and support for accredited training initiatives, a shared learning event and plans to mark International Women's Day 2026.

Racial and Social Unrest Funding - Delivery of £30,000 funding received from TEO to address Racial and Social Unrest and to Improve Social Cohesion with a number of actions and programmes to address this area by 31st March 2026. These actions build on the initial phase of funding which targeted the three DEA's of Ballyarnett, Moor and Waterside.

Full Dispersal Funding - Full Dispersal Allocation to support projects which will support Asylum Seeker integration within the DCSDC area for the 2025-2026 financial year. During this financial year some of the funding was utilised to support initiatives and events like Africa Day celebration held on 24th May and an event on 26th June to mark Refugee Awareness Week in conjunction with the Western Health and Social Care Trust.

Asylum Funding 2025-2026 (Phase III)

A funding allocation of £92,773 was received from The Executive Office for the establishment of a Community in Practice Hub to support Asylum Seekers, Refugees, Minority Ethnic Groups, and other Newcomers to integrate and access essential services within Derry City and Strabane District Council as part of Phase III of the Support and Integration Programme. Phase three of the programme has built on the work carried out to date to support Asylum Seekers and Refugees, minority ethnic groups and newcomers to integrate and access essential Services. Working closely with the Western Health and Social Care Trust, the allocation will enable the re-instatement of the Community in Practice Hub, which will meet regularly and involve key statutory agencies, C&V sector representatives and existing service users with lived experiences in addition to providing the wider support and integration programme.

Council Owned Community Managed Community Centres (COCMC) - Management of 19 Council Owned Community Centres. The Facilities Officer works closely with the C&V sector group who carries out the day-to-day operational management of the Centres to ensure that the Centres are operating in line with Council 45001 H&S management systems, with a programme of work to undertake essential maintenance on the centres at a cost of £100,000.

Local Community Planning - Attendance at the Local Community Growth Partnership Boards (LCGPB). Officers to provide support to the local community planning process, including assisting to deliver on actions relation to Community Development within each of the 8 Local Community Growth plans. The Local Community Plans were reviewed, updated and published during this year.

Officers work closely with the C&V sector groups in each of the areas to provide advice and support with project planning, funding application and governance advice including charity commission registration. Information pertaining to Community Development and potential funding opportunities is circulated regularly on the 8 LCP databases.

Pride of Place Awards - Co-operation Ireland, its local authority partners and its headline sponsor IPB Insurance-hosted the Pride of Place Awards Ceremony on 7th November 2025 in Limerick. The IPB Pride of Place Awards is an all-island competition that acknowledges and celebrates the work that communities are doing all over the island of Ireland. The selection process undertaken for the Derry City and Strabane District Council (DCSDC) entries was carried out in consultation with the Local Community Growth Partnership Boards (LCGPB). The LCGP Boards were invited to put forward agreed nominations for the urban and rural areas respectively.

This year's nominations saw the submission of two local community groups providing a diverse range of services to our communities. The category headings that DCSDC Community Development put forward nominee groups to are as follows:

- **Cities Competition - Inclusive Communities - Waterside Shared Village - overall winner**
- **Main Competition - Community Youth Initiative - Enagh Youth Forum – recognition of nomination**

Social Supermarket (SSM) - During the 2025-2026 year the funding for the SSM transitioned from DfC to DCSDC for the Social Supermarket service, with a Letter of Offer received from the Department for Communities (DfC) for £399,456.50 for 2025-26. Strabane Community Project covers Strabane Town, Sperrin and Derg DEAs and the Foyle Network Foundation covers the Ballyarnett, Moor, Waterside, Foyleside and Faughan DEAs. This ensures access to services and support regardless of where one lives within the Council area. This approach has resulted in addressing the gap in provision within the Rural DEAs previously identified in the three-year Action Plan for a Food Support/Wraparound Service Model report completed by EOS Community Consulting.

Engagement will continue with local community groups to raise awareness of the service available to anyone who needs support. During the year the team and a number of the community and voluntary sector groups and LCGPBs have been facilitated with Familiarisation Visits to the services to help raise awareness and understanding to promote referrals from the CVS.

Age Friendly – Core funding of £54,584 for 2025-2026 (annually from PHA)

Derry City & Strabane District Council is an affiliate of the WHO's Global Network of Age-friendly Cities and Communities (GNAFCC) and the UK Network of Age-friendly Communities (UK Network) which supports the GNAFCC mission and aims to stimulate and enable UK cities and communities to become increasingly age-friendly. The Age Friendly Co-ordinator continues to address actions outlined within the older persons outcome of the Strategic Growth Plan in addition to the Age Friendly Strategy and Action Plan.

The Public Health Agency provides annual funding (£54,584) and an in-year contribution of £8,000 towards the Age Friendly programme, which contributes to the salary costs for the Age Friendly Co-ordinator post and programmes. The Age Friendly Alliance, Over 50's Reference Group, Co-Design steering group meet regularly, and representatives attend the NI Age Friendly Network quarterly meetings and UK Network of Age-friendly Communities peer calls.

Recent achievements have included the delivery of:

- Positive Ageing Month 2025 with sixty-five different events and activities delivered across the eight LCGPB areas including some key events like the Chat Tea Train and Chat Tea Ball in partnership with the WHSCT to tackle social isolation.
- Support employability workshops
- Age Friendly Summit & Planning Group - The Age Friendly Co-ordinator was involved with the planning and delivery of the Age Friendly Summit and the associated planning in advance of this, with the PHA and all relevant stakeholders held on 4th November in Belfast. A number of key representatives from the DCSDC were in attendance and the feedback from the event was very positive.
- Age Friendly Employers Pledge – Council has signed up to join a number of other workplaces across the UK through the Age Friendly Employers Pledge
- Smart Moves Event - The Age Friendly Co-ordinator arranged an event in partnership with Easilink in relation to transport and community access. A dedicated event was held at the Fir Trees Hotel on 14th October in Strabane, which focused on older residents' views on transport, mobility and community transport services, highlighting the importance of accessible transport for social participation and independence.
- City Deal Stakeholder Engagement - The Age Friendly Co-ordinator has been involved with partners involved with the both the Strabane and Derry City Deal Stakeholder Engagement process and plans to include the voice and representation from older people as part of this regeneration process across the two areas.
- Appointment of Age Friendly Champions from DCSDC Elected Members

The Age Friendly Co-ordinator has continued to build partnerships with key stakeholders as part of the age friendly programme of work and in addition helps communicate with through ongoing issue of Age Friendly Newsletters and joint chairing of the cross departmental working group for Age Friendly within Council.

Mayors Initiative 2025-2026 - As part of his Mayors Initiative for 2025-2026 a showcase of the work of the smaller grass roots community and voluntary sector groups across the DCSDC including visiting each LCGPB area on a rotational month basis. The focus has been to recognise the valuable contributions which these groups make, often on a voluntary capacity to the fabric of DCSDC community. The Mayoral visit has given the groups formal civic recognition and media coverage to the important role they play within their communities.

Children & Young People - During this year the Council alongside its multi-agency partners, WHSCT, EA and Youth Justice Agency were successful in achieving the UNICEF UK Child Friendly Cities and Communities recognition for 2025-2028. This culminates in the area being the second in the UK and the first area regionally to receive this award. The highlight of the achievement was marked with an event in the Guildhall to announce the event, followed closely by a Celebration Event for Children and Young People in November to mark World Children's Day.

The programme has now entered the sustainability phase, and partners are working collectively and collaboratively to deliver key actions in the Sustainability Plan. Other key events and initiatives held include the joint campaign to promote child rights to young children through a joint initiative with NICCY, Council and WHSCT targeting Year 1's and their parents and guardians across the DCSDC area. Furthermore, Care Day 2026, held in February was a celebration day with a range of activities planned with WHSCT and DCSDC to support children and young people in care within the Council area.

The voice of children and young people is key to influencing decisions and Engagement and recruitment have been facilitated with key partners to recruit new members for the North West Ministry of Youth as the lived voices for the area. Opportunities this year with current members has involved engaging directly with Elected Members to provide a voice for decision makers to understand the issues faced. Key highlights have included Local Democracy Week 2025 and ensuring children and young people have a voice in relation to influencing plans being taken forward with City Deal projects.

The Children & Young Peoples Co-ordinator has undertaken training to equip the section with the skills to roll out training in Child Rights across the Council area and help build awareness and capacity.

Addressing actions outlined within the children and young person's outcome of the Strategic Growth Plan has been achieved in relation to embedding a child rights-based approach in the design, delivery and review of action plans, SLA's contracts and tenders developed across the wider section. In addition, the section has been leading with the implementation of the Child Rights Impact Assessment (CIRA) as part of the pilot completed through the delivery phase of UNICEF UK CFC journey, which has been embedded across DCSDC directorates.

Governance meetings include Child Rights and Youth Participation Board, Cross Departmental Working Group, Political Champions. This year has seen the roll out of the Child Friendly Mapping across each of the 8 LCGPB areas, expected to be delivered by March 2027, with Moor and Waterside areas progressed to date.

Links have been established with the University of Ulster in relation to the co-design of future courses to help shape and embed Child Rights within this course for the future and also providing support to other cities and communities continuing on their UNICEF CFC UK journey.

Active Communities Through Sport Programme - DfC's Active Communities Through Sport programme which administers £56,753.26 grant aid from DfC Neighbourhood Renewal (NR) to 5 groups across the DCSDC NR areas aims to enhance the levels of physical activity programmes through promoting volunteering and active citizenship and building capacity where needs are high to help improve the lives and communities of residents in the area.

Pilots Row Community Centre - The Community Development section co-ordinate the Pilots Row Working Group which is made of Elected Members, Management and representatives from the Education Authority.

LGBTQIA+ Working Group - The establishment of the LGBTQIA+ Working Group in 2024 for Council area meets bi-monthly to take forward key actions and provide insight and lived experience to various areas of work which Council are progressing.

Foyle Race Equality Forum - Advisory support is offered to the group which aims to advocate for BAME communities in the city and district.

Foyle Housing Advisory Group (FHAG) - Advisory support is offered to the group which is established to share information and address housing and Good Relations Issues. This group is attended by various statutory agencies. Community & voluntary organisations, housing associations and Elected Members. The group shares information on Housing Association updates, Good Relations Initiatives and ensuring Good Relations action plans are aligned.

Rural Housing Association Advisory Committee (RHAAC) - Provide advisory support to the committee which is attended by various statutory agencies, community & voluntary organisations, housing associations and elected members. The committee is also a forum that addresses community concerns or needs on the ground. The committee shares updates on community initiatives and programmes for the Rural area.

Traveller Action Group / NI Local Government Partnership on Traveller Issues - DCSDC is represented on this grouping along with other statutory agencies with the aim to work in partnership to collectively address issues faced by Travellers.

Community Development

- Co-ordination of funding to deliver EAWWG programmes and actions to address prevention-based outcomes and societal change
- Development of the new Good Relations Strategy and Action Plan for 2026-2029
- DCSDC has been awarded UNICEF UK Child Friendly Cities and Communities recognition for 2025-2028, becoming only the second place in the UK to receive this designation and the first Council regionally
- Promoting and embedding child rights-based approach across Council
- Delivery of Mayors Initiative to support grassroots community and voluntary sector groups
- Continuous support of the SMART moves event to address transport with Easilink as part of the Age Friendly programme
- Provision of funding to the C&V Sector across the 7 DEAs and Strabane Town.
- DCSDC endorse and sign up to the Age Friendly Employers Pledge
- Delivery of services including Advice, Integrated Debt and Social Supermarket service to meet needs of citizens
- Support community planning across the 8 LCGBP areas and support rural areas to transition to the consensual model

PCSP

- External funding support of 662,292.88 secured during 2025/26
- £17,560 of Small Project Support (open call) allocated to 2 local groups to enhance the community safety of the city and district
- £181,600 allocated via Consensual Grant Aid to 8 Local Growth Partnership Boards in the city and district
- 128 homes fitted with additional home security equipment under the Safer Homes Initiative (to December 2025)
- Support for 45 Neighbourhood Watch schemes covering 3,500 homes
- 11 Multi-Agency Support Hub meetings held with 376 referrals dealt with through the Support Hub (April 2025 to February 2026)
- 8,145 anti-social behaviour (ASB) hotspot patrols carried out by the Community Safety Wardens (April to December 2025)
- Community Safety Wardens received and actioned 774 ASB referrals (April to December 2025)
- 127 CCTV cameras monitored and independently dealing with 337 missing person reports, 156 attempted suicides and 631 suicide welfare concerns (April to December 2025)
- 23 RAPID (Remove All Prescription and Illegal Drugs) Bins installed across the district to remove and destroy unwanted tablets/pills. 12,790 pills were deposited in the RAPID Drugs Bins in the DCSDC area (April to September 2025)

Capital Projects

UK Government Funded Projects

The Levelling Up paper notes the contribution of sport to delivering on 4 of its six capitals including physical, human, social and institutional where investment is needed to address inequalities and restore local pride. It recognises that sports can:

- Contribute to individual health and wellbeing including a broad range of physical and mental benefits
- Public facilities provide a place-based infrastructure through which services can be delivered across the most deprived communities

- Sport and leisure facilities are seen as a significant factor in determining a local community's sense of belonging and pride of place

Council has benefitted from the national Levelling Up Fund (total of £16m), now known as UK Government Funded Projects for significant infrastructural projects within the district which are now well underway with construction completed at some stages of each project:

Daisyfield Community Sports Hub

This project opened in early 2026, with the regeneration of the Daisyfield pitches and development of a single storey sports centre with facilities for fitness classes, boxing, snooker and social area; six block changing room facility; upgrade to the existing natural 100m x 50m grass pitch; a FIFA 1 Star synthetic multi use games area; and car park and associated supporting infrastructure.

Derg Active

The project is an integrated economic, health and well-being, social and environmental project focused on the rural town of Castlederg. Works have been completed in the Diamond area including high quality public realm and the Castle Park play facility. Greenway areas and the Castle Park event have also been completed. Construction began in Spring 2025 on the development of the 3G pitch and associated area at Mitchel Park. Works are due to be completed in Spring 2026.

Replacement 3G Pitches & Review of MUGAs

Works are ongoing on replacement 3G carpets in a number of facilities including Bishops Field, Foyle Arena and Leafair.

A condition assessment of Council's MUGAs has been commissioned. The surface assessments were requested to determine the current life-expectancy of each sports surface, identifying any refurbishment work or intensive maintenance programme that may be required going forward.

Community Centre Works

- Glenview Community Centre is moving to RIBA design stage 4, with preliminary report. PQQ tender package being prepared.
- Ballymagroarty and Hazelbank project is ongoing at RIBA stage 4 with resubmission of planning due.
- Prehen grounds and pitches are currently being scoped by H&C and E&R directorates to publish a draft outline masterplan
- Top of the Hill grounds are currently being scoped by H&C and E&R directorates to publish a draft outline masterplan

Melvin Multisport Hub works have been completed, with official opening scheduled shortly.

Strategic leisure projects in Strabane and Templemore site are progressing, with ICT appointed for both projects and currently at RIBA Stage 3 design.

Skeoge Health Impact Assessment

A proposed cooperative taskforce in relation to the Skeoge housing development in the Ballyarnett Ward has been identified. The proposal has come about as a result of action research work undertaken in 2025 by the Skeoge Health Action Research Project (SHARP), in support of the Greater Shantallow Area Partnership, which pointed to a lack of social infrastructure in the area having a detrimental effect on the current population of the area, which is set to double in the next few years.

Sports Development

- Delivery of £60,000 Support for Sport Grant Aid Programme
- Delivery of £30,000 Playing Pitch Maintenance Fund
- Pilot launched for Strategic Sports Partnership Investment programme with five Governing Bodies
- Cater for 600 clients through the GP Referral PARS
- Completion of the DCMS funded resurfacing of Foyle Arena 3G Pitch
- Achieve 25% retention rate in relation to membership sales amongst the above clients

- Delivery of 'Be Active' Cancer Referral Programme catering for 100 clients annually
- Deliver Healthy towns programme to include minimum of 15 partnership programmes and 10 council led programmes to include physical activity programmes for young people, females, people with disabilities and older people. As part of programme delivered Couch to 5K and Couch to 3K running programmes, Cycling Balanceability, Chair based exercise and Walking football
- Roll out of Coach Education programme to include CPD training. Target at least 60 foundation/introductory qualifications per year 30 level1 and 10 higher level qualifications.
- Deliver Sport and physical activity opportunities across a variety of settings achieving a number of key targets
- Deliver Summer Schemes targeting rural and urban setting with 7 weeks of delivery in July and August. Over 250 children every week across 4 different sites
- Delivered Sports Awards celebrating the success of our local sporting community
- Launched new physical literacy programme for young people
- 72 Elite Athlete Gym Memberships
- Supported our talented athletes through our Elite Travel Bursaries - £10,351

Leisure Services

- Delivered upgrade to lighting and ecological planting at Derg Valley leading to greater energy efficiency and greater biodiversity on the site; thereby contributing to Council's Climate Pledge
- Delivered upgrade to wellness suite at Derg Valley including Council's first Infrared Treatment Cabins and installation of Cryospa
- Delivering on active ageing, mental health benefits, active recovery
- Delivering on opportunities for health and well-being for rural communities
- Delivered new 3G Pitch at Foyle Arena
- Worked in partnership with RNLI to integrate the "Float to Live Campaign" initiative in our learn to swim and schools' swim programme in all our facilities with swimming pools
- Hosted 5,000 competitors at the National Irish Cross Country Championships at Templemore Sports Complex
- Hosted RNIB Technology Fair at Foyle Arena

- Hosted World Children's Day at Foyle Arena
- Blind Awareness training hosted for staff, with attendances from all sites
- ONUS training completed as part of our annual mandatory training
- Disability Awareness Training completed in conjunction with Mencap
- Delivered on new multi-sports hub at Melvin Sports Complex including new 3 court multi-sports hall with dedicated boxing facility, upgraded changing and parking infrastructure on-site
- Achievement of target 1.7m paid visits in leisure services
- 4,719 children have taken part in school swimming programme (up to qtr3)
- Target achieved of 7,000 paid memberships
- 90K+ attendances at fitness classes
- 225 attendees at water safety courses
- All leisure centres registered with Breastfeeding NI as breastfeeding friendly locations
- Inclusive swim sessions continue at all wet centres

Health and Community Wellbeing Services

The Health and Community Wellbeing section has ensured the ongoing delivery of statutory Environmental Health and other services relating to Housing, Public Health Protection and Development, Food Safety, Port Health, Health & Safety, Consumer Protection, Environmental Protection, Planning Consultation, Licensing, Safety Advisory Group, Animal Welfare, Dog Control and Registration Service (Births, Deaths, Marriages) with a key focus on 'promoting health, safety and well-being, and safeguarding the environment by supporting communities and businesses through education and enforcement'.

Environmental Health Service Delivery (1st April 2025 – 20th March 2026)

- 3857 Environmental Health service requests investigated and actioned in accordance with Council enforcement policies

Housing Service (Private Rented Sector) (1st April 2025 – 20th March 2026)

- Participated on the DfC's Affordable Rent Project Board and Intermediate Rent Working Group
- Participated on the Houses in Multiple Occupation (HMO) Regional Monitoring Group regarding the delivery of the HMO function
- 230 HMO's licensed in the DCSDC area to date (20th March 2026)
- 289 Home Safety visits undertaken (to 20/03/2026) with a resultant 427 signposting's to other schemes/services, and referrals to other services such as PCSP, NIFRS, Social Services, Occupational Therapy and assisted bin lift in council
- 296 service requests related to the private rented sector investigated (to 20/03/2026)
- Service Level Agreement in place with the Drinking Water Inspectorate for Northern Ireland in relation to private water supplies. Samples and risk assessments of registered supplies undertaken in accordance with the SLA
- Data Sharing Agreement in place with the Make the Call Team in DfC to enable referrals to be made to Make the Call and for Make the Call to refer into the Home Safety team
- Response to flooding incidents and assessment of homes in accordance with the Department for Communities Scheme of Emergency Financial Assistance

Public Conveniences

- Continue the implementation of a Community Toilet Scheme

Health Development

Alcohol, Drugs Mental Health and Homelessness

- Civic Forum (Alcohol, Drugs, Mental Health and Emotional Wellbeing and Homelessness) brings together a range of organisations to collaborate and share best practice, map current services and develop the scope of services, which may be required to support communities. 3 Meetings held to 20/03/2026.

Obesity Prevention

- Continued to work with partners to contribute to the delivery of obesity prevention objectives outlined in the regional obesity strategic framework. For example, working in partnership with the FSA in NI to implement the Calorie Wise scheme in the District and the continued promotion of Menucal to businesses in the District
- Provided a consultation response on the new obesity strategic framework, Healthy Futures'

Funded Programmes

- £122,345.28 external funding secured to support Home Safety (£51,712) and Tobacco Control (£70,633.28) programmes (to 31 March 2026)
- Continued delivery of 'Life Project' (tree sapling provided/planted for each life event) through our Registration Service
- Partnership Agreement in place with Northern Ireland Fire & Rescue Service and 36 eligible households referred for a Home Safety Fire check and to have smoke detectors installed where necessary. (to 20/03/2025)
- The Home Safety Service attended the schools' education programme - Youths Educated in Safety (YES) Programme 21st–23rd October 2025, 17th–19th November 2025 and 17th–19th February 2026 - P6 & P7 pupils and school staff members in attendance

Food Safety and Port Health (April 2025-20th March 2026)

- Food Hygiene (FH) and Standards (FS) Work Conducted 372 Food Hygiene inspections and 162 Food Standards Inspections
- 132 Food Hygiene and Food Standard inspections carried out in new premises
- Provided support and guidance to 100% of all new food registered premises i.e. 130 new food business operators, before they opened
- 505 other (non- programmed/alternative enforcement) FH interventions completed
- 252 other (non-programmed/alternative enforcement) FS interventions completed
- Investigated 664 Requests for Service, including 9 food incident reports from the Food Standards Agency (FSA)

- Continue to operate the mandatory Food Hygiene Rating Scheme (FHRS) with 94% of all premises having a 5 or 4 rating
- Conducted 100% of all requested revisits under the Food Hygiene Rating Scheme
- Undertook a National Food Hygiene Rating Scheme Consistency exercise
- Liaised closely with the Councils Business section in the planning and operation of events (which included a food safety aspect) within the District. Inspections carried out of high risk food stalls at Halloween markets
- Investigated 90 notifications of Infectious Diseases including participation in an out of hours rota with Fermanagh and Omagh District Council
- Assisted the Public Health Agency in the investigation of a Salmonella outbreak
- Procured 271 microbiological food samples; 185 chemical food samples, including participation in national surveys
- Informal Alcohol sampling undertaken in 25 licensed premises during December 25
- Contaminant sampling undertaken in order to comply with EU requirement
- Representation on Environmental Health Northern Ireland (EHNI) food subgroups- NI Food Managers Group, Food Standards and Food Fraud, Food and Nutrition, Fish and shellfish, Food imports, exports and Port Health
- Food Service was the subject of a NI wide FSA audit in 2025 in relation to Food Service Plans. The audit was successful, with only one minor recommendation

Support to Businesses

- Food Safety Workshop delivered for Food Businesses in the DCSDC area delivered in April 2025 in association with Safefood
- Assisted Angel Eyes, a charity aiming to help young people with sight issues, in a QR code project for food businesses. Angel eyes attended the above training, and the Food Team have promoted the scheme to all premises inspected since April 2025 through letters
- Utilised council's social media channels to signpost businesses to sector specific guidance developed by team on Food Safety messages. Included promotion of the Safefood Food Safety workshop in April 2025, and Christmas food safety messaging in December 2025

- Updated Council website with links to Food Hygiene guidance, forms and training materials

Enforcement

- 2 Voluntary Closures of a business undertaken until suitable works were completed

FSANI Related Work

- Completed 2 update returns to the FSA on team's performance in accordance with the Food Law Code of Practice
- Implemented the FSA's new official controls programme for Food Standards, the Food Standards Delivery Model, in May 2025
- Continued to work with partners to contribute to the delivery of obesity prevention objectives outlined in the regional obesity strategic framework. For example, working in partnership with the FSA in NI to implement the Calorie Wise scheme in the District and the continued promotion of MenuCal to businesses in the District
- Contributed to consultations on the Food Law Code of Practice and Grey Market goods

Food Imports/Exports

- Continue to participate in Foyle port working groups with FSA, DAERA, DEFRA and DEFRA Organics
- Undertook 9 Certificate of Inspection (COI's) Organic SPS checks at Foyle BCP. (Designated by EU as BCP in Feb 21 for Importation of Organics)
- Responded to all verification queries from DAERA regarding Approved Premises for food export
- Contributed to an EU audit of the food inspection facility and procedures at Foyle BCP on 1/7/25

Port Health

- Reviewing of incoming ships to Foyle Port to verify health conditions of crew and validation of ship sanitation certificates. 132 shipping notifications dealt with
- Inspection of vessels on request for Ship Sanitation Certificates as required under the Public Health (Ships) Regulations (NI) 2008

- Checking the quality of water provided to and stored on ships
- Engagement with the Public Health Agency on the implementation of their Port Health Plan and monitoring Maritime Declarations of Health submitted by vessels arriving at Foyle Port
- Work with the Maritime and Coastguard Agency on mutual areas of interest so as to protect the welfare of crew and ensure vessels are safe

Health & Safety and Consumer Protection Services (01 April 2025 – 20th March 2026)

- Joint Strategy between Councils and the Health and Safety Executive for Northern Ireland (HSENI) and working with the Health and Safety Liaison Group (HSLG) to progress implementation of the 2025/26 workplan
- Working with the Northern Ireland Consumer Protection Sub Group to progress implementation of the 2025/26 work plan
- Participated in regional working groups for Health and Safety and Consumer Protection, including development and delivery of joint plans
- 636 health and safety and consumer protection visits carried out (01 April 25 – 31 Dec 25)
- 432 health and safety and consumer protection requests for service were received (01 April 25 – 31 Dec 25)
- 47 workplace accident notifications were received and responded to in accordance with relevant guidance (01 April 25 – 31 Dec 25)
- Funding of up to £49.5k accepted from the Office for Product Safety and Standards (OPSS)
- 218 new businesses were emailed to signpost to guidance on health and safety and Consumer Protection
- All new premises visited were provided with Consumer Protection and/or Health and Safety guidance
- Agreed associated action in the Northern Ireland Consumer Protection Sub Group 25/26 workplan regarding co-ordinated joint work on Construction Products
- Worked with council's Business Team and Events Safety Advisory Group and other agencies in relation to signposting event organisers to health and safety and consumer protection guidance during key events
- Promotion/follow up of OPSS product safety alerts, where possible

- Sports Grounds Safety regulatory work carried out with the Ryan McBride Brandywell Stadium and Celtic Park Stadium. This included stadium visits and participation on the Sports Grounds Safety Advisory Group and multi-agency work regarding the new North Stand at Brandywell
- Use of Council social media platforms and website to post guidance and information on Health and Safety and safety of consumer products including in the lead up to the Christmas period
- Participated in a major tattoo convention held in the district regarding health and safety advice and regulation
- Legionella Guidance produced and sent to 56 residential premises
- Advice and Guidance sent to 130 Beauty salons and 4 wholesale distributors in relation to the ban of TPO in gel nail polish
- Visits carried out to 30 second-hand retail premises and guidance booklets, posters and plug checkers provided on safety of second-hand electrical goods
- Provided guidance to businesses regarding Sunday Trading
- Liaison with the OPSS regarding the provision of safe consumer products and the Health and Safety Partnership Officer regarding joint work between the 11 councils and HSENI
- Consumer Protection visits were carried out to costume shops in the lead up to Halloween

Environmental Protection Services (01 April 2025 – 20 March 2026)

Air Quality Management

- Continued monitoring of local air quality throughout the Council district as part of Local Air Quality Management framework which includes 6 continuous air monitoring sites air monitoring stations located at Rosemount, Dales Corner, Newtownstewart, Castlederg, Strathfoyle and Springhill
- Servicing air monitors in the Brandywell area for the Polycyclic Aromatic Hydrocarbons (PAH) network and at Springhill for the black carbon network
- Calibration of air monitoring equipment undertaken in accordance with Technical Guidance to achieve data capture of 90%

- £35,033.50 funding obtained from DAERA to support Councils Air Quality duties. Funding for continued maintenance of air quality monitoring stations and new PM monitor at Castlederg & portable PM monitor to be located at Jon Clifford Bull Park
- Installed and initiated new air quality monitoring station at Castlederg Leisure Centre. Data collection commenced in 2025
- Continued delivery of 'Life Project' (tree sapling to be planted for each life event) through our Registration Service. Local oak sapling growing initiative with North West Regional College Horticultural Unit and Creggan Country Park
- Continue to support the Northern Ireland Radiation Monitoring Group's (NIRMG) continuous Argus gamma monitoring network and Environmental radiation sampling programme. Industrial Pollution Control Continued response to service requests in relation to noise and air quality from commercial and industrial premises
- Planned inspections of Local Air Pollution Prevention and Control (LAPPC). 41 installations permitted with associated annual subsistence fee income
- Ongoing discussions with NIEA on the review and transformation of Local Air Pollution Prevention and Control is regulated in Northern Ireland
- Participated on NIEA regulatory Forum in relation to Pesticides and F-Gases
- Participated in Coal Sampling Programme through NIEPG to identify Sulphur content
- Initiated formal discussions with A5 WTC Principal Contractor and attended online Placeholder meetings

Noise Control

- Continued response to service requests in relation to noise from commercial and industrial premises
- Attended Safety Advisory Group in respect to large scale music events
- Staff undertook acoustic qualifications to maintain professional competence

Planning Consultations

- Environmental Health staff assess proposed development including impacts associated with air quality, dust, odour, noise, contaminated land and artificial light

- 559 planning consultations received between 1 April 2025 and 20 March 2026
- Participated in Planning Appeal Commission hearings, and Public Inquiries

Licensing Services (April 2025 – 20 March 2026)

- 281 Licenses/permit/registration applications received.
- 279 licenses/permits/registrations issued.
- 13 Road Closure applications received
- 13 Road Closure applications issued.
- 124 consultations under the Licensing (Northern Ireland) Order 1996 and Betting, Gaming, Lotteries & Amusements (Northern Ireland) Order 1985
- Continued development and review of policies, procedures and guidance relating to the licensing function, including:
- New Entertainments Licensing Policy
- New, revised Street Trading Policy
- Development of new online entertainments licence application facility
- Revised pavement café licensing guidance, reflecting latest DfI guidance
- New procedure for road closures for special events
- New guidance on making representations
- Representation on Licensing Forum Northern Ireland

Safety Advisory Group (SAG) for Events (April 2025 – 28 February 2026)

- Continued administration of multi-agency Safety Advisory Group, promoting best safety practices for public events
- Provision of advice and guidance in support of 53 planned public events.
- 1 Special Safety Advisory Group meeting held in relation to The Foyle Cup

Animal Welfare Service (1st April 2025 – 28th February 2026)

- The animal welfare service is delivered through the lead Council Fermanagh and Omagh District Council (FODC).

- There were 449 service requests received resulting in 413 animal welfare cases with 40 cases were referred to other agencies. There were 541 visits, 32 Improvement Notices served, 3 seizures, 0 Formal Cautions, and 0 prosecutions in the Derry City and Strabane District Council area during this period.

Dog Control Service (April 2025 – 20th March 2026)

- 1096 Service requests, including 124 dog attacks (63 people, 20 livestock and 41 domestic pets), 304 stray dog complaints.
- 6885 dog licenses issued (including 40 block licenses) achieving approximately £34,000 income.
- Schools' education programme - Youths Educated in Safety (YES) Programme 115 presentations to 1,492 P6-P7 pupils, 172 staff members from 33 schools. Pupils are provided with bespoke stationary to reinforce the responsible dog ownership message, including a QR code linked to council webpages.
- 3 Community Presentations
- £3080.00 in Fixed Penalty payments (Dog Licensing/straying/fouling).
- Quarterly Cross Departmental Dog Control Working Group meetings held to promote better communication and cooperation in jointly tackling irresponsible dog ownership.
- 50,000 dog foul bags handed out to dog walkers by dog wardens, litter/enforcement officers, park rangers and cleansing staff to promote responsible dog ownership.
- Dog Wardens continue to use CCTV, where appropriate, to supplement monitoring of areas where dog fouling is an issue.
- Engagement with Media to promote the following messages: XL Bully Ban, Keeping dogs safe during summer heat, Halloween, Fireworks during winter period, Christmas Message – "A dog is just not for Christmas", Sheep Worrying information during the lambing season. The Dog Control Service has also participated as part of a joint regional wide initiative with DAERA to promote responsible animal ownership and care.
- XL Bully Ban – continued proactive monitoring of the council area for the presence of such dogs, prompt response to all cases reported of suspect banned breeds including XLs. Ensured that the 36 XL Bully dogs currently exempt continued to adhere to all their exemption conditions i.e. dog kept in a secure area, always muzzled and walked on a lead when in public, licensed and insured.
- Dog wardens continued to monitor compliance of Dog Control Orders implemented (Dogs on Leads; Dogs on leads by direction; Dog exclusion). Pavement stencilling has been carried out in parks and along popular pathways to promote compliance of DCOs. Dog Wardens proactively patrol areas and investigate all complaints of non-compliance.

- Joint dog fouling initiative with Streetscape, including the relaunch of the Green Dog Walker Scheme with 1,000 bespoke dog collar keyrings created with QR cods illustrating Dog Control Orders, and Green Dog Walker leads.
- “Walk this Way Initiative” - two pathways in Derry and Strabane continued to be monitored to determine their effectiveness,
- Council continues to maintain the Council owned dog shelter which is subject to a further tendering exercise. Council works closely with a range of animal rehoming charities. No unclaimed stray dogs were humanely put to sleep except for those determined to belong to a banned breed list of “dangerous dogs”, and those that were seriously ill or had a history of aggression as these are not deemed capable of being rehomed.
- The Service works along with other councils, DAERA, PSNI, HMRC and Harbour Police in the “Paws for Thought” scheme aimed at tackling rogue dog breeder and pup traffickers transporting low welfare pups via the two main ports in Northern Ireland. Dog Wardens check all suspect addresses given where false declarations are suspected.
- Dog Wardens also monitor social media and current block licences to determine if there are any unlicensed breeding establishments within the council area.

Registration Service (Births, Deaths, Marriages) (April 2025 - March 2026)

- 1478 births registered within the District
- 3 still births registered
- 1,165 deaths have been registered
- 490 Marriages registered – religious 273, civil 146, belief 71
- 471 Marriage Notices and 1 Civil Partnership notice administered
- 3 Civil Partnership Notices
- 14 Approved Marriage/Civil Partnership venues inspected

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.

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 **
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Social Wellbeing Pillar Community Plan priority outcome areas: • Community Development – We live in a shared, equal and safe community: • More actively engaged and can influence the decisions that affect us • Have safer Communities • Have Access to quality facilities and services • Community and voluntary sector is more sustainable and resilient. Corporate Plan objectives: Promote healthy outcomes	• To increase participation in local planning, engagement and communication processes by developing collaborative approaches. • To create opportunities to improve, extend and maximise access to facilities and services which deliver increased safety and cohesion within the community. • Establish innovative practices which develop more sustainable rural communities and increase the capacity to engage rural, disengaged and excluded communities.	SE, F, SA, SI F, SQ, SA, I I, F, SA, SQ
Social Wellbeing Pillar Community Plan: • Health and Wellbeing – We live long healthy and fulfilling lives • We age actively and more independently • Health inequalities are reduced • We are more physically active • We have improved physical and mental health Corporate Plan objectives:	Outcome Performance Objective • We will support the health and wellbeing of local people by improving participation in high quality leisure, sport and physical activity and target underrepresented groups • To improve participation rates for those living in deprived areas (HC1E) • To promote health, safety and wellbeing and safeguard the environment by supporting communities and businesses.	SA, SQ, E, F, I

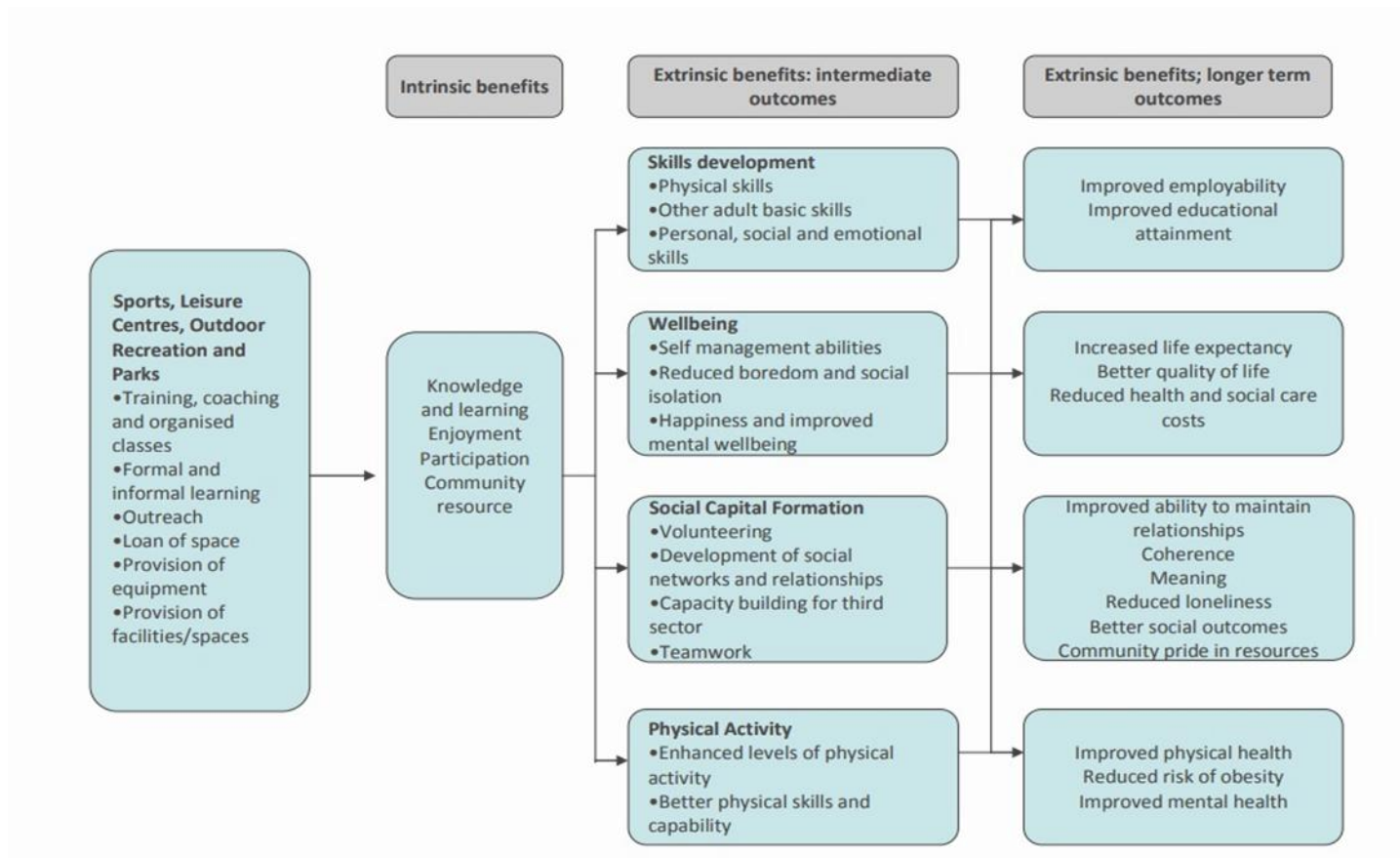
Promote healthy outcomes		
Social and Wellbeing Pillar Community Plan Children and Young People – Our children and young people have the best start in life; our children and young people are safer, healthier, more respected and included; our children and young people are better able to fully realise their potential and become active, responsible citizens. Corporate Plan objectives: Promote healthy outcomes	• Embed a Child Rights Based Approach in the design, delivery and review of policy, strategy and services within the Derry City and Strabane Council area. The principle of participation will be the primary focus • Establish cross-organisational support for the Youth Voice (NW Ministry of Youth) including the development of a pathway of support for seldom heard voices, enabling all young people to have their voice heard in local and regional decision-making.	F, SQ, SA, E1
Older People • We have a caring society that supports people throughout their lives Corporate Plan objectives: Promote healthy outcomes.	• We address the health and social care needs of an ageing population, promoting positive attitudes to older people and tailoring support to enable them to participate fully in society. • We enable everyone to live their life in a fulfilling way as valued members of an inclusive society. We provide access to the places, services, housing, information and support people, when needed.	SE, SA, S, I, SQ, F
Improved service delivery	Increase service cost effectiveness and corporate compliance	E, SE

3.2 Outcome Improvement Objective

We will support the health and wellbeing of local people by improving participation in high quality leisure, sport and physical activity and target underrepresented groups

Derry City and Strabane's inclusive strategic growth plan 2017-2032 sets out the strategic vision for health and wellbeing and the overall outcome of supporting people live long, healthy and fulfilling lives. Four key areas for improvement have been identified: **active aging and more independent living; reducing health inequalities; increased physical activity; and improved mental health.** This provides the framework for the Directorate business plan which has considered the robust and reliable evidence base including: World Health Organisation guidance; Chief Medical Officer guidelines; The NI Programme for Government and the Department for Communities Active Living Strategy – all of which have set clear targets for health improvement and reduced health inequalities through participation in sport and leisure activity.

The intrinsic and extrinsic benefits and outcomes of Sports, Leisure Centres, Outdoor Recreation and Parks



Source: Fit for the Future: The Health Value of Wellbeing and Leisure Services

The Sport and Physical Activity Framework

Programme for Government Outcomes and Indicators

VISION

‘Lifelong involvement in sport and physical activity will deliver an active, healthy, resilient and inclusive society which recognises and values both participation and excellence’

KEY THEMES

THEME:	THEME:	THEME:	THEME:	THEME:	THEME:
Recovering from the Impact of the Pandemic	Promoting Participation, Inclusion and Community Engagement	Promoting Excellence in Sport	Promoting Partnership and Integration	Providing Inclusive, Shared Spaces and Places	Promoting the Benefits of Sport and Physical Activity

CROSS-CUTTING PRINCIPLES

Developing Inclusive, Shared Communities	Developing Capacity and Governance	Developing National and International Linkages
Supporting sport and physical activity to be more inclusive and diverse while reducing the barriers to participation and ensuring the participation gaps for specific target groups continue to narrow	Developing an agile, well governed, adaptable and progressive sport and physical activity infrastructure, which is collaborative, driven by evidence and enabled by transformative technology	Ensuring that Northern Ireland is recognised as a competitive and attractive place of choice for world class events with high standards of sporting governance and integrity

DEPARTMENTAL CROSS - CUTTING THEMES

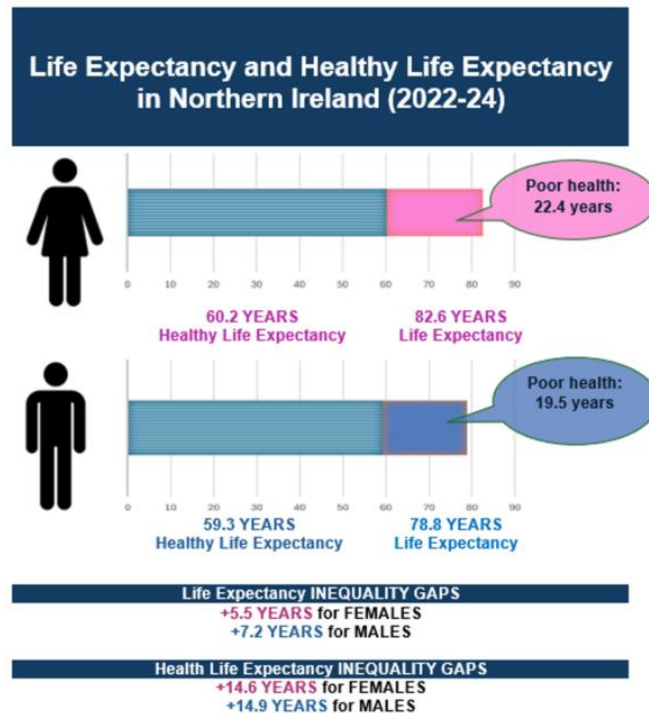
 ANTI-POVERTY	 WELLBEING & INCLUSION	 SUSTAINABILITY & INCLUSIVE GROWTH	 AGILITY & INNOVATION
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Council has a specific role in providing a range of publicly accessible, universal and targeted activities which allow for participation specifically through the provision of sports infrastructure including leisure and community buildings, outdoor sports pitches and supporting the third sector.

According to research carried out by PHA, regular physical activity helps improve health, including reducing the risk of diseases, obesity, and depression, while strengthening the heart, muscles, and bones. However, many people in Northern Ireland are not active enough—only about half of adults and fewer than one in four children meet recommended activity levels. Physical inactivity also places a major financial burden on the UK, costing billions each year and contributing to a significant number of deaths.

Parents, especially those with school-aged children, are often less active, and activity levels tend to drop during parenthood. Families play an important role in shaping children's behaviour—when parents are active and supportive, children are more likely to be active too. Family-based programmes have been shown to work well, but there are currently very few available in the UK and Ireland.

Socioeconomic factors, such as income and access to safe spaces, strongly affect physical activity levels. In Northern Ireland, many children live in poverty, and some families cannot afford activities or do not have access to safe places to play. Children from lower-income families are less likely to be physically active, and health inequalities are wider in more deprived areas.



<https://www.health-ni.gov.uk/publications/health-inequalities-annual-report-2025>

Local councils have an important role in improving physical activity by shaping policies, funding services, and supporting community programmes. Working with local councils can help ensure that programmes are practical, relevant, and sustainable, and better meet the needs of local families.

The Council's, Be Active physical activity, wellbeing and sport strategy tells us that:

- Only 29% of respondents achieve the WHO daily physical activity guidance of 30 mins 5 days per week with 19% achieving this on just one or no days
- All respondents agreed that being physical active improved their general health and wellbeing

- The top 3 reasons for taking up physical activity were to improve health and fitness, make them feel better and to maintain their mental health
- Our targeted programmes attract high levels of take up and there are opportunities to expand this service offer
- 71% of schools have delivered sport and physical activity in partnership with Council
- 53% within the third sector have delivered sports activities in partnership with Council, for example sports clubs, community groups, disability groups etc
- 88% of users feel safe using our facilities

Our annual user survey tells us that:

- 82% of users noted the convenient location of centres to their homes
- 52% of users attend the leisure facility on a weekly basis, with 23% using the facility on a daily basis
- 83% of users use their car to travel to the facility
- 66% of users participate in gym and swim activities

Local government plays a critical role in supporting community health and wellbeing through the provision of accessible leisure and sport opportunities.

Derry City and Strabane District Council provide a wide range of facilities and services that enable residents to participate in sport and physical activity, including:

- Leisure centres and fitness facilities
- Swimming pools
- Community centres
- Outdoor sports pitches
- Parks and open spaces

In addition to managing these facilities, the Council also supports participation through sport development programmes, partnerships with community organisations and financial support for local clubs and voluntary groups. These services provide essential opportunities for residents to engage in activities that improve health, support mental wellbeing and strengthen social connections within communities.

Early Frailty Intervention Programme (Funded by SEUPB)

£8.4m euro funded project aims to raise awareness of the impacts of frailty and to provide individuals with education and community support to promote a proactive approach to maintaining health and wellbeing. The early frailty intervention programme will focus on those aged 55yrs+ who are at risk of becoming frail.

A network of community-based teams will provide access to screening, assessment, education and support to empower individuals to maintain independence and manage their health and wellbeing.

This approach supports **Active Ageing** and will improve overall health outcomes for older people.

9,000 individuals aged over 55 are most at risk of frailty conditions to reduce the potential of adverse outcomes including chronic disease identify effective approaches to supporting older people to live well and thrive in their communities.

Active healthy ageing at Department of Health and NI Executive cross cutting active ageing strategy where all people as they grow older, are supported to fulfill their potential and live long, healthy active lives.

Enabling Research Award

Feasibility and acceptability of the 'Families Together We Move' intervention to reduce health inequalities. A 12-week trial to test whether a family physical activity programme is practical and works and the results of the feasibility trial will inform a submission to the National Institute for Health & Care research.

The specific objectives are to:

- Optimize the intervention to increase physical activity among families
- Assess the feasibility of a definitive trial and assess the implementation potential of the intervention
- Determine if progression criteria for conducting a definitive trial are met
- Assess intervention fidelity
- Identify effective means of recruiting low income families
- Estimate the effect of the intervention on moderate to vigorous physical activity of participants and health related behaviours

This partnership with Council ensures that interventions are tested within the 'real world systems' responsible for improving community health, increasing the relevance and sustainability of programmes.

Walking for All

Delivery of a large scale participation initiative designed to engage 14,000 people in walking activities – Outscape/Peace 7,536,957euro. A walking officer has been appointed to deliver the programme.

Working with 16 partners, there is a strategic focus on improving the health and wellbeing of people in rural communities and will deliver short, accessible volunteer led walks in local community spaces. Its core aim is to foster sustainable, healthy communities in rural areas by increasing physical activity and strengthening social inclusion.

Despite the well-known benefits of physical activity, many people remain insufficiently active. According to 22/23 health survey (NI) only 5% of adults in NI meet the CMO's physical activity guidelines.

Walking is free, gentle, convenient, requires minimal equipment and can be adapted to every ability. It is the number one activity in NI.

WHO Healthy Cities Accreditation

Derry City and Strabane District Council is working towards accreditation under the World Health Organization Healthy Cities programme, which supports cities to improve health, wellbeing, and reduce inequalities through a whole-system approach.

The initiative promotes "Health in All Policies," ensuring that health and wellbeing are embedded across all Council functions and partner activity. It requires strong political commitment, cross-sector collaboration, community engagement, and evidence-based planning.

Key areas of focus include tackling health inequalities, creating healthy and sustainable environments, promoting active and healthy lifestyles, and empowering local communities. Delivery will be supported through partnership working with organisations such as the Public Health Agency Northern Ireland and the Western Health and Social Care Trust.

Achieving accreditation will position the Council within an international network of Healthy Cities, enabling knowledge sharing and supporting long-term improvements in population health and wellbeing.

Healthier Weight Programme

Derry City and Strabane District Council deliver a Healthier Weight Programme aimed at supporting residents to achieve and maintain a healthy weight through lifestyle change. The programme focuses on improving diet, increasing physical activity, and promoting long-term behaviour change, with particular emphasis on communities experiencing higher levels of health inequality.

Delivery is supported through partnership working with organisations the Public Health Agency Northern Ireland, Developing Healthy Communities and the Western Health and Social Care Trust, ensuring alignment with regional public health priorities.

The programme contributes to improved physical and mental wellbeing, reduced risk of chronic conditions, and supports the Council's wider objectives around health improvement, active lifestyles, and community wellbeing.

Increase Student Participation in Partnership with Ulster University

Derry City and Strabane District Council is working in partnership with Ulster University to increase student participation in local health, wellbeing, and community development initiatives.

This collaboration aims to engage the student population in programmes such as physical activity, volunteering, and health improvement initiatives, including the Council's wider wellbeing and Healthy Cities agenda. The partnership will also support opportunities for student placements, research collaboration, and co-designed projects that respond to local community needs.

By strengthening links between the Council and the university, the initiative seeks to enhance student wellbeing, build community connections, and harness academic expertise to support evidence-based service delivery and innovation.

Strategic Leisure Investment

This improvement objective is supported by the Council's long-term investment in leisure infrastructure.

The Council has committed £140 million to the development of new and improved leisure facilities across the district. This investment will ensure that residents have access to modern, inclusive and high-quality facilities capable of supporting increased participation in sport and physical activity.

Enhanced leisure infrastructure will enable the Council to expand programme delivery, support community sport development and create welcoming environments for residents of all ages and abilities.

We have decided to keep this improvement objective for 2026/27 because:

The Council has chosen to retain this improvement objective for the 2026/27 Improvement Plan for several key reasons.

Firstly, high levels of physical inactivity remain a significant determinant of health outcomes. Increasing physical activity levels is one of the most effective interventions available to improve health and reduce health inequalities.

Secondly, evidence shows that residents value the Council's leisure services and that participation levels continue to grow. Recent performance data indicates increasing numbers of leisure centre visits, membership growth and expanding participation in sport development programmes.

Thirdly, the Be Active Physical Activity, Wellbeing and Sport Strategy sets out a long-term agenda for increasing participation, and the Council recognises that achieving these outcomes requires sustained investment and programme delivery over a number of years.

Finally, there remain significant opportunities to increase participation among underrepresented groups through targeted initiatives and collaborative partnerships with organisations including the Public Health Agency, the Western Health and Social Care Trust, Sport Northern Ireland and community organisations.

Expected Outcomes

Through this improvement objective, the Council aims to:

- Increase participation in sport and physical activity across the district
- Reduce health inequalities by targeting underrepresented groups
- Improve physical and mental wellbeing among residents
- Strengthen partnerships between leisure services and health organisations
- Maximise the impact of the Council's leisure facilities and programmes

By continuing to prioritise this area of work, the Council will ensure that leisure and sport services play a central role in improving the health, wellbeing and quality of life of residents across the Derry City and Strabane district.

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

The Directorate will carry out the delivery of its functions and services taking cognisance of Section 75 of the Northern Ireland Act 1998 which requires public authorities to carry out their functions to promote equality of opportunity and good relations across those with protected characteristics within the Act.

Our work will positively reflect:

- The promotion of opportunities for all
- Take cognisance of equality screening and equality impact assessment processes
- Engaging with elected members and wider stakeholders through consultation processes to shape and plan our service delivery
- Actively participate in internal groups such as the good relations panel, equality scrutiny panel, poverty and rural working groups

In 2025/2026 the Directorate will have given consideration to the following issues pertinent to our mainstreaming objective:

Department of Communities (DfC) Public Consultation on Section 167 of the Charities Act (Northern Ireland)	Department of Health and Social Care Children and Young People's Emotional Health and Wellbeing Framework (EHWB)	Private Members Bill relating to Addressing Age Discrimination in Goods, Facilities, and Services	DOJ Court-Ordered Community Sentences for Children	DCSDC & DfC proposals to support the delivery of independent advice and debt services in Northern Ireland.
Department of Education Draft Executive Early Learning and Childcare (ELC) Strategy	Home Office Consultation: Fairer Pathway to Settlement	2025-2026 Good Relations Strategy and Action Plan	Good Relations Strategy and Action Plan for 2026-2029	Social Supermarket Action Plans for 2026-2027

Consultation forums in which the directorate facilitates, advises and engages with:

- Good Relations Working Group
- Age Friendly Alliance
- Over 50s reference group
- Planning Summit Group
- North West Ministry of Youth
- LGBTQIA+ Working Group
- Advice to Rural Housing Group
- Traveller Action Group
- Sports Forum & Sports Committee

Additionally, the following screenings have been undertaken:

- Social Supermarket Action Plans 2026-2027
- Vending Services Contract Extension

- Proposals for the review and revision of the streets that have been designated under the Street Trading Act (Northern Ireland) 2001
- Strategic Sport Partnership Investment Programme
- Disposal of land at Ballyarnett Country Park to the GAA Property Trustee Company Ltd as Trustee for and on behalf of Na Magha Doire CLG
- Newtownstewart Centre 2000 - Service Level Agreement Update
- Implementation of the Age Friendly Employers Pledge
- Good Relations:
 - Additional Funding for Racial and Social Unrest 2025-26
 - North West Anti-Racism Charter
- Oakland Park Pitch Improvement Works Update
- Disposal of land at Ballyarnett Country Park to the GAA Property Trustee Company Ltd as Trustee for and on behalf of Steelstown Brian Ogs CLG
- Pricing Policy Update – Leisure & Sports Services
- Update Report – Newtownstewart 2000 Centre Service Level Agreement
- Update Report: UNICEF UK Child Friendly City and Community Assessment Outcome & Sustainability Plan
- Street Trading Policy
- Entertainments Licensing Policy

The section has been actively gathering Section 75 data in line with our requirements to capture information in relation to Equality and to help inform service needs and provision to address any issues arising.

During the year ahead the section will continue to implement the Equality Impact Screening and Impact Assessment processes for decision required from within the Directorate at Health & Communities Committee. In addition, the section will be leading on ensuring actions within the Corporate Equality Action plan and Disability Action plan are addressed to ensure equality of opportunity and inclusiveness.

Training

Attended training and workshops on the equality scheme, equality duties, gender budgeting, disability awareness, bystander training and visual awareness.

Climate Change

The majority of Council's leisure facilities developed from the 1970s onwards are in need of significant reinvestment and replacement and largely rely on traditional energy sources. Whilst Council has commenced a strategic reinvestment programme, a number of leisure facilities and pitch upgrades have been undertaken including Melvin Multisport Hub, Derg Active, Daisyfield and resurfacing of a number of 3G pitches.

As the Council plans the shape of its future leisure estate there is the opportunity to rethink what our communities will need from facilities and services and design more efficient and impactful solutions to help our communities to be active and stay healthier for longer. Equally the learning from Covid-19 has shown the increased propensity of our citizens to engage in outdoor based activity, including active travel and the shift to choices of walking, cycling or running to destinations. In addition to contributing to healthier lives, it promotes benefits of improved air quality and reduced carbon emissions along with realising a more equitable, sustainable and prosperous world.

There is an increased understanding and value being placed on sport and leisure and recognition of their contribution to wider objectives of improving health and addressing health inequalities; lowering levels of obesity and cutting carbon emissions.

Sustainable Development Goals

The activities of the Directorate contribute to sustainable development goals such as good health and wellbeing, reducing inequalities and supporting and improving standards of life, enhancing access to quality education and the conditions for decent work and economic growth. The directorate service plan takes into account the recent disability audit and audit of inequalities completed.

Life Tree Project

Life Tree Project has been operating since 2018 and aims to reduce the effects of air pollution on the health and wellbeing for future generations by providing an oak tree sapling for each life event (Birth, Marriage, Civil Partnership and Death) registered in the Council area. There are approximately 4,000 such registrations annually. In most cases the sapling is taken and planted in a location of the recipients' choosing.

Health literature appropriate to the occasion and in line with the Public Health Agency's key campaigns are distributed with each sapling, i.e. bereavement and mental health information for those registering a death, breastfeeding for births and healthy relationships and sexual health messages for marriages.

Over the years acorn collections have been organised with primary schools throughout the Council area. The Life Tree Project has recently developed partnerships with Sow & Grow in Gransha Park and New Horizons in Strabane. These collaborations will be mutually beneficial, allowing the Life Project to have a steady, sustainable and locally sourced supply of trees into the future and providing training and development opportunities for the service users at Sow & Grow and New Horizons. Tree planting days this year were supported in great numbers by members of the public and were gratefully supported and assisted by The Conservation Volunteers and the Woodland Trust.

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

Leadership, coordination and community-support role in preventing and responding to violence against women and girls is a Council priority. This includes partnership and multi-agency collaboration, working closely with statutory agencies, community and voluntary organisations, policing and justice partners, and central government departments to deliver preventative programmes, share information, coordinate local responses, and ensure alignment with regional EVAWG strategies. Through funding programmes, community planning structures, and local partnerships, the section supports community led prevention and awareness programmes initiatives such as:

- Bystander intervention training
- Educational programmes for young people
- Campaigns including Reclaim the Night, International Women's Day, and awareness-raising events
- Consensual action plans that include EVAWG priorities across LCGPBs

Grant aid is allocated including Tier 1, 2 and 3 EVAWG Change Fund allocations, to support frontline community groups working on prevention, early intervention, and support for those at risk. This includes actions targeting social cohesion,

trauma-informed practice, and safer community environments. These activities help shift attitudes, challenge harmful behaviours and create safer communities.

Council's safeguarding policies and arrangements are in place covering adults, children and young people, ensuring that all staff are trained to identify risk, recognise signs of harm, and follow clear reporting and escalation procedures.

This includes

- Safeguarding training
- Clear reporting lines and risk-management procedures
- Integration of safeguarding requirements into contracts and agreements addressing service delivery

These measures ensure that the Council fulfils its duty of care and helps create safer environments across services and facilities.

The Directorate plays a central role in embedding and promoting children's rights in line with the UN Convention on the Rights of the Child (UNCRC). This includes embedding a Child Rights Based Approach (CRBA) through policy screening, service design and programme delivery, the Council incorporates key UNCRC principles such as:

Non-discrimination (Article 2)	Best interests of the child (Article 3)
Right to be heard (Article 12)	Right to protection from violence (Article 19)
Right to play and recreation (Article 31)	

These principles guide decision-making, service development and resource allocation.

Achievement of UNICEF Child Friendly Cities and Communities Programme status strengthens the Council's commitment to child-centred governance. This includes:

- Governance structures such as the Child Rights and Youth Participation Board

- Child Rights Impact Assessments (CRIAs) for key strategies and funding programmes
- Training staff in child rights
- Ensuring children and young people participate in democratic processes, including Local Democracy Week and consultations related to city and district regeneration
- The PCSP plays an important supporting role in delivering a UNICEF Child Friendly City by helping to make communities safe, inclusive, and supportive for children and young people.

Supporting Youth Voice and Participation

The Council supports youth voice by working in partnership with a wide range of organisations and groups. Through networks such as the North West Ministry of Youth, local youth forums, schools, community groups, and voluntary organisations, the Council brings together key partners to share information, coordinate activities, and strengthen engagement with children and young people.

This collaborative approach helps to:

- Reach a wider range of young people, including those who are seldom heard, by connecting with trusted organisations already working with them
- Share knowledge and resources between partners, improving the quality and consistency of youth engagement
- Avoid duplication and ensure services are joined up and responsive to local needs
- Create clear pathways for participation, so young people's views are gathered and fed into decision-making processes
- Build strong relationships between young people, services, and decision-makers

By working together in this way, the Council ensures that youth participation is not delivered in isolation, but as part of a coordinated, inclusive system where children and young people can meaningfully influence local decisions.

Tackling Social Deprivation

Many of the Council's core functions contribute to addressing deprivation, inequality and exclusion, including support to Community and Voluntary Sector. Through the consensual funding model, strategic grants, and support for local community

planning, the Council enables groups to address community needs, build local capacity, and tackle disadvantage at neighbourhood level.

The section funds a network of advice organisations providing Advice Services and Debt Support

- Generalist advice
- Welfare mitigation and tribunal representation
- Integrated debt advice

These services help residents facing poverty, financial crisis and social vulnerability.

The section delivers wraparound support for individuals experiencing food insecurity and financial hardship through the Social Supermarket Programme. This includes addressing food poverty, skills support and health and wellbeing interventions helping individuals and households achieve long-term stability.

Leisure and sports services support physical and mental wellbeing, but cost can prevent some people from taking part. Concessionary pricing (reduced or free access) helps remove this barrier, making activities more affordable for those on low incomes. This increases participation, improves health, and helps reduce social inequalities by ensuring everyone has the opportunity to be active.

Gender Budgeting

The Gender Budgeting pilot, delivered in partnership with Ulster University and Derry City and Strabane District Council, looked at how at usage figures, participation and membership breakdowns varied by age and gender. The aim of the project was to feed into how public spending is fair, inclusive, and responsive to the different needs of women, men, boys, and girls.

The pilot focused on analysing how Council budgets and services are used by different genders, identifying any inequalities, and using this evidence to inform more equitable decision-making.

Key elements include:

Assessing impact: Reviewing how funding and services affect different groups

Improving equality: Identifying and addressing gaps in access or outcomes

Data-led decisions: Using research and local data to guide budgeting choices

Building capacity: Supporting staff to understand and apply gender budgeting approaches

Partnership working: Combining academic expertise with local government practice

The research has allowed staff to make informed decisions in allocating resources in a way that promotes equality, improves outcomes, and better meets the needs of all members of the community.

Neighbourhood Renewal and Place-Based Regeneration

Through Strabane Neighbourhood Renewal, Local Community Growth Plans, Active Citizenship and investment in community facilities, the Council works with partners to improve access to services, strengthen local infrastructure, and enhance quality of life in deprived areas.

Through the Community Development Sections work under Good Relations to address inclusion, anti-racism and community cohesion integration programmes and support helps reduce discrimination, promote equality and strengthen social cohesion, which are key conditions for reducing deprivation.

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	We will support the health and wellbeing of local people by improving participation in high quality leisure, sport and physical activity and target underrepresented groups	• Develop a joint facilities and sports development plan • Introduce stronger financial and performance management indicators - suite of lead performance indicators agreed e.g. income, utilisation, usage • Embed Customer feedback and NPS into local action planning • Suite of indicators and customer focused feedback to be implemented – June 2026 • Review Membership strategy and packages with an interlinked marketing and pricing plan • Develop a comprehensive aquatic strategy • Rebrand fitness programmes in line with Sports Development BeActive strategy Development e.g.: ○ Be Active Aquatic ○ Be Active Fitness ○ Be Active Health & Wellbeing	Sept 26 June 26 March 27 June 26 Sept 26 Nov 26 March 27	HCDL HCDL HCDL HCDL HCDL HCDL HCDL

		• Work in collaboration with community groups to maintain 10 health & wellbeing programmes across the district.	March 27	HCDL
		• Deliver increased opportunities for the participation of teenagers in the gym / fitness environment aligned with guidance from UK Active	March 27	HCDL
		• Introduce Family Fitness classes across three sites	March 27	HCDL
		• Identify underutilised space within our sites working with sports development and community groups to deliver Health & Well-being BeActive programmes.	March 27	HCDL
		• Achieve 1.9 million paid leisure centre user visits	March 27	HCDL
		• Achieve 9,000 paid gym members (includes direct debits, advanced payments, corporate and staff membership schemes)	March 27	HCDL
		• Implement mandatory training programmes including a focus on upskilling disability delivery programmes	March 27	HCDL
		• Maintain ONUS training for all staff and continue to provide "Safe Spaces" when required	March 27	HCDL
		• Continue to work with partners RNLI & RLSS to ensure that a consistent water safety message is embedded in our aquatics programme	March 27	HCDL
		• Improve customer feedback systems (digital survey, QR codes onsite, annual user survey) targeting specific user groups to establish a	March 27	HCDL

		baseline to inform future service improvements. • Support and deliver Sport & Physical Activity programmes that achieve targets of 8,000 participants per year including ○ Female participants - 4000 ○ Children & young people - 3000 ○ those living in the most deprived areas - 3000 ○ Older people - 2000 ○ People living with disabilities - 1000 ○ Ethnic Minorities – 500 • Pilot Sport & Leisure Be Active participation programme across Council facilities targeting underrepresented groups especially at times of low occupancy / off peak • Include findings of Gender Budgeting pilot when designing services and programmes • Deliver Healthy Towns programme to include minimum of 15 partnership programmes and 10 Council led programmes • Deliver Walking For All programme targeting rural communities • Roll out of Coach Education programme to include CPD training • Deliver Physical Literacy programme to young people aged 5-7 years old • Deliver Summer Activity programme for young people	March 27 March 27 March 27 March 27 March 27 March 27 March 27 Aug 27	HCDL HCDL HCDL HCDL HCDL HCDL HCDL
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		• Achieve 550 participation completion rate for 'Physical Activity Referral Programme' (PARP) targeting those with health risks relating to obesity, diabetes or musculoskeletal conditions	March 27	HCDL
		• Deliver a Support for Sport Grant Aid programme	March 27	HCDL
		• Deliver a Club Maintenance Grant Aid programme	March 27	HCDL
		• Deliver Strategic Sport Partnership Grant Aid Programme	March 27	HCDL
		• Create online club directory	March 27	HCDL
		• Achieve 'Athlete Support Membership' target of 70 participants	March 27	HCDL
		• To develop and fund local sport and physical activity programmes and initiatives specifically designed to improve the health and wellbeing of disabled and inactive people.	March 27	HCDL
		• To facilitate and promote more initiatives focused on the provision of information, training, advice and funding which will encourage and support local sports clubs and physical activity providers to be more inclusive of disabled people.	March 27	HCDL
		• To facilitate and support the provision of locally available inclusive equipment which improves access to sport and physical activity opportunities for disabled people.	March 27	HCDL
		• Open community grassroots cricket facilities as part of Council's playing pitches	March 27	HCDL

		• Deliver 10 district wide 'Sports Forum' and Sports Committee meetings. • Deliver annual Sports Awards to promote community pride in the district's sporting achievers	March 27	HCDL
			March 27	HCDL
2	To Increase participation in local planning, engagement and communications processes by developing collaboration processes (HC2)	• Continued Cross departmental representation on Local Community Growth Partnership Boards. • Continue to explore opportunities to utilise the Consensual Grant Making Model to support the LCGPB's to deliver on programmes aligned to the local community plans for the DEA. • Cross Departmental Working within Council and across Statutory Agencies to deliver on the Age Friendly Strategy & Action Plan for the DCSDC area. • Implementation of the Good Relations Strategy and Action Plan for 2026-2029 • Continued engagement with, including officer representation on, all 8 Local Community Growth Partnership Boards. • Support Children and Young People partnership structures to better align with Local Growth Partnership Boards/ Plans • Continue to embed Age Friendly across the	March 27	HCDL
			March 27	HCDL
			March 27	HCDL
			March 27	HCDL
			March 27	HCDL
			March 27	HCDL
			March 27	HCDL
			March 27	HCDL

		community planning structures and across departments		
		• Review the internal anti-poverty action plan on a cross Directorate basis establish a delivery focused working group ○ Internal working group established ○ action plan updated ○ 2 consultation events with external stakeholders	March 27	HCDL
		• Develop a youth consultation framework for strategic leisure projects ○ Sport England/ TCPA model reviewed as part of developing the framework ○ No of young people involved	March 27	HCDL
		• Ongoing delivery of the Directorates capital programme ○ Design stage 4 and planning submissions for Strabane and Templemore bids ○ Final completion of Derg Active regeneration programme ○ Design stage ¾ for Glenview and BCHPB community centres and planning outcomes secured	March 27	HCDL
		• Partnership support for 3 year PHA Frailty programme based in Templemore (commencing June 2026)	March 27	HCDL

		○ establishment of joint working arrangement and performance plan for referrals • Ongoing co delivery of Healthier Weight programme in partnership with DHC, PHA and WHSCT ○ Partnership meetings monthly ○ Stage 3 / 4 of Leeds Becket model completed ○ Local advisory steering group established • Commencement of 2 year family's health intervention programme in partnership with UU (commencing Sept 2026) ○ Partnership established ○ 2 family cohorts recruited	March 27	HCDL
			March 27	HCDL
3	Deliver PCSP Action plan for 26/27 with the following outcomes:	• Provide PCSP support to community-based forums • Provide PCSP support via Small Project Support and Consensual Grant Aid to each of the 7 DEAs and Strabane Town. • To improve community confidence in policing by delivering joint awareness/engagement activities with PSNI through the following activities: • Road safety initiatives • Youth engagement initiatives	March 27 March 27 March 27 March 27 March 27	HCDL HCDL HCDL HCDL HCDL

		• Marking initiatives – bikes/trailers/farm equipment • Joint anti-burglary awareness campaigns • Neighbourhood Watch meetings and support • PCSP Policing Committee meetings, support Local Community Safety Forums Monthly Support Hub meetings.	March 27	HCDL
			March 27	HCDL
			March 27	HCDL
4	Improve services for Children and Young People (CYP) by embedding a Child Rights based approach across partnership structures; creating formal structures and informal opportunities where CYP can be supported to be involved in decisions which affect them (HC3)	• Continue to embed a Child Rights Based Approach in the design, delivery and review of policy, strategy and services. • Adopt the Lundy Model of Participation to the design and evaluation of appropriate youth activities. • Continue to explore funding opportunities / resources to deliver a Children and Young Person Multi Agency Action Plan adhering to the duty placed on Council as a Children's Authority in the Children's Services Cooperation Act (NI 2015). • Work in partnership with EA Youth Service to develop sustainable youth participation structures for the NW Ministry of Youth. • Create child-friendly maps in each Local Community Planning area. • Delivery of Sustainability Plan and actions for 2026-2027	March 27	HCDL
			March 27	HCDL
			March 27	HCDL
			March 27	HCDL
5	Establish innovative practices which develop more sustainable and resilient communities and increase the capacity	• Community Development and Good Relations support to the 7 DEA's and Strabane Town.	March 27	HCDL

	to engage rural, disengaged and excluded communities. (HC5)	• Develop initiatives in conjunction with LCGP boards which address identified GR issues in local areas. • Community Development support to the three rural DEAs of Sperrin, Derg and Faughan. • Allocate Community Support Fund programme to the 7 DEA's and Strabane Town. • Continue to implement the agreed Social Supermarket Model for the Council area. • Continue to deliver Advice Services across the Council area	March 27	HCDL
			March 27	HCDL
			March 27	HCDL
			March 27	HCDL
			March 27	HCDL
6	Improve services for Children and Young People (CYP) by embedding a Child Rights based approach across partnership structures; creating formal structures and informal opportunities where CYP can be supported to be involved in decisions which affect them (HC3)	• Continue to embed a Child Rights Based Approach in the design, delivery and review of policy, strategy and services. • Adopt the Lundy Model of Participation to the design and evaluation of appropriate youth activities. • Continue to explore funding opportunities / resources to deliver a Children and Young Person Multi Agency Action Plan adhering to the duty placed on Council as a Children's Authority in the Children's Services Cooperation Act (NI 2015). • Work in partnership with EA Youth Service to develop sustainable youth participation structures for the NW Ministry of Youth. • Create child-friendly maps in each Local Community Planning area.	March 27	HCDL
			March 27	HCDL
			March 27	HCDL
			March 27	HCDL
			March 27	HCDL

		• Delivery of Sustainability Plan and actions for 2026-2027	March 27	HCDL
7	Provide statutory services which protect public health, safety and well-being, and safeguard the environment by supporting communities and businesses through education and enforcement (HC6)	Support the local economy and businesses through provision of statutory services • Exercise statutory functions in a way that promotes economic growth alongside necessary protections through clear advice, guidance, and good regulation. • Promote compliance through Licensing, registration, risk and priority-based inspection and sampling programmes and where necessary carry out enforcement activities in accordance with statutory provisions and council policies Provision of Statutory Services • Provide a quality statutory Environmental Health, Licensing and Registration services Local Air Quality Management • Work with stakeholders to monitor, manage and produce an Air Quality Action Plan/Progress reports and take into consideration the DEARA pending AQ strategy for NI which will further address air pollution emissions and hot spots to ensure that there are measurable improvements, to the benefit of public health PEACE – AIR Project	March 27 March 27 March 27 March 27	HHCWB HHCWB HHCWB HHCWB

		Attend monthly meetings with PEACE-Air project partners/consortium and participate in cross border 'twin town' project with Donegal County Council and carry out AQ monitoring/testing for both transport and residential fuel related air pollution	March 27	HHCWB
		Dog Control Provide Dog Control Services within legislative framework and Council policies and promote responsible dog ownership	March 27	HHCWB
		Registration Services Provide high quality and accessible registration services (Births, Still-births, Deaths, Marriages and Civil Partnership) within legislative framework and Council policies	March 27	HHCWB
		Local Development Planning Contributes to the Local Development Plan and Environmental Health acts as a statutory consultee in the planning process, reviewing applications to ensure they do not cause significant environmental or public health harm	March 27	HHCWB
		Health & Safety at Work Continue the implementation of prioritised planning of monthly Health and Safety inspections and other interventions with regard to LAC 67 (2)	March 27	HHCWB

		V14&V15, based on the HSLG 26 -28 workplan Port Health • Work with partners (FSA/DAERA/DEFRA/PHA) to facilitate the delivery of Ship Sanitation Certification and official Sanitary and Phytosanitary (SPS) controls at shared Border Control Post at Foyle Port • Work towards adopting a Whole System Approach to Obesity in the Council area in partnership with a range of stakeholders including PHA (lead partner), and DHC. This will help Incorporate the objectives of the new Obesity Strategy – ‘Healthy Futures’	March 27 March 27	HHCWB HHCWB
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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
HC1	We will support the health and wellbeing of local people by improving participation in high quality leisure, sport and physical activity and target underrepresented groups					
	Subsidy per visit	New PI for 2026/27, baseline to be established				
	Staff costs per admission	New PI for 2026/27, baseline to be established				
	Usage per peak/off peak period	New PI for 2026/27, baseline to be established				
	Customer satisfaction with Sports & leisure services (% of users that were 'Satisfied' or 'Very Satisfied'	New PI for 2026/27, baseline to be established				
HC6 (1)	Continue to promote/support and participate in range of health and wellbeing initiatives linked to collaborative actions identified within the Strategic Growth Plan (2017-2032), Health 2020 and the Making Life BetterStrategy (2013-2023).					

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
	Support community, voluntary, statutory and business partners tackle issues affecting vulnerable members of our society through the Civic Forum (Alcohol, Drugs, Mental Health, Emotional Wellbeing, Suicide Prevention and Homelessness) which is led by the Mayor. Hold 3 Civic Forum (Alcohol, Drugs, Mental Health, Emotional Wellbeing and Homelessness) meetings/year	2 Meetings & Homeless Heroes Event Held	2 Meetings Held & Homeless Inclusive Health Event Held	2 Meetings held (to 31/12/24)	2 Meetings held (to 31/12/25)	3 Meetings
	Continue to promote/support and participate in range of health and wellbeing initiatives linked to Making LifeBetter Strategy: - • Home Safety • Smoke Free/Tobacco Control • Air Quality	8 1 1	8 1 1	8 1 1	8 1 1	8 1 1

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
	Adhere to targets set out in the following Service Level Agreements or contract with Statutory Partners:					
	PHA – Home Safety	92%	55%	42%	51%	100%
	PHA Tobacco Control/Smoke Free	100%	100%	100%	100%	100%
	NIEA – Drinking Water Inspectorate	100%	100%	100%	100%	100%
	80% of service requests responded to within 3 working days	88%	90%	85%	89% (to 31/12/25)	80%
HC6 (3)	Support the local economy and businesses through clear advice, guidance and good regulation.					
	Ensure new food, health and safety and consumer protection businesses receive advice and/or guidance upon registration/first visit. [Annually]	100%	100%	100%	100%	100%

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
	Provide relevant construction product manufacturers with published statutory guidance and continue to work with OPSS/CP Subgroup on the inspection of concrete block manufacturers. [Annually]	-	-	-	Joint work in Q4	100%
	Produce new or update existing guidance documents/online resources to be used by business and/or consumers addressing relevant H&S, CP, Food or Licencing topics. [Annually]	100%	100%	100%	100%	Produce or update at least 3 guidance documents /on-line resources
HC6 (6)	Provide a quality statutory function promoting compliance through risk and priority-based inspection and sampling programmes and where necessary carry out enforcement activities in accordance with					

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
	statutory provisions and council policies.					
	Increase focus on food standards as a result of food fraud- Alcohol sampling in licensed premises	24	25	25	25	25
	Increase focus on food standards as a result of food fraud- Number of Food Standards Premises inspections	93	372	203	162 (9 months)	200
	Implement the new Food Standards Delivery Model scoring system as required by the Food Law Code of Practice.	-	-	-	100% of FS inspections since 27/05/2025 (date of implementation) scored using the new system.	90% of FS inspections to be scored using the new FSDM system in 25/26.
	Carry out programmed inspections of high risk premises- % of Food Hygiene premises inspected.	80% FH due to covid pandemic.	100% FH	100% FH	100%	98%
	80% of service requests responded to within 3 working days	88%	90%	97% FH	98%	80%

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
	Food Safety/Nutrition/Infectious Disease Control – Ensure the continued operation of the Mandatory FHRS in a fair, consistent and transparent manner:					
	% of FHRS notifications sent out within 14 days	100%	100%	100%	99%	98%
	% of FHRS revisits undertaken	100%	100%	100%	100%	100%
	Implement Port Health Plan and Review the health status documentation of incoming ships and crew to Foyle Port .	-	-	-	100%	90% of health status documentation to be reviewed.
	Develop procedures which facilitate the delivery of official Sanitary and Phytosanitary (SPS) controls at the new shared Border and Develop procedures for SPS controls at Foyle Port.	-	-	-	4	Develop 4 procedures for SPS controls at Foyle Port.

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
	Inspect vessels on international voyages which require either a Ship Sanitation Control Certificate under the Public Health (Ships) Regulations (Northern Ireland) 2008.					100% of applications
	Work with stakeholders to monitor, manage and improve Local Air Quality. (Dales Corner air monitor NO2 levels as PfG indicator -expressed against hourly annual mean limit of 40 µg/m3)	22 µg/m3	22 µg/m3	25 µg/m3	25 µg/m3	25 µg/m3
	Improve Local Air Quality through continuance of Local Air Quality Monitoring/Action Plan and inspect permitted Industrial Installations enforced by Council					
	5 Air Quality Monitoring Stations and diffusion tube network maintained (24 sites)	5 (24)	5 (24)	5 (24)	5 (24)	6(24)
	PPC Inspections	Limited inspections during Covid	(100%- High risk))	(100%)	(100%)	100%

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
		19. High risk premises inspected	80%)- Medium Risk(37.5%-Low (			
	Participate in cross border 'twin town' project with Donegal County Council and carry out AQ monitoring/testing for both transport and residential fuel related air pollution.	-	-	-	-	Carry out AQ monitoring pilot and Attend monthly meetings with PEACE-Air project partners/c onsortium.
	Contribute to the development of the Local Development Plan and respond to planning consultations to ensure sustainable development.					

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
	Improve response times to planning: 15 working days response time for local applications	52% impacted by Pandemic and staff resources	Performance impacted with introduction of new Planning Portal and staff resource	TBC	TBC	Respond to 75% of local applications within 15 working days.
HC6 (1)	Work in collaboration with HSENI via the Health and Safety Liaison Group (HSLG) regarding the implementation of relevant targets as set out in the 2026 - 28 work plan – tbd by HSLG. [Annually]	Delivered on the Covid Restriction priorities as identified by HSLG	100%	100%	75% (Ongoing in Q4)	80%
	80% of accident notifications responded to within response times. (i.e. respond to all fatal accidents immediately and respond to all other accident notifications within 5 – 10 working days). [Quarterly]	100%	97.5	89%	100% (Q1 – Q3)	80%
	DoJ – Storage of fireworks and explosives	100%	100%	100%	100%	100%

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
	Adhere to the targets set in the Storage of Fireworks and Explosives Service Level Agreement with DoJ. [Annually]					
	Achieve 80% compliance with the objectives set out in the Health & Safety and Consumer Protection Service Plan, with respect to the HSLG and CP Subgroup workplans. [Annually]	Many of the targets were not relevant due to the covid pandemic.	86%	80%	75%	80%
	Participate in a test purchase exercise on the sale of butane lighter fuel products or the sale of sunbed sessions, in at least 25% of premises offering the supply or use of these of these products. [Annually]	No visits due to coronavirus pandemic	25%	25%	17% (Butane TP exercise completed in Q4 – Some shops did not have Butane in stock at the time of the TP exercise).	25%

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
	Promote and support responsible dogownership	100%	100%	100%	100%	100%
	Implement and deliver actions in Dog Control Work Plan	100%	100%	100%	100%	100%
	Investigate straying complaints Implement rehoming policy	100%	100%	100%	100%	100%
	Dog attacks investigated within 1 day	100%	100%	100%	100%	100%
	Implementation of Dog Control Orders created by cross departmental/multi-agency working group	100%	100%	100%	100%	100%
	Education talks / Presentations to Schools/Community Groups– Schools/CommunityGroups	30	30	50	115	80
	Increase number of new dog licences	20%	10%	10%	5%	5%
	Provide high quality and accessible registration services within legislativeframework and Council policies.					
	The publication of a new guide to the Registration of Marriage and Civil Partnership	100%	100%	100%	100%	100%

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
	Number of local businesses making application for Approved Venue status	8	14	14	14	14
	Service Delivery and Customer feedback from Funeral Director and bereaved family.	100%	100%	100%	100%	100%
	Strategic Growth Plan (2017-2032), Health 2020 and the Making Life Better Strategy (2013-2023).					
	Support community, voluntary, statutory and business partners tackle issues affecting vulnerable members of our society through the Civic Forum (Alcohol, Drugs, Mental Health, Emotional Wellbeing, Suicide Prevention and Homelessness) which is led by the Mayor. Hold 3 Civic Forum (Alcohol, Drugs, Mental Health, Emotional Wellbeing and Homelessness) meetings/year	2 Meetings Held	2 Meetings & Homeless Heroes Event Held	2 Meetings held & Homeless Inclusive Health Event Held	2 Meetings Held to (31/12/25)	3 Meetings
	Continue to promote/support and					

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
	participate in range of health and wellbeing initiatives linked to Making LifeBetter Strategy: - • Home Safety • Smoke Free/Tobacco Control • Air Quality • Nutrition/Obesity/Health at Work	8 1 1	8 1 1	8 1 1	8 1 1	8 1 1
	Support the local economy and businesses through clear advice, guidance and good regulation.					
	Number of Safety Advisory Group meetings held to promote high standard of health, safety and well-being at public events	100%	100%	100%	100%	4 quarterly meetings schedule
	Percentage of acknowledgements	80%	90%	90%	90%	90%

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
	for licence, registration and permit applications sent to applicants within 5 working days of receipt					
	Percentage of licences, registrations and permits processed within approved target timescales	N/A	90%	90%	90%	90%
	Percentage of applications for licences, permits and registrations made electronically	-	-	-	70%	80%
	Review and revision of licensing policies	-	-	50%	80%	100%
	Review of designated streets under the Street Trading Act (NI) 2001	-	-	10%	50%	100%
	Implementation of new pavement café licensing procedure	-	-	-	60%	100%
	Delivery of seminar for licensed premises on new entertainments licensing policy and on-line application procedure	-	-	-	0%	1 seminar
	Revision of Safety Advisory Group Terms of Reference (TOR) and procedures, in liaison with internal	-	-	-	50%	100%

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
	and external partners					
	Development of a Licensing Compliance and Enforcement Options Toolkit for officers	-	-	-	20%	100%
	Provide Port Health Service and Develop Service Plan					

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.

Section Five – Contact Details

5.1 Staff Contacts

Karen McFarland – Director of Health and Community

Email: karen.mcfarland@derrystrabane.com

Work Direct Line: 028 7138 1319

Work Mobile No: 07912 120 850

Heads of Service

Lorraine Shields – PA to Director of Health & Community

Email: lorraine.shields@derrystrabane.com

Tel No. 028 71 253 253 ext. 4291 or 6401

Work Direct Line: 028 7138 1319

Barry O'Hagan – Head of Community Development and Leisure Email: barry.ohagan@derrystrabane.com Tel No. 028 71 253 253 Work Mobile: 07709 457 730 Hazel Best Business Services Officer Email: hazel.best@derrystrabane.com Tel No 028 71 253 253 ext. 6989	Seamus Donaghy – Head of Health and Community Wellbeing Email: seamus.donaghy@derrystrabane.com Tel No. 028 71 253 253 Work Mobile: 07824469500 Libby Wosser Business Services Officer Email: libby.wosser@derrystrabane.com Tel No 028 71 253 253 ext. 4441 or 6952
Service Managers & Officers (Community Development and Leisure) <i>Community Development, Good Relations, Local Community Planning, Age Friendly, Children and Young People and Council Owned Community Managed Centres</i>	Principal Officers (Health and Community Wellbeing) <i>Food Control and Infectious Diseases</i> Marissa McCormick Email: marissa.mccormick@derrystrabane.com

Teresa Bradley Inclusive and Shared Communities Manager Email: Teresa.bradley@derrystrabane.com Tel No. 028 71 253 253 Angela Askin Community Development Programme Manager Email: Angela.askin@derrystrabane.com Tel No. 028 71 253 253 Ciara Burke Community Development Programme Manager Email: Ciara.burke@derrystrabane.com Tel No. 028 71 253 253 Vanessa Russell PCSP Manager Email: Vanessa.russell@derrystrabane.com Tel 028 7125 3253 Ryan Deighan Area Manager – Sport Email: ryan.deighan@derrystrabane.com Tel No: 028 7137 6555	Tel No. 028 71 253 253 <i>Health & Safety and Consumer Protection</i> Eamonn Toner Email: eamonn.toner@derrystrabane.com Tel No. 028 71 253 253 <i>Licensing & Public Events Safety</i> Paul Rafferty Email: paul.rafferty@derrystrabane.com Tel No. 028 71 253 253 <i>Health, Housing and Public Conveniences</i> Alan Haire Email: alan.haire@derrystrabane.com Tel No. 028 71 253 253 <i>Dog Control</i> Enda Cummins Email: enda.cummins@derrystrabane.com Tel No. 028 71 253 253 <i>Environmental Protection & Neighbourhoods</i> Barry McNulty Email: barry.mcnulty@derrystrabane.com Tel No. 028 71 253 253
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Sean Doherty Area Manager – Leisure Email: sean.doherty@derrystrabane.com Tel No. 028 7137 6555 Cathy Farren Area Manager – Leisure Email: cathy.farren@derrystrabane.com Tel No. 028 7137 6585 James Moore Area Manager – Leisure Email: james.moore@derrystrabane.com Tel No 028 7138 2672	<i>District Registrar</i> Roisin Scroggie Email: roisin.scroggie@derrystrabane.com Tel No. 028 71 253 253
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5.2 Facilities / Office Details

Details on all facilities can be found at www.derrystrabane.com