



Derry City & Strabane
District Council
Comhairle
Chathair Dhoire &
Cheantar an tSraitha Báin
Derry Cittie & Strábane
Destrict Cooncil

Directorate Delivery Plan 2021/22

Strategic Planning and Support Units

Derry City and Strabane District Council

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Strategic Planning and Support Units

Directorate Delivery Plan 2021/22

Section One: Directorate Profile / Summary

1.1 Purpose of Directorate

The Strategic Planning and Support Services are tasked with supporting and developing the core service delivery Directorates and as such work across the organisation and all services areas to drive planning and improvement, good governance and effective human resource management.

In terms of the Council's Corporate Plan objectives there is a direct alignment with the objective of providing "effective and facilitative cross functional support services". The Units also indirectly contribute to the effective achievement of the Council's other objectives of:

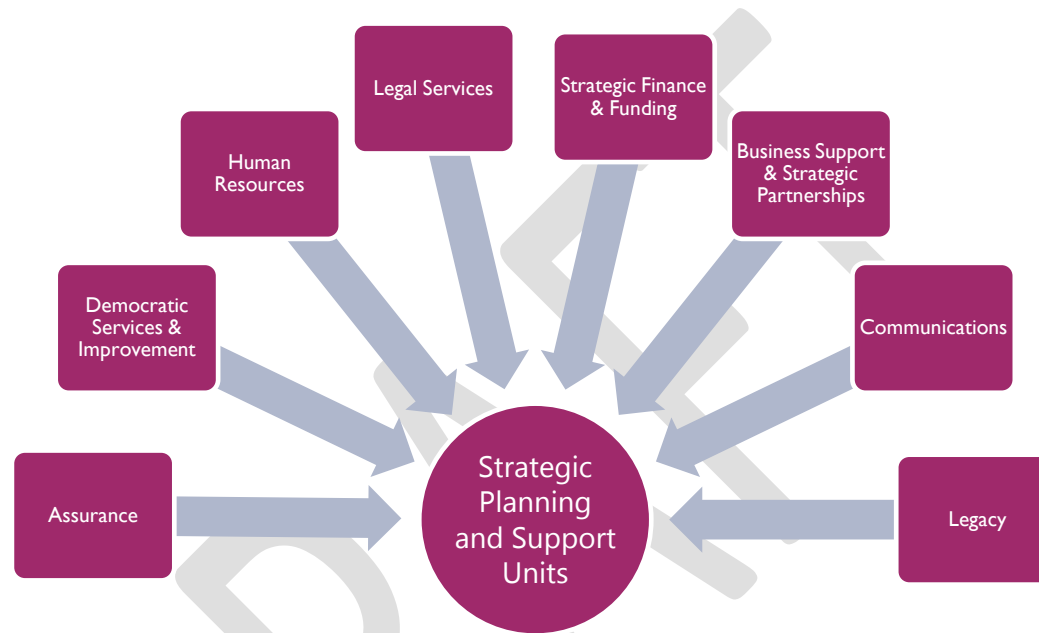
1. Grow our business and facilitate cultural development.
2. Protect our environment and deliver physical regeneration.
3. Promote healthy communities

Each Strategic Support Unit has one or more Lead Officers who are required to:

- Contribute to the strategic direction of the Council by providing specialist, professional advice and support to the Chief Executive, Directors and Elected Members.
- Develop policies and relationships which deliver the strategic objectives of the Council in line with its values and core behaviours.
- Lead and contribute to cross-functional projects, bringing creative solutions from the relevant areas.
- Contribute to sectoral and professional working groups in the relevant professional areas.

- Work closely with other Lead Officers to bring integrated cross-functional support to core service delivery units.
- Provide the strategic lead for convergence, transformational change and continuous improvement in the relevant areas.
- Support the overall governance, ensuring compliance with policy and procedure and the adoption of appropriate risk management to secure the highest standards of performance, probity and conduct are maintained.
- Ensure all staff and operations comply with Health & Safety legislation in line with the departmental Health and Safety management system and corporate policy in compliance with Occupational Health and Safety Assessment Series (OHSAS) 18001. deployment of financial resources in the delivery of Council services.
- Lead, motivate and direct assigned staff to achieve the best outcomes for the organisation in line with its overall strategic objectives.
- Manage and control the associated budgets ensuring the effective and efficient
- Identify and respond to new legislation and policy in the relevant areas.

1.2 Services Provided



Assurance Strategic Support Unit includes the following services::

Internal Audit

Internal Audit is responsible for providing an independent assurance and advisory service, which will help the Council achieve its objectives and improve the effectiveness of its risk management, control and governance processes.

Risk Management & Insurance

The Risk Management Function is responsible for managing, developing, delivering and maintaining corporate risk management practices for Council in compliance with codes of practice and professional standards. Staff within the Section advise stakeholders and key strategic partners on all aspects of risk management in accordance with Corporate Governance processes and procedures.

Other work undertaken within this Section includes management of the Council's Insurance portfolio including the self-insurance programme and Council's Claims Management Fund and providing a liability claims management service for all Council functions.

Corporate Health & Safety

The Corporate Health & Safety Section is responsible for:

- Providing competent health and safety advice and guidance to corporate management and employees
- Developing, implementing and reviewing corporate health and safety strategy and management system in line with OHSAS 18001
- Communicating legislation and best practices in relation to health and safety regulations and safe working practices
- Championing and promoting health and safety across the organisation

Emergency Planning

The Emergency Planning Section is responsible for ensuring that appropriate Emergency Plans are in place and tested within Derry City & Strabane District Council; and for ensuring that the Council works closely with its key Strategic Partners in relation to Emergency Planning for the City and District. The Section is also responsible for ensuring that appropriate Business Continuity arrangements are in place within the Organisation.

Procurement

The Procurement Function is responsible for the management of Council's purchasing (goods, services and supplies from low value purchases to highest value, EU tenders). The Service acts as a procurement specialist in cross functional teams comprising internal and external stakeholders regarding strategic procurement.

Payroll

The purpose of the Payroll Section is to manage staff and resources in delivery of Payroll functions for Derry City & Strabane District Council and ensuring that all deadlines are met in accordance with obligations. The Payroll Section provides continuous advice and guidance on a wide range of matters on wages, salaries and pensions. In addition to this the Payroll Section are responsible for managing and implementing all policy, processes and procedures for Payroll and Pensions.

Purchase, Payments & Income

The operational finance team are responsible for ensuring that all invoices are paid in a timely manner, in accordance with the correct procedures; and are also responsible for ensuring that all income is collected and recorded appropriately.

Business Support and Strategic Partnerships Section

This section is responsible for supporting the Chief Executive in the development, implementation and monitoring of the strategic plans and partnerships within the City and District. The section currently supports the co-ordination of the Strategic Growth Plan/Community Plan for the City and District, the North West's Strategic Growth Partnership in partnership with the Executive Office and the Northern Ireland Executive, (also supported by ICLRD) and the North West Regional Development Group – a joint committee with Donegal County Council.

This team comprises a Strategic Business Manager and two dedicated strategic project officers. The team also includes the Chief Executive's Personal Assistants and Administration support.

Communications Section

The section is responsible for providing communication, PR and media management support to all Directorates and Council support services including the Mayor's Office and the City of Derry Airport. The section is responsible for creating public awareness and participation for all Council services, initiatives and events and to provide information and communication services to support each departmental needs. The section is responsible for media management and is the main point of contact for all media outlets to source information on Council services and events. The service works with local, regional and national media using a range of media tools including social media to effectively communicate information on Council services, initiatives and events. The section provides communications advice and support to Council officers, the Mayor and elected members and works closely with the media to maintain a positive and proactive profile for the Council. The section is responsible for managing all media queries, writing and issuing all press content, managing photo calls, developing creating copy and delivering media campaigns, as well as organising media briefings and FAM trips. The unit also provides a media monitoring and media evaluation service to ensure active media coverage with maximum reach across a wide geographic area. Daily media clipping reports on media placements and media outreach are collated that reflect the value of Council project and initiatives in the media, the sentiment of that coverage as well as

its value in terms of AVE. The section also manages the Council's Corporate and Mayoral Facebook and Twitter social media platforms to assist in getting the Council's key messages and objectives out to a wider audience. The unit also collates a twice yearly staff newsletter and works in partnership with the Marketing section to collate an external newsletter that is circulated to all households across the Council area. The section has responsibility for communicating Council's key objectives and priorities and key messages to Council elected members and stakeholders.

Democratic Services and Improvement Strategic Support Unit includes the following services:

Democratic Services Team

Democratic Services covers committee administration, civic, mayor and member services. It provides support to all Council and Committee meetings, through the preparation of minutes/notes, agenda, reports and follow-up actions. Democratic Services is responsible for the Mayor and Local Democracy Sections of the Website. The section is also responsible for the Committee Management System (Mod.Gov) and Webcasting of Council meetings.

The Team provides support for all Members, and organises civic events and engagements for the Mayor of Council, supporting the annual calendar of events and activities.

The team is also responsible for the co-ordination of local government elections.

Reception / Customer Services Team

Reception / Customer services aim to provide an efficient first point of contact for residents, businesses and visitors when they chose to contact us by phone or in person at the designated Council offices.

Information and Services Support Team

The service is about championing the use of information management standards and principles with the overall aim of getting the most out of the information the Council holds, ensuring we store, use and share information in the most effective and efficient ways possible and ensuring compliance with the new General Data Protection Regulations. Information Management staff are responsible for:

- Information and knowledge management strategy, policy, procedures and standards

- Information architecture
- Data Protection – privacy, confidentiality, security, processing, sharing
- Access to information – corporate coordination of all requests
- Records Management Service (paper archives and retrieval service)
- Electronic information, standards, advice and the corporate document centre site management.

Facilities Team

The Facilities Team are responsible for ensuring that the offices at both Strand and Derry Roads are accessible, properly maintained, secure, clean and managed.

Policy, Performance and Improvement Team

This Section is responsible for the co-ordination and implementation of Council's Equality Scheme, along with responsibility for developing and mainstreaming the Council's response to the Equality and Disability Duties. This includes the development of policies and action plans, the design and delivery of training and engagement with the community and voluntary sector and other stakeholders.

The section is also responsible for the development and implementation of Council policy in relation to the Irish language and for ensuring compliance with the relevant legislative obligations. The following range of services in the Irish language including (but not restricted to) is also provided:

- Access to Council information and services in Irish;
- Translation and Interpretation Services;
- Language Skills Training Programme for Council employees;
- Language Awareness Training Programme (Irish & Ulster-Scots);
- Customer Feedback Management/Community Engagement Initiatives;
- Development, implementation and monitoring of Language Policy;
- Promotional Initiatives (Irish & Ulster-Scots);
- Project Development and Delivery with internal and external partners;
- Event Programming and Delivery (Irish & Ulster-Scots);

In addition, the Policy, Performance and Improvement Team Section is responsible for corporate policy development, embedding equality and sustainability across all service and functional areas of Council and provides support to enable the Council to fulfil its role in civic leadership and in district/regional initiatives.

The team has an overarching role in supporting the organisation to deliver its overall ambitions and key outcomes by ensuring the accountability framework is in place to ensure we can demonstrate we are delivering on our agreed outcomes.

At a broad level, the Team leads on the following main areas of activity:

- Corporate Planning and Performance Framework
- Benchmarking and performance trend analysis
- Providing advice on service redesign and process re-engineering

Human Resources and Organisational Development Strategic Support Unit

The key focus of this Unit relates to:

- Recruitment and Selection
- Employee development and capacity building
- Employee Relations
- Workforce Planning
- Policy Development
- Attendance Management

Legal Services Strategic Support Unit

The Legal Services section not only provides a range of specialist legal services to Derry City and Strabane District Council but also to Causeway Coast and Glens and Fermanagh and Omagh Councils.

Legacy

The work of this unit supports the Chief Executive in strategic cross departmental projects so can they can be integrated across relevant departments and sections.

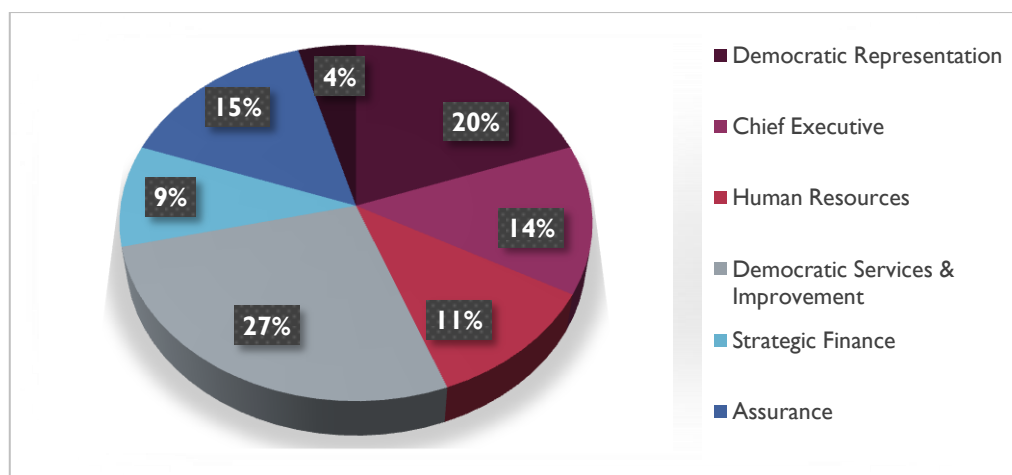
Strategic Finance and Funding Strategic Support Unit

The section's function is to plan and optimise Council's financial resources as efficiently as possible to exploit and leverage opportunities to attract additional investment into the Derry City and Strabane District Council area and wider Northwest Region to deliver improved social, economic and social outcomes for everyone. The section is responsible for co-ordinating and monitoring funding applications and business cases, controlling the financing and funding of Council's capital plan and major corporate projects, and for building and sustaining collaborative working relationships and networks with key strategic funding partners. The section is also responsible for the core financial functions of budgeting (including rates estimates), financial planning, management information and reporting, financial and statutory reporting, banking and treasury management.

1.3 Summary of Resources

Financial Resources

The Directorate has a net budget of £7,008,800 representing 10.64% of the Council's overall net expenditure budget of £65,845,803 for the 2021/22 year. A breakdown of these resources by service area is provided in the diagram below.



Section Two: Achievements 2020/21

2.1 Highlights

Despite the challenges of operating in a Covid environment, the Strategic Planning and Support Units provided a range of key services and delivered a range of initiatives including:

Assurance

- Continuation of Service Delivery during the COVID 19 Pandemic.

- Reviewed & updated all Health & Safety Risk Assessments and Safe Systems of Work to ensure that staff and members of the public feel safe using Council premises and facilities.
- Ensured that Council premises and facilities were COVID ready.
- Ensured that Council premises and facilities were able to be opened and closed safely and securely in line with Government advice and guidance.
- Played a key role in the Local Government Coordination of the COVID 19 Pandemic.
- Successfully led a Multi Agency Group in relation to the high numbers of COVID cases in the City & District area.
- Continued to ensure that all employees were paid in a timely manner despite the COVID 19 Pandemic.
- Successfully managed all claims in relation to the Coronavirus Job Retention Scheme.
- Maintained ISO 45001 Health & Safety Management Accreditation.
- Completion of planned audit work based on the approved audit plan and completion of unplanned work as required in order to provide appropriate levels of assurance to the Chief Executive, the Assurance, Audit & Risk Committee and the Northern Ireland Audit Office.
- Delivered Audit Committee Training to Members
- All audit recommendations accepted by management.
- All Final Audit Reports issued within 2 weeks of receipt of management response.
- Delivered sessions of Fraud Awareness Training.
- Reviewed and updated the Counter Fraud, Raising Concerns and Anti Bribery Policy.
- Council's Insurance Programme and Brokerage Contract reviewed, and collaborative tender for insurance services completed on a regional basis in conjunction with Fermanagh & Omagh, and Causeway Coast & Glens Councils. Council Broker appointed for a period of 2 years +1 +1 subject to satisfactory performance.
- Continued management of Council's Self-Insurance Programme.
- Review of Corporate Risk Register and prioritised review of Service Risk Registers across Council to provide assurance in relation to risks associated with Covid-19 pandemic.
- All tenders now processed via E Tenders NI.
- Suppliers continued to be paid during the COVID 19 Pandemic.
- Audit Committee training, Emergency Planning training and Health & Safety training delivered to Elected Members.

Business Support and Strategic Partnerships

- As part of participation within the Carnegie UK Trust Embedding Wellbeing in NI project developed and delivered the first youth focused Participatory Budgeting project in NI to be co-designed by young people. The implementation of which included the administration of £20,000 of PB funding to 18 youth focused projects across the council area.
- Led in the development a Community Engagement Strategy, together with Strategic Growth Partners, which will be implemented for all future community engagement/consultation in relation to the Strategic Growth and Local Area Growth Plans.
- Delivered a Shared Leadership Programme for members of the Strategic Growth Partnership.
- Published Strategic Growth Plan Performance Management Report which showed progress made in the implementation of the Community Plan since its launch in November 2021- demonstrating of all actions detailed within the plan 11% are already complete and 75% on track to be delivered as planned. An associated review of the Population Indicators aligned to the Community Plan shows that of the 54 indicators, 33 showed improvement from the baseline data recorded at the beginning of Plan (2017), and one more than from the same reporting period last year.
- Satisfactory audit assurance rating received for administration of £1.5m DFC transfer of urban regeneration funding
- Hosted 5 NW Partnership meetings, including a NW Strategic Growth Partnership meeting in Dec 2020. All meetings held virtually via WebEx due to COVID 19 restrictions
- Approval of funding from the NW Development Fund for a further 7 projects
- Working with Project Partners to deliver planned project activity for April 20 to March 21 period and have developed quarterly monitoring of spend profiles
- 100% of the €5m NW Development Fund committed
- Virtual meeting with An Taoiseach's Office & NSMC Joint Secretaries in relation to continuation of funding from Irish Government
- Submission of 4 claims to The Executive Office and met LoO spend target of £500k
- Compilation of Claim 6 for ROI funding
- Satisfactory Audit Assurance rating of spend within the fund.

Communications

- Secured over 5,000 media placements across a wide range of media platforms including print, online, broadcast and social media to secure over £25m worth of free PR coverage and dealt with almost 1500 press queries during the 2020/21 period

- Created and issued over 2,000 press releases mainly around Council services and the impact the COVID 19 pandemic had on Council services, initiatives and events
- The team took a proactive role in getting proactive public health messaging around COVID out to the public, key stakeholders and elected members using our media platforms.
- The team adapted to new working practices through the development of regular video messages and increasing social media content on the Council corporate platforms.
- The team led on the communication with the public and stakeholders in relation to the signing of the Heads of Terms Agreement for the City Deal project, through the roll out of an extensive communications plan that saw us reaching out to a potential audience of 60m through a range of media forums that included print, broadcast, online and digital media.
- The team continued to work closely with our media contacts to build on relationships to secure placement and active coverage across the Council area and wider NI region.
- The team continued to deal with press queries to ensure deadlines were met, and liaised regularly with media and stakeholders to improve engagement and enhance services
- The team successfully produced two staff newsletters.

Democratic Services and Improvement

- Assisted with 10 Equality screening and 1 Equality Impact Assessment in 2020/21 period
- Provided EQIA response to UU consultation on the placement of new Health Sciences School – positive outcome as in undergraduate courses all coming to Magee campus
- Developed Easy Read information on Council services during COVID – updated regularly
- Developed Easy Read versions of Council’s revised Equality Scheme and revised Disability Scheme
- Successfully remodelled our Irish/Ulster-Scots services and events programme to prioritise digital engagement. All training events and meetings were moved to cloud-based platforms such as WebEx and Zoom, and events and activities were adapted for digital platforms such as YouTube and social media (Facebook/Twitter). We virtually hosted Culture Night (Sept 2020), the Island Voices Autumn Lecture Series (Sep-Dec 2020), Ulster-Scots Language Week (November 2020) and Irish Language Week (March 2021) all of which included a hybrid of web-premiered live events and pre-recorded digital content;
- A customer feedback survey which was conducted in December 2020 found that 100% of users were happy or very happy with the Council’s Irish language services - 97% said would use the service again and 95% said they would recommend the service to others;

- We continued to grow and develop our digital engagement with Irish/Ulster-Scots audiences; our Irish Language Facebook platform Fóram Phobal na Gaeilge now has 4277 Friends and 2410 Followers. In May 2020 we launched a new Ulster-Scots language promotion page on Twitter @fairfaaye (May 2020) which currently has 197 followers.
- In March 2021 we launched the first joint North West Irish Language Week programme which jointly markets events by a range of regional partners including Derry City and Strabane District Council, Donegal County Council, the Letterkenny Service Town stakeholder group Lónra Leitir Ceanainn and community partners North and South. To build on this cross-border partnership work we submitted an application to the NWRCBG's fund to seek support to undertake research to maximise the impact which the Irish language can have on the social, cultural and economic wellbeing of the wider North West region.
- Successful reassessment against the NI Elected Member Development Charter Plus Standard.
- Effective servicing of Council and Council committees virtually during the Covid Pandemic
- Continual delivery on site of Reception Services in the two Civic Buildings during the Covid Pandemic
- New Safeguarding Policy (Sept 2020)
- Continued to work with other Councils on best practice approaches to Safeguarding via the Local Government Safeguarding Network
- Developed a range of support materials for staff and members of the public including an easy-read 'Safeguarding Guide for Staff' and a 'Safeguarding Guide for Members of the Public'
- Established a new Safeguarding web-page and generic safeguarding email address to facilitate information-sharing and disclosure/report submissions
- Delivered targeted policy training sessions for staff in key areas i.e. Environmental Health, Building Control
- Advanced plans on an ongoing piece of work to develop an e-learning module for Safeguarding for use by all staff
- Raised awareness amongst staff and Elected Members of relevant 3rd party training in safeguarding
- Sent 325 letters arising from the Full Councill meetings to lobby / action a range of initiatives/positions.

Human Resources

- Harmonisation of key terms and conditions of employment completed.
- Severance and Redundancy Pay Scheme agreed.
- A range of health and wellbeing initiatives progressed.

- Virtual staff recognition event held.
- Reduction in absence achieved.
- Furlough scheme implemented.
- Redeployment of staff to critical services.
- Virtual arrangements developed for key HR activities including recruitment interviews and employee relations processes.

Legacy

- Establishment of the COVID 19 Support Hub
- Hosting of the first City and District Industrial Symbiosis event for the Circular Economy
- Development of the NW Green Growth proposition
- Business engagement on the circular economy
- Becoming the first region in UK and Ireland to become Zero Waste City with a commitment statement for the City and District becoming Zero Waste
- Establishment of the Rural Issues Group
- Completion of poverty research and implementation of short term actions to address hardship

Legal Services

- Delivery of training to members on governance and standing orders
- Took forward further review of standing orders
- Represented Council in judicial review proceedings
- Represented northern Ireland Councils in relation to the drafting of covid legislation.
- Represented Northern Ireland Councils in meetings in relation to covid enforcement including preparation of income sharing agreements in relation to Covid enforcement

Strategic Finance and Funding

- Strategic outline cases for all City Deal and Inclusive Future Fund prioritised projects completed and signed off by Government following extensive engagement with relevant stakeholders.
- Signing of Heads of Terms for £250m City Deal and Inclusive Future Fund investment in February.
- Regular updates provided to Council on key growth indicators and statistics.
- Collection of economic data through use of counters across District to inform COVID recovery and business support plans.

- Completion of comprehensive consultation response on relocation of University of Ulster Allied Health Professional students to Magee campus contributing to positive outcome.
- Year-end accounts for 2019/20 completed and audited in line with required timeframe.
- Rolling revaluation of all Council properties completed as part of year-end accounts.
- Rates estimates for 2021/22 completed by statutory deadline of 1st March 2021 including benchmarking of service costs, penny product and growth comparisons and medium term financial plan.
- Worked closely with Directorates as part of the rates process to secure a further £604k recurrent efficiency savings bringing total efficiencies realised by the new Council to £3.9m and contributing to lowest ever rates increase ever agreed in the District.
- Led on regional bids to Government through ALGFO and SOLACE for financial losses support associated with the COVID pandemic resulting in over £100m of support provided to NI Councils including £6m for this Council.
- Worked closely with Directorates to identify £1.8m in-year contingency savings plan to mitigate against losses associated with COVID pandemic and ensure Council has remained solvent.
- Development and agreement of funding strategy for strategic capital projects.
- Approval of new treasury management policy and loans now being issued to other Councils to provide security of Council investment

City of Derry Airport

- 100% funding totalling £4.3m secured from Department for Economy and Department for Transport for the London Public Service Obligation until March 2023.
- Ongoing liaison with the Department of Transport to ensure the successful delivery of and drawdown of funds for the Public Service Obligation route.
- £2.16m of funding secured from Government to offset losses and assist Council with operating subvention during COVID pandemic.
- Completion of business plan for ongoing operational subvention report from Government to reduce Council funding burden.

2.2 Progress Update

The Covid 19 had a significant impact on the way Council has been operating, not least in terms of the rapid deployment of new virtual ways of working and the interface between members of the public and some of our service areas. Some planned activities have been curtailed for practical considerations, resources diverted to other actions including covid response

At Quarter 3, the Directorate had completed 52% Of the actions identified in the 2020/21 Delivery Plan (as opposed to 72% for the same period in the previous year). It is anticipated that further progress will be achieved by the end of Quarter 4. Details for the full 2020/21 year will be provided in the Annual Performance Report.

Section Three: Improvement Planning and Performance

The Directorate has set a number of improvement objectives for 2021/22 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 2021/22 is set out in paragraphs 3.1 – 3.3 below, under the headings of:

2021/22 Directorate Improvement Objectives

- Outcome Improvement Objective
- Mainstreaming the Equality and Disability Duties

Details of how we will deliver these commitments and monitor and measure progress/success are set out in paragraphs 3.4 and 3.5.

3.1 2021/22 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 / Service Improvement Objective 2021/22	Link to Improvement Criteria **
Provide effective and facilitative cross functional support services – Assurance	Establish and maintain the highest levels of good governance - Audit	SQ, S, E
	Establish and maintain the highest levels of good governance – Risk and Insurance	SQ, S, E
	Establish & maintain the highest levels of good governance / Establish & maintain the highest level of purchase & payment systems and practices	SQ, SA, E
	Establish & maintain efficient service delivery – Emergency Planning	SQ, SE, SA, E
	Establish & maintain the highest levels of health & safety systems and practices – Health & Safety	SQ, SA, E
	Establish & maintain efficient service delivery – Payroll	SQ, E
Provide effective and facilitative cross functional support services– Business Support and Strategic Partnerships	Implementation arrangements for the community plan – including monitoring of Outcome Delivery Partnerships and performance management processes and arrangements	SE, F, S, E, I
	Development of a detailed spending plan and work programme of activity across the three Regional Development Pillars for North West Strategic Partnership working	SE, F, S, E, I
Provide effective and facilitative cross functional support services - Communications	Provision of effective media management and communication services within Council to ensure active media coverage and social media engagement that generates positive profile and coverage on all Council services, initiatives and events	SQ, E, SA, S
Provide effective and facilitative cross functional support services – Democratic Services and Improvement	Ensure that safeguarding of children and adults is mainstreamed throughout all Council services by providing advice, guidance and direction	SQ, SA
	Provision of a clean, safe, welcoming and comfortable environment for staff and visitors	SQ, SA, S

	Effective handling and processing of information that meets our legal obligations, protects people and represents good practice	SQ, E
	Proactive and innovative delivery of the Council's aspirations for good decision making and equality of opportunity	SE, F, S
	Improved access to Council services and facilities in other languages and formats and promotion of indigenous languages	SQ, SA
	Deliver improved customer satisfaction by improving customer support services and processes	SQ, SA, F
	Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their roles effectively	SE, SQ, SA, F, S, E, I
Establish & maintain the highest levels of good governance	Establish & maintain efficient service delivery - Strategic Finance and Funding	SE, SQ, SA, S
Provide effective and facilitative cross functional support services – Assurance and Strategic Finance and Funding	Establish & maintain the highest levels of good governance – CODA Operations Ltd	SE, SA, E

3.2 Outcome Improvement Objective

The Strategic Planning and Support Services Unit will be continuing its focus on the following outcome improvement objective which is contained in our Performance Improvement Plan namely:

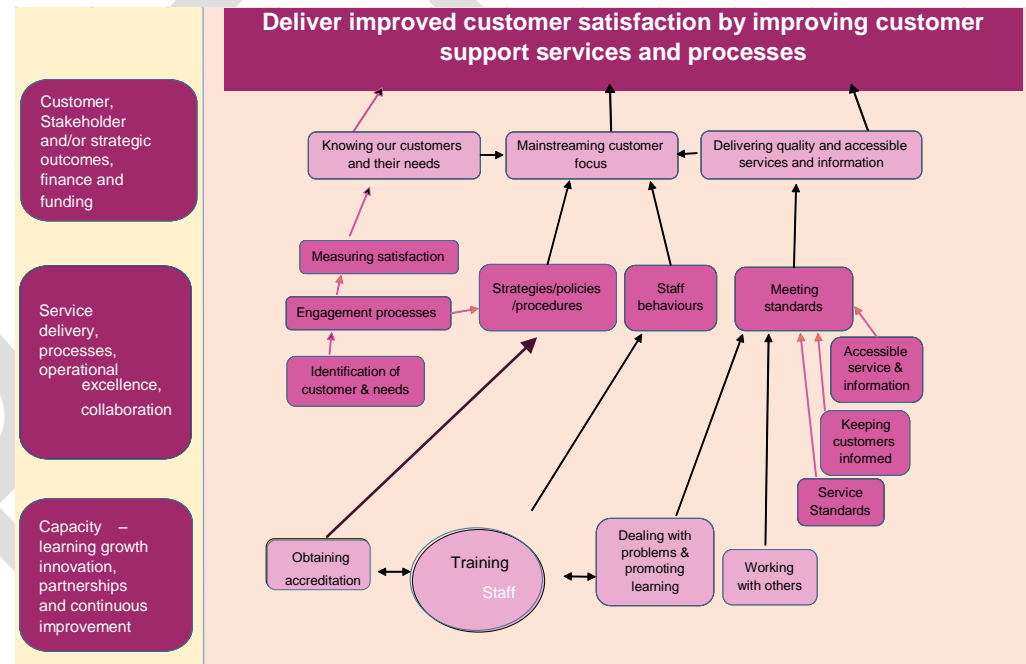
- **To deliver improved customer satisfaction by improving customer support services and processes**

This objective was selected in recognition of:

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

- In delivering on these aspirations, Derry City and Strabane District Council recognises that today’s citizens and stakeholders expect a high level of services and to be able to deal with the Council across a multitude of communications channels, including phone, e-mail, the Web, mobile devices and social media, as well as in person at our offices.
- Citizens and customers are at the heart of what we do as a public service organisation. Consequently, we need to continuously strive to provide more-responsive services, better collaboration with customers, increased transparency to the general public, and more-proactive efforts to improve customer satisfaction.

Strategy Map: How we will deliver our Outcome Improvement Objective



3.3 Mainstreaming the Equality and Disability Duties and Rural Need

Section 75 of the Northern Ireland Act 1998 requires us to fully take into account the need to promote equality of opportunity in all of our work, among the following groups:

- People of different
- Religious belief
- Political opinion
- Racial group
- Age
- Marital status
- Sexual orientation
- Men and women
- People with and without a disability
- People with and without dependents

We are committed to fulfilling our obligations under Section 75 of the Northern Ireland Act 1998 and to fulfilling our disability duties. The Strategic Planning and Support Unit has specific responsibilities in facilitating the Council's compliance with these important duties.

The Directorate is also committed to following the 2018 guidance issued by the Department of Agriculture, Environment and Rural Affairs (DAERA) to assist public authorities in understanding their statutory duties under the Rural Needs Act (Northern Ireland) 2016 2 and in fulfilling their obligations under the Act. To this end Rural Impact Assessments are undertaken on new policies.

3.4 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 2021/22.

Ref	Directorate Outcome/ Service Improvement Objective	Key Activities/Actions/Sub-actions/milestones	Target Date	Lead Officer
AS1	Establish & maintain the highest levels of good governance - Audit	<ul style="list-style-type: none"> • Delivery of planned audit work based on approved audit plan and completion of unplanned audit work as required to allow completion of the Annual Governance Statement for Council. 	Mar 2022	LAO
		<ul style="list-style-type: none"> • Deliver Audit Committee training offered to Members 	Dec 2021	LAO
		<ul style="list-style-type: none"> • Work to achieve a target of 90% audit recommendations accepted by management. 	Mar 2022	LAO
		<ul style="list-style-type: none"> • Work to achieve a target of 90% to complete and issue of Final Audit Reports within 2 weeks of receipt of management response. 	Mar 2022	LAO
		<ul style="list-style-type: none"> • Delivery of Internal Audit Annual Plan for CoDA Operations Ltd 	Mar 2022	LAO
		<ul style="list-style-type: none"> • Deliver further sessions of Fraud Awareness Training 	Mar 2022	LAO
AS2	Establish & maintain the highest levels of good governance – Insurance	<ul style="list-style-type: none"> • Ensure continued delivery of Insurance and Claims Management services for Council in conjunction with Council's Insurance Broker and Council Legal Services Section. 	Mar 2022	LAO
		<ul style="list-style-type: none"> • Work with Council's Insurance Broker and Council staff to identify Projects for risk improvement in relation to Motor Fleet and Property risks (To be funded by Insurers). 	Mar 2022	LAO
AS3	Establish & maintain the highest levels of	<ul style="list-style-type: none"> • Implementation and roll out of new purchase 	Mar 2022	LAO

	good governance / Establish & maintain the highest level of purchase & payment systems and practices.	<p>to pay system</p> <ul style="list-style-type: none"> Establish purchasing structures and develop cross-departmental group to agree processes for online ordering and procurement Work to increase percentage of invoices to be paid within 30 days to 94% Work to increase percentage of invoices to be paid within 10 days to 55% Pay suppliers within agreed terms and ensure statutory deadlines are met 	<p>Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022</p>	<p>LAO</p> <p>LAO</p> <p>LAO</p> <p>LAO</p>
AS4	Establish & maintain efficient service delivery – Emergency Planning	<ul style="list-style-type: none"> Review, update and test critical service areas Business Continuity Plans (to include the effects of a severe cyber attack) Continue to develop Community Resilience Plans to align with the DEAs. Review and update of Council’s Integrated Emergency Plan. Provide Emergency Planning training to Elected Members. 	<p>Mar 2022</p> <p>Dec 2021</p> <p>Sept 2021</p> <p>Dec 2021</p>	<p>LAO</p> <p>LAO</p> <p>LAO</p> <p>LAO</p>
AS5	Establish & maintain the highest levels of health & safety systems and practices – Health & Safety	<ul style="list-style-type: none"> Continue to ensure that the Council is able and ready to respond to Government Guidelines in relation to the COVID 19 Pandemic Provide council wide ISO 45001 and H&S awareness training to all sections. Continue to review and report on RIDDOR trends on a quarterly basis Maintain accreditation to ISO45001 standard for 2021_22 	<p>Ongoing</p> <p>Mar 2022</p> <p>Quarterly</p> <p>Mar 2022</p>	<p>LAO</p> <p>LAO</p> <p>LAO</p> <p>LAO</p>
AS6	Establish & maintain efficient service delivery - Payroll	<ul style="list-style-type: none"> Undertake work to further increase the percentage of employees receiving electronic 	<p>Mar 2022</p>	<p>LAO</p>

		<ul style="list-style-type: none"> payslips and P60's to 100% Review payroll processes in relation to submission of timesheets to increase efficiency. Work with Human resources in relation to concluding the 'harmonisation of pay scales. Provide NILGOSC pension provider with retrospective and ongoing hour changes and service breaks for all pension scheme members who fall into the scope of proposed changes following McCloud judgement ruling. 	<p>Mar 2022</p> <p>Dec 2021</p> <p>June 2021</p>	<p>LAO</p> <p>LAO</p> <p>LAO</p>
B1	Lead and facilitate the Community Planning process in the Derry City and Strabane District council region.	<ul style="list-style-type: none"> Convene, host and facilitate at least 3 meetings of the Strategic Growth Partnership. 	March '22	SBM
B2	Commence a review of the Strategic Growth Plan in line with legislative timeframe (NI Local Government Act 2014).	<ul style="list-style-type: none"> Complete a 'Statement of Progress' on the ongoing delivery and implementation of the Strategic Growth/Community Plan for the period 2019-2021. Undertake a formal review of the Strategic Growth/Community Plan focusing of the key themes of governance/structures, actions and data. 	<p>November '21</p> <p>April '22</p>	<p>SBM</p> <p>SBM</p>
B3	Successful completion of Partnerships participation in the Carnegie UK Trust Embedding Wellbeing in Northern Ireland Project.	<ul style="list-style-type: none"> Successful delivery of the 'YOUth Making It Happen' Participatory Budgeting Pilot, and allocation of full £20K PB funding. 	June '21	SBM
B4	Provide comprehensive secretariat services for the North West Strategic Growth Partnership and North West Regional Development Group including administration of spend across the three	<ul style="list-style-type: none"> Host 2 meetings of the NW Strategic Growth Partnership Host 4 meetings of the NW Regional Development Group Attend TEO accountability meetings, submit 3 	<p>Mar 22</p> <p>Mar 22</p>	<p>SBM</p> <p>SBM</p>

	Regional Development Pillars for the North West Development Fund.	claims and administer remaining spend of NW Development Fund	Dec 21	SBM
C1	Continue to provide effective media management and communication services within all Directorates and support services of Council	<ul style="list-style-type: none"> • Create active media coverage and social media engagement that generates positive profile and coverage on all Council services, initiatives and events • Attend all committee meetings to ensure communication of Council decisions is communicated, and meet on a regular basis with representatives of each directorates to ensure their communication and PR needs are met and planned in advance • Continue to liaise regularly with all media contacts and look at opportunities to link in with regional and national media to extend awareness and recognition of Council activities, initiatives and events • Ensure all our media databases and connections are updated and that we regularly engage with our contacts to build on relationships and further develop links • Continue with our media monitoring and evaluation service to analyse data so we can maximise our media reach and coverage • Continue to develop and increase our engagement within our social media platforms and update our social media skills through a bespoke training programme • Continue to develop and create proactive media content to ensure positive placements, and continue with positive response times to 	<p>Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022</p>	<p>CCO</p> <p>CCO</p> <p>CCO</p> <p>CCO</p> <p>CCO</p> <p>CCO</p> <p>CCO</p>

		<ul style="list-style-type: none"> all media queries Issue two staff newsletters 	Mar 2022	CCO
DI1	Proactive and innovative delivery of the Council's aspirations for good decision making, equality of opportunity and sustainable development	<ul style="list-style-type: none"> Contribute to the development and review of policies as required Support Council Officers in the Rural Needs Impact Assessment process when developing or reviewing policies/service delivery - roll out at least 3 training sessions Prepare online training module on Equality and Rural Needs Impact assessments for Learning Pool Continue to support Council Officers in the screening and EQIA processes when developing or reviewing Council policies/service delivery – 100% of all new/reviewed policies will be subjected to the Equality Screening and where necessary the Equality Impact Assessment processes Work with the HR policy working group to ensure that equality considerations are included at the earliest stage of policy development – 100% of HR policies will have considered equality issues at development stage Complete Audit of Inequalities Work with the HR team to ensure the commitment to employing people with a disability is fully implemented – develop Positive Action Statement and Policy Hold at least 2 meetings of the Equality 	<p>Mar 2022</p> <p>Dec 2021</p> <p>July 2021</p> <p>Mar 2022</p> <p>Mar 2022</p> <p>May 2021</p> <p>Mar 2022</p> <p>Mar 2022</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>

		<p>Assurance and Oversight Group (EAOG) to provide updates and seek feedback on progress of equality measures within the Community Plan delivery</p> <ul style="list-style-type: none"> • Develop clear guidelines for staff on rights of transgender customers using Council facilities, to help improve customer services • Introduce updated Integrated Impact Assessment Process • Review a minimum of / introduce 4 policies per annum • Improve accessibility to corporate policies • Deliver ongoing policy awareness sessions across the organisation to support the achievement of corporate objectives • Produce summary “at a glance” versions of key policies for use throughout the Council • Contribute to the achievement of the Council’s statutory improvement duty through the implementation and monitoring of the performance management system, including the provision of service plan reports and improvement objective progress reports as required • Produce an annual Performance Improvement Plan • Produce an annual Performance Report • Achieve an unqualified audit in respect of the performance improvement duty • Continue to develop the Council’s performance management framework by extending the use 	<p>July 2021</p> <p>Oct 21</p> <p>Mar 2022</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Jun* 2022</p> <p>Sep* 2022</p> <p>Jan 2022</p> <p>Ongoing</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>
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		<p>of Pentana software to directorates and providing the necessary training and ongoing guidance</p> <ul style="list-style-type: none"> • Subject to review, co-ordinate the collection and submission of APSE performance benchmarking information on an annual basis or as required 	Ongoing	LDSIO
DI2	Ensure that safeguarding of children and adults is mainstreamed throughout all Council services by providing advice, guidance and direction	<ul style="list-style-type: none"> • Provide Safeguarding Policy training, support and advice to ensure the implementation of the Council's Safeguarding Policy and Procedures throughout the organisation • Monitor effectiveness of the revised Safeguarding Policy and make amendments as required in terms of best practice or legislative change • Represent the Council at the Local Government Safeguarding Network • Maintain a confidential central record of safeguarding incidents and referrals to ensure compliance with the General Data Protection Regulation • Hold at least 2 meetings of the Safeguarding Working Group annually 	<p>Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>
DI3	Improved access to Council services and facilities in other languages and formats and promotion of indigenous languages	<ul style="list-style-type: none"> • Promote access to information and services in the Irish language in line with policy and legislative commitments; action 100% of service requests • Undertake annual customer satisfaction survey and implement all improvement actions arising 	<p>Mar 2022</p> <p>Dec 2021</p>	<p>LDSIO</p> <p>LDSIO</p>

		<p>from these to identify trends and areas for improvement</p> <ul style="list-style-type: none"> • Continue to grow the digital offer across a range of platforms (social media, cloud-based/web). Identify innovative smarter approaches to service promotion, customer-engagement and event hosting and review the success of these interventions on an annual basis; • Develop and deliver projects/initiatives to promote the Irish/Ulster Scots – minimum 4 projects • Deliver a programme of events to promote Irish/Ulster Scots, including Irish Language Week, Ulster-Scots Week, Island Voices, Culture Night, UNESCO Decade of Indigenous Languages (2022-2032) – minimum 5 events. • Continue to support and facilitate the Irish Language Community Network Forum – facilitate 3 meetings each year • Provide 4 general language awareness training initiatives to Council staff/members in order to build capacity and enhance mainstreaming and continue to develop a Language Awareness e-learning tool for use by all staff • Provide weekly specialised Irish language training course for staff across locations at Derry and Strabane • Identify funding and/or partnership working opportunities which help maximise the contribution that the languages of Irish and 	Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO

		<p>Ulster-Scots can make to the social, cultural and economic life of the region;</p> <ul style="list-style-type: none"> • Work with other Councils in a regional capacity to identify best practice to the promotion of Irish/Ulster-Scots, to ensure coherence, consistency of approach. Facilitate and/or attend a minimum of 3 information exchange events/engagement meetings/events each year. • Update policies in respect of Irish, Ulster-Scots and Linguistic Diversity where appropriate and where new guidance/legislation requires it. Share easy-read at-a-glance policy explainer documents with staff and update courtesy codes to reflect any changes. 	Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
DI4	Provision of a clean, safe, welcoming and comfortable environment for staff and visitors	<ul style="list-style-type: none"> • Continued provision of a Covid safe work environment • Undertake regular inspections and corrective actions to ensure compliance with health and safety, cleaning and other premises management standards 	Mar 2022	LDSIO
			Mar 2022	LDSIO
DI5	Member and Mayoral Services	<ul style="list-style-type: none"> • Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their roles effectively • Successful Reassessment against the NI Elected Member Development Charter Plus standard and action any identified areas of improvement 	Mar-2022	LDSIO
			Nov-2022	LDSIO

		<ul style="list-style-type: none"> Assess member satisfaction with member support services; develop and implement improvement actions as necessary Hold at least three meetings of the Member Development Group 	Mar-2022	LDSIO
			Mar-2022	LDSIO
DI6	Effective handling and processing of information that meets our legal obligations, protects people and represents good practice	<ul style="list-style-type: none"> Promote the mandatory online GDPR training to staff in order to increase awareness of Data Protection compliance requirements Carry out a minimum of 6 GDPR compliance checks to ensure compliance with Regulation. Hold regular meetings with GDPR working group to review all work practices, policies and procedures to ensure GDPR compliance Liaise with IT to ensure systems are regularly updated so GDPR security is maintained Develop Council intranet site to ensure greater prominence for Data Protection information Introduce Corporate File Plan Council to 2 new service areas (as part of the overall process) Carry out a minimum of 4 checks on how hard copy information is stored with a view to reducing the current levels and facilitate migration to electronic copies Carry out a minimum of 4 compliance checks on access to folders (information) so that GDPR is adhered to 	Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
DI7	Deliver improved customer satisfaction by improving customer support services and processes	<ul style="list-style-type: none"> Progress work against the Customer Service Excellence criteria by delivering Customer Care training to all appropriately identified staff – 	Mar 2022	LDSIO

		<ul style="list-style-type: none"> with a minimum of 4 sessions. Progress work against the Customer Service Excellence criteria by delivering telephone training to all appropriately identified staff – with a minimum of 4 sessions. Carry out surveys, within 1 month of training completion to assess if improvement has been achieved in Customer Care and Telephone Handling Develop Council intranet site (in liaison with IT) to provide single source for all information for Customer Care Reduce response times for FOIs, EIRs, SARS by providing awareness/training sessions for all staff – with a minimum of 4 sessions Reduce response times for complaints by providing awareness/training sessions for all staff – with a minimum of 4 sessions Provide 2 briefings to reception staff on section functions and services 	Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
			Mar 2022	LDSIO
HR1	Organisation Design and Effective Resourcing	<ul style="list-style-type: none"> Continue to review recruitment processes in line with new legislation and good practice Implement Disability Policy and continue to develop initiatives to attract and encourage those with a disability into the workplace Progress substructure reviews as required and ensure relevant employment processes are applied. 	March 22	LHRO
			March 22	LHRO
			March 22	LHRO
HR2	Healthy Workplace	<ul style="list-style-type: none"> Continue to promote a healthy work 	March 22	LHRO

		<p>environment through a range of BeWell initiatives</p> <ul style="list-style-type: none"> • Continue to implement Mental Health Strategy • Continue to review and implement processes and initiatives to reduce absence 	<p>March 22 March 22</p>	<p>LHRO LHRO</p>
HR3	Employee Relations and Staff Engagement	<ul style="list-style-type: none"> • Continue to review and progress initiatives and processes in line with the 5/categories outlined in the Employee Engagement strategy • Plan and deliver annual Staff Engagement and Staff Recognition Events • Continue to promote BeSocial through various initiatives and events 	<p>March 22 June 21 & Dec 21 March 22</p>	<p>LHRO LHRO LHRO</p>
HR4	Employment Policy and Systems	<ul style="list-style-type: none"> • Continue programme of review and developers of HR policies to include: <ul style="list-style-type: none"> ○ Remote Working Policy ○ Domestic Violence Policy ○ Emblems Policy ○ Disciplinary Policy ○ Maternity and Paternity Policy ○ Secondment Policy • Continue to review HR systems and implement improvements where required 	<p>March 22 March 22</p>	<p>LHRO LHRO</p>
HR5	Organisational Development	<ul style="list-style-type: none"> • Continue to review induction process for new employees • Continue to embed PDP process within the organisation • Review leadership training carried out to date and continue to promote relevant leadership development programmes for our senior managers 	<p>March 22 March 22 March 22</p>	<p>LHRO LHRO LHRO</p>

		<ul style="list-style-type: none"> • Continue to develop capacity-building programmes for line managers • Develop a pilot coaching/mentoring programme for line managers • Continue to roll out eLearning • Continue to review compliance training processes and courses 	<p>March 22</p> <p>March 22</p> <p>March 22</p> <p>March 22</p>	<p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p>
L1	Legacy –Addressing Rural Need	<ul style="list-style-type: none"> • To host three rural symposiums 	Mar 22	DL
L2	Legacy – Addressing Poverty	<ul style="list-style-type: none"> • To have completed poverty training for at least 30 individuals • To have completed detailed analysis on poverty • To have established the Anti Poverty Group • To have developed a poverty action plan • To provide synergies between the poverty work and the Social Value policy • To have developed an implementation model for the Hardship Fund 	<p>May 21</p> <p>Jun 21</p> <p>Jun 21</p> <p>Sep 21</p> <p>ongoing</p> <p>Jun 21</p>	<p>DL</p> <p>DL</p> <p>DL</p> <p>DL</p> <p>DL</p> <p>DL</p>
L3	Legacy – Promoting a Circular Economy	<ul style="list-style-type: none"> • To have created a sustainability checklist for all new capital and revenue projects • To have developed a Green Festivals and Events checklist • To have secured additional resources for the implementation of the Circular Economy/Zero Waste strategy • To provide further business opportunities for the Circular Economy 	<p>Sept 2021</p> <p>Sept 2021</p> <p>Sept 2021</p> <p>ongoing</p>	<p>DL</p> <p>DL</p> <p>DL</p> <p>DL</p>
LS1	Effective Legal Services	<ul style="list-style-type: none"> • Maintain Council constitution • Complete review of Council standing orders 	<p>Ongoing</p> <p>Jun 2021</p>	<p>LLSO</p> <p>LLSO</p>

		<ul style="list-style-type: none"> • Progress implementation of Lexcel accreditation for Legal Services in Derry and Strabane • Maintain and update deeds audit in respect of Council property 	Mar 2022 Ongoing	LLSO LLSO
SF 1	Establish & maintain the highest levels of good governance/ Establish & maintain efficient service delivery - Strategic Finance	<ul style="list-style-type: none"> • Preparation of year end accounts and agreement of out-turn for 2020/21 by statutory deadline of 30th June 2021. • Work with NIAO to ensure audited accounts signed off by statutory deadline of 30th September 2021 • Completion of rates estimates for 2022/23 by statutory deadline of 15th February 2022 • Issue 10 monthly management information reports to Directorates and provide quarterly reports to Committee 	June 2021 Sept 2021 Feb 2022 Mar 2022	LFO LFO LFO LFO
SF 2	Establish & maintain the highest levels of good governance - Funding	<ul style="list-style-type: none"> • Work closely with stakeholders to progress Outline Business Cases for the transformative City Deal and Inclusive Future Fund investment package and establishment of formal governance arrangements. • Support the development of the PEACE PLUS Programme 2021-27 and the associated development of project proposals. • Support the development of proposals and applications to UK Strategic Funds (UK Community Renewal Fund, UK Shared Prosperity Fund and UK Levelling-U fund) and ongoing engagement with Government in relation to other significant funding streams. 	Mar 2022 Mar 2022 Mar 2022	LFO LFO LFO

		<ul style="list-style-type: none"> Continue regional engagement with Government to explore future mechanisms of funding support to ensure sustainability of Local Government finances and support for less wealthy Councils 	Mar 2022	LFO
AS 7 and SF 3	Establish & maintain the highest levels of good governance – CODA Operations Ltd	<ul style="list-style-type: none"> Continue to work with the Department of Transport and Department of Economy to ensure the successful delivery of and drawdown of funds for the Public Service Obligation for City of Derry Airport Continue to work with the Department of Economy to ensure that City of Derry Airport remains compliant with new State Aid requirements following BREXIT. Engagement with Central Government to ensure approval of completed business case to provide the financial assistance required to share the funding burden and secure the sustainability of the airport beyond 31st March 2022 	Mar 2022	LAO/LFO
			Mar 2022	LAO/LFO/LLSO
			Sept 2021	LAO/LFO

3.5 Measures of Success and Performance

During 2021/22, 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 2021/22.

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2017/18 Performance	2018/19 Performance	2019/20 Performance	2020/21 Performance *9mths **6mths	Target 2021/22
AS1 Establish and maintain the highest levels of good governance - Audit	• Delivery of planned audit work based on approved audit plan and completion of unplanned audit work as required to allow completion of the Annual Governance Statements for DCSDC.	80%	100%	100%	85%	100%
	• % of Internal Audit recommendations accepted by management	100%	100%	100%	100%	100%
	• % of Final Audit Reports completed and issued within 2 weeks of receipt of management responses.	100%	100%	100%	100%	100%
	• % of completion of Internal Audit Plan for CODA Operations Ltd	100%	100%	100%	0%	100%
AS3 Establish and maintain	• Improve prompt payment	82%	78%	81%	*78%	94%

the highest level of purchase and payment systems and practices	<ul style="list-style-type: none"> performance - % of invoices paid within 30 days Improve prompt payment performance - % of invoices paid within 10 days 	45%	43%	45%	*38%	55%
AS5 Highest levels of health and safety systems and practices	<ul style="list-style-type: none"> No of Riddors reported 	8	1	9	12	5
AS6 Establish & maintain efficient service delivery - Payroll	<ul style="list-style-type: none"> % of staff receiving payslips and P60s via email 	61%	72%	76%	84%	100%
C-effective media management and communication services	<ul style="list-style-type: none"> Press queries received Press releases issued Placements secured AVE value of media placements secured 			1302 800 4545 £21,392,111	1007* 656* 3359* £22,109,779 *	Data only
DI Effective handling and processing of information	<ul style="list-style-type: none"> Number of FOIs responded to FOI response times Number of EIRs responded to EIR response times Number of SARs responded to SAR response times Number of GDPR compliance inspections/reviews undertaken 	155 91.8% 128 87% 16 94% 1	204 87.7% 153 86% 22 100% 1	249 89% 97 89% 15 87% 4	200* 92.5%* 45* 96.6%* 13 90%* 2	Data only 90% Data only 90% Data only 90% 4

	<ul style="list-style-type: none"> • % access support requests facilitated for Council run meetings/events • Number of Equality Assurance and Oversight Group meetings hosted • Number of complaints to the Equality Commission received • Number of service related equality complaints received • Number of requests for information in alternative formats responded to 	100%	100%	100%	100%	100%
		2	2	2	1*	2
		0	0	0	1	0
		0	0	0	0	0
		4	7	27	28	Data only
DI Improved access to Council services and facilities in other languages and formats and promotion of indigenous languages	<ul style="list-style-type: none"> • Numbers Engaging with Language Service • % Language Policies Reviewed • Irish Language Programme Evaluation • Irish Language Community Forum-Meetings Facilitated • Additional Funding Secured for Irish/Ulster Scots 		1500	2500	2250	Data only
		100%	100%	100%	100%	100%
		100%	100%	100%	100%	100%
		4	4	3	3	3
		£17,658	£19,658	£19,250	£18,425	Data Only
DI Deliver improved customer satisfaction by improving customer support services and processes	<ul style="list-style-type: none"> • Number of complaints received (Council overall) • Number of formal complaints received (Council overall) • Formal complaint response times • Compliments received • Total volume of external calls received (Council overall) • Average time to answer external 	89	85	88	32*	Data only
		13	19	28	24*	Data only
		73%	83%	79.5%	92%*	80%
		73	85	47	55*	Data only
		459,163	544,092	445,832	189,869**	Data only
		13	10.17	17	19 sec*	14 sec

	calls (Council overall)					
	• Abandoned external calls % (Council overall)		4.69%	5.2%	8%*	6%
	• % Elected Member training completed		87%	76%	91%	80%
	• Amount raised for Mayor's charities	£8,000	£19,221	£13,952	£9,355*	£8000
	• Mayor's office engagements facilitated	976	791	671	tbc	Data only
	• Citizens' engagements with Mayor					
	• Meeting Papers Circulated to Members 5 calendar days before a meeting	50,807	45,105	42 300	tbc	Data only
	• Minutes Circulated to Members within 7 days following a meeting	100%	100%	99.%	100% *	97%
	• Number of Council and Council Committee Meetings Serviced	100%	99%	100%	100%	100%
		-	-	-	-	75
	• % Elected Member satisfaction	100%	100%	98%	Tbc	90%
	• % satisfaction with Irish Language Services	100%	84%	92%	100%	85%+

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.

Section Five – Contact Details

5.1 Staff Contacts

Details of the key contacts in relation to Strategic Planning and Support Services are as follows:

John Kelpie, Chief Executive, john.kelpie@derrystrabane.com Tel no 028 71253253 or 07739 882456

Assurance

Denise McDonnell, Lead Assurance Officer, denise.mcdonnell@derrystrabane.com Tel no 028 71376605 or 07595 216287

James Harrigan, Internal Audit Manager, james.harrigan@derrystrabane.com Tel no 028 71253253 x 6752

Oonagh O’Doherty, Corporate Health & Safety Officer, oonagh.odoherty@derrystrabane.com Tel no 028 71253253 x 6710

Seamus Cairns, Payroll Manager, seamus.cairns@derrystrabane.com Tel no 028 71253253 x 6613

Killeen, Purchase & Payments Manager, colin.killeen@derrystrabane.com Tel no 028 71253253 x 6623

Business Support and Strategic Partnerships

Rachael Craig, Strategic Business Manager, rachael.craig@derrystrabane.com, Tel no 028 71253253

Maureen Doherty, Senior Projects Officer, maureen.doherty@derrystrabane.com Tel no 028 71253253

Colm Doherty, Strategic Projects Officer, colm.doherty@derrystrabane.com Tel no 028 71253253

Dara Doherty, Administrator, dara.doherty@derrystrabane.com Tel no 028 71253253

Siobhan Faulkner, Chief Executive's Personal Assistant, siobhan.faulkner@derrystrabane.com Tel no 028 71253253

Communications

Adele McCourt, Media and PR Officer, adele.mccourt@derrystrabane.com Tel no 028 71253253 or 07718 153838

Democratic Services and Improvement

Ellen Cavanagh, Lead Democratic Services and Improvement Officer, ellen.cavanagh@derrystrabane.com Tel no 028 71253253 or 07595 885644

Sharon Maxwell, Democratic Services Officer, sharon.maxwell@derrystrabane.com Tel no 028 71253253

Damian McKay, Information and Customer Services Officer, damian.mccay@derrystrabane.com Tel no 028 71253253

Kay McIvor, Policy Officer (Equality), kay.mcivor@derrystrabane.com Tel no 028 71253253

Pól Ó Frighil, Policy Officer (Irish Language), pol.ofrighil@derrystrabane.com Tel no 028 71253253

Fionnuala O'Kane, Policy Officer (Performance), fionnuala.okane@derrystrabane.com Tel no 028 71253253

Nicky Bryson, Facilities Officer, nicky.bryson@derrystrabane.com Tel no 028 71253253

Karen Henderson, Mayor's Office, Karen.henderson@derrystrabane.com, Tele no 028 71 376508

Human Resources

Paula Donnelly, Lead Human Resources Officer, paula.donnelly@derrystrabane.com Tel no 028 71253253 or 07734 282286

Legacy

Oonagh McGillion, Director of Legacy, oonagh.mcgillion@derrystrabane.com Tel no 028 71253253 or 07713 068572

Legal Services

Philip Kingston, Lead Legal Services Officer, philip.kingston@derrystrabane.com Tel no 028 71253253 or 07715 801505

Finance and Funding

Alfie Dallas, Lead Finance Officer, alfie.dallas@derrystrabane.com Tel 028 71253253 or 07712 390038

5.2 Facilities / Office Details

Derry City Council Offices – Strand Road and Derry Road

02871 253253

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