



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

Directorate Delivery Plan 2021/22

Business & Culture

Derry City and Strabane District Council

To ensure consistency of approach and accessibility for users, please adhere to this template

Contents

Section One: Directorate Profile/Summary

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

Section Two: Achievements 2020/21

- 2.1 Highlights
- 2.2 Progress Update

Section Three: Improvement Planning and Service Delivery

- 3.1 2021/22 Directorate Improvement Objectives
- 3.2 Outcome Improvement Objective
- 3.3 Mainstreaming the Equality and Disability Duties
- 3.4 Improvement Delivery Plan
- 3.5 Measures of Success and Performance

Section Four: Risk Management

4.1 Risk Register

Section Five: Key Contacts

Business & Culture

Service Delivery Plan 2021/22

Section One: Directorate Profile / Summary

1.1 Purpose of Directorate

- Leading and delivering on the primary objectives of job creation, business support, skills enhancement, inward investment and economic regeneration in partnership with other Directorates and relevant local, regional, cross-border and national partners and in line with the Inclusive Strategic Growth Plan.
- Driving rural development across all sections and functions of Council providing equality of opportunity throughout the new Council area for the benefit of all local communities and businesses
- Harnessing the potential of the transferring functions, powers and assets from Department's of Economy, Infrastructure and Communities to promote entrepreneurship, enterprise, growth, and prosperity across the City and Region.
- Digital Services
- Drive the visitor and tourism economy of the North West by exploiting the regenerative, cultural and economic benefits of tourism and promoting and marketing the City and Region through the development of festivals and events for both local and international audiences, high quality visitor attractions, services and experiences.
- Develop Arts and Culture throughout the City and Region in partnership with established and emerging cultural organisations as primary drivers of social, cultural and economic regeneration and well-being.
- Manage, interpret and promote the history and heritage of the Council region by delivering world class visitor experiences through our Museum and Visitor attractions, education and learning programmes and provision of an Archive and Genealogy Service.

1.2 Services Provided





Marketing

- Strategic Marketing Planning, Campaign Development and Delivery (including media planning, buying and campaign evaluations).
- Design/Publication and Graphic Design (including brand development and management).
- Social Media and Digital Engagement (including content development, platform and reputation management, website updates and strategic online advertising).
- Management of the Marketing and Communications campaign for the NI Business Start Up Programme (NIBSUP).

Tourism

- Delivery of the Tourism Strategy and servicing of the Strategic Tourism Partnership for implementation
- Strategic Tourism Development including engagement with statutory partners and industry
- Drive product development and specialist support for capital visitor attraction development programmes

- Development and delivery of the Heritage Animation & Visitor Servicing Grant Aid
- Source and maximise funding opportunities to support tourism development activities through the delivery of EU projects
- Facilitate Visitor Information Centre's directly at the Alley Arts & Conference Centre, Strabane and via a Service Level Agreement with Visit Derry.
- Delivery of the Local Food and Drink Strategy and Action Plan 2019-2025

Arts and Culture

- Strategic development of the Arts & Culture sector within DCSDC including engagement with statutory partners and local stakeholder organisations and practitioners
- Roll out of the Arts & Culture Strategy and servicing of the co-delivery mechanism for implementation
- Design and delivery of sub actions within the Arts & Culture Strategy including NW Audience Development Programme and Collaborative Resilience Programme.
- Management of the Alley Arts & Conference Centre including Strabane Visitor Information Service
- Delivery of the Arts Development and Access & Inclusion functions of the Business & Culture Directorate aimed at reducing barriers to participation in the arts by our citizens including those from the pan disability community
- Design and delivery of the Cultural Grant Aid programmes for Council
- Delivery of key note arts & cultural events including Culture Night and Disability Awareness day and support for arts and culture content within wider civic events programme.

Festivals and Events

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

Museum and Heritage Service

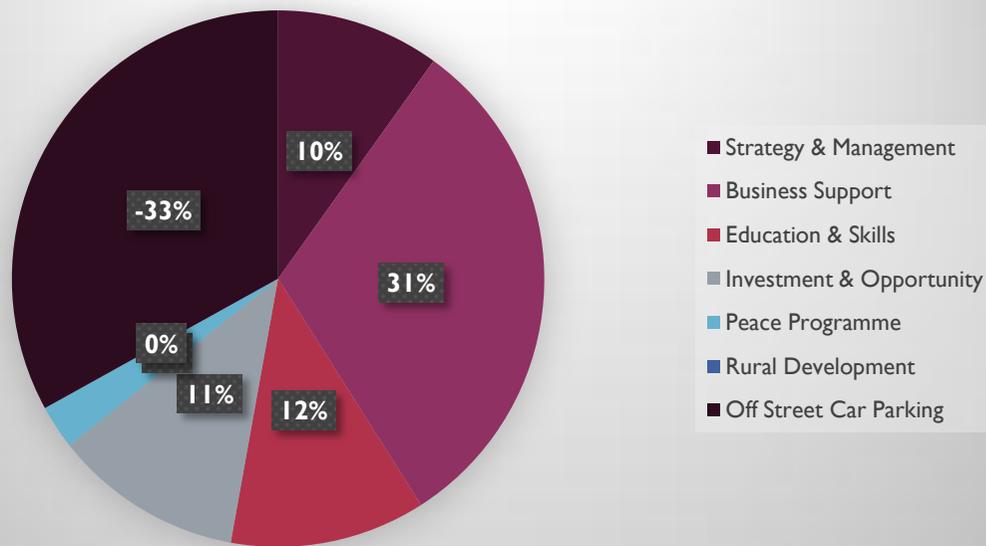
- Management and development of facilities including: The Guildhall, Tower Museum, Harbour House, Foyle Valley Railway Museum, the Pennyburn Museum Collections Store and development of exhibitions within the Alley Theatre
- Delivery of Museum Exhibitions & Events Programme including learning, education and outreach programme
- Curatorial, Archive and Genealogy Service
- Collections management and conservation
- Provide visitor Information and Visitor Tours
- Private & Corporate Events, and Civil Ceremonies
- Capital project development

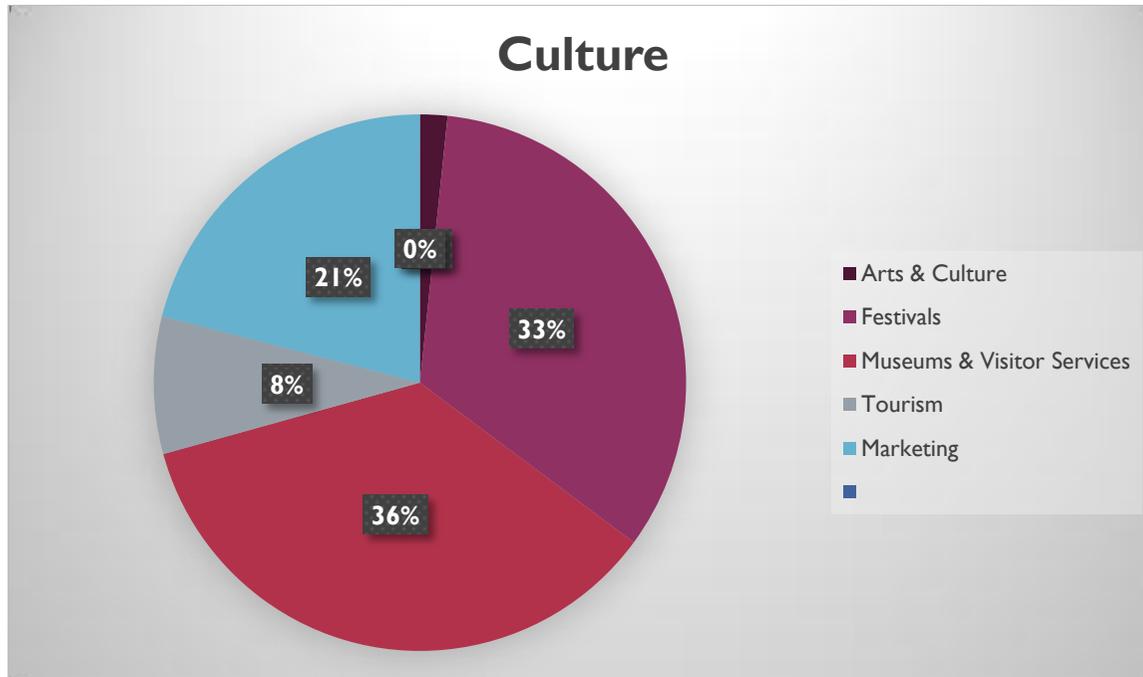
1.3 Summary of Resources

Financial Resources

The Directorate has a net budget of £8,220,800 representing 12.48% 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.

Business





Staff and Other Resources

Business Support & Growth

- Business Development Manager x 1
- Business & Investment Officer
- Business Officers x 2
- BIDS officer x 1
- Markets Development Officer x 1
- Admin Officer x 1

Employment & Training

- Skills Manager x 1
- Skills Officers x2
- Admin Officer x 1
- Learning Cities Co-Ordinator x 1

Investment & Opportunity

- Investment Manager x 1
- Investment Officer x 1
- Car Parks Support Officer x 1
- Car Parks Admin Officer x 1

Peace Programme

- PEACE Programme Manager x 1
- Peace Project Officer x 2
- Peace Admin/Finance Officer x 1

Rural Development Programme

- Rural Development Programme Manager x 1
- Rural Development Project Officer x 3
- Rural Development Admin x 2

Digital Services

- Digital Services Manager x 1
- Web and Systems Development Officer x 1
- Senior Digital Services Support Officer x 1

- Digital Services Support Officer x 4
- Web Assistant x 1

Marketing

- Marketing Manager (MM) x 1
- Marketing Manager x 7
- Marketing Assistants x 2
- Marketing Officer NIBSUP x 1
- Design & Publications Officer x 1
- Graphic Designer x 1
- Admin x 2

Tourism

- Tourism Manager (TM) x 1
- Tourism Project Officer x 1
- Rural Tourism Officer x 1

Museum and Heritage Service – Guildhall & Tower Museum

- Museum & Visitor Services Manager (MVSM) x 1
- Curator x 1
- Archivist x 1
- Tide Project Officer x1 (Funded post to Oct 2022)
- Administrative Assistant x 1
- Education Officer x 1 (Post-holder in Regeneration Section)
- Education Assistant x 1
- Collections & Engagement Assistant x 1
- Collections Assistant x 1

- Operations Manager x 1
- Team Lead x 2
- Administration Officer x 1
- Visitor Services Officer x 1
- Duty Officer x 4
- CSAs x 10
- TSAs x 12
- Cleaners x 7
- Casual staff, Volunteers, Placements

Arts and Culture

- Arts and Culture Manager (ACM) x 1
- Arts Development Officers x 2
- Access and Inclusion Officer x 1
- Administration Support x 1

Arts and Culture - Alley Theatre

- Venue Operations Manager x 1
- Theatre Technical Officer x 2
- Venue Administrative Assistant x 1
- Visitor Information Centre/Box Office x 2
- Cleaner/Caretaker (PT) X 2
- Casual Duty Officers and Front of House Staff x 44

Festivals and Events

- Festival and Events Manager (FEM) x 1

- Event Co-ordinators x 4
- Event Safety Officer x 2 (I currently off on Maternity leave)
- Event Administrator Grant Aid x 2

Section Two: Achievements 2020/21

2.1 Highlights

Business Start & Growth Support

NIBSUP

- 182 Business Plans Approved
- 112 Jobs Promoted

Additional Funding Secured by Business Team re. Covid Response, Recovery and Revitalisation

- £35k from Invest NI
- £653k from Department for Communities & DAERA re. Covid Recovery and Revitalisation Business Grant Scheme
- Received over 300 applications across the two tranches of the grant scheme (Aug & Dec)
- Issued over 180 Letters of Offer to date (March 2021) valued at over £585k with a number of projects still pending
- Paid out over £160k (to date – March 2021)

Delivered an extensive Covid Recovery Business Support Programme including:

- Telephone support to over 400 no. businesses re. Covid Emergency support and funding
- Delivery of 8 no. Emergency workshops to 91 participants- 30th March -9th April (examples: Managing Self in a rapidly Changing World; Managing Stress; Covid19 is here – so what now for small businesses?; Preparing a 100 day cash flow projections; Gearing up to sell on YouTube for the first time; The common attributes of good leaders_

- Delivery of 7 no. Covid Support Programmes to 113 participants (20th April – 30th July) including Workshops & Mentoring (examples: Grow your business online; Business Resilience; 100-day consolidation prog; Financial Management for Non Accountants; Business Reboot; Tourism, Hospitality& Retail Prog; Get your business online

DAERA TRIPSI Programme

- Received 114 applications for funding
- approved 60 Applications at a value of £197,715.93 (the original funding secured from DAERA was £48k however due to unprecedented demand for support this was increased to over £197k)

Business Innovation & Growth Programme commenced in Q3, deliverables to date (up to March 2021) include

- 158 no. businesses recruited
- 307jobs projected from the 158 participants
- 286 mentoring days allocated to participants
- 72 Digital Action Plans completed

Strabane BID

InStrabane Gift Card

- £50,400 worth of gift cards sold in 2020, exceeding Board's targets and 2019 total by £29,115.
- A total of £80,978 locked into Strabane businesses since gift card inception in 2018.
- Increased corporate orders, accounting for £18,000 spend in 2020.

Festive Programme

- Christmas tree at The Tinnies, addition of 3 pre-lit gift boxes to town centre, festive music being played in the run up to Christmas throughout the town centre. All these initiatives promoted footfall and helped to support businesses.

Increased business engagement

- The addition of the Halloween and Christmas window competitions alongside competitions such as the 12 days of Christmas public giveaway has increased BID's business engagement significantly, promoted businesses online, engaged the public with businesses by creating a trail throughout the town centre.
- Prizes have also redirected funds back into businesses.

Business support through COVID-19

- BID has provided a wide range of support to businesses throughout the COVID-19 pandemic including help to access funding, information on changing restrictions, graphics, templates and information for signage and shop windows and signposting to relevant guidance, workshops and assistance.

Increased social media presence and engagement.

- BID have increased their presence and reach on social media channels Facebook and Instagram with combined followers totaling 7,500.
- Engagement with businesses and traders
- Engagement with the local community
- Promoted BID initiatives and local businesses
- Communicated vital information regarding COVID-19 & funding
- Provided a social platform that all our businesses can access

Investment & Opportunity

- Ranked no.1 in Fdi Intelligence/FT in FDI Benchmarks Global Cities of the Future for FDI Strategy Rising Cities category
- Raising profile of the region in key markets and promoting city region value proposition investment
- Strengthening networks and developing business contacts locally, cross-border and internationally
- Hosting annual Transatlantic Golden Bridges Conference virtual in 2020 with 500+ attendees registered from across US, NI and Rol

- Positive PR/Media stories showcasing the region, investor and local business success
- Creation of video collateral involving partners and stakeholders endorsement for Heads of Terms announcement
- Commissioned video collateral promoting life sciences in city and district entitled 'Work life. Balanced' launched at the Heads of Terms announcement
- Supporting local business base to trade internationally with 35 no. companies finalising export plans via Gateway to Growth Export Programme
- Securing 3 no. greenfield investment projects for region
- Hosting and facilitating EU Ambassador to UK visit
- Hosted 1 no. FDI investor visit
- Delivery of Entrepreneurship Bootcamp in partnership with Ignite NI, UU and Invest NI supporting 14 pre-start and early stage technology companies

Employment, Training and Skills

- Match funding awarded to five ESF projects - Women's Centre, Triax, USEL, Conservation Volunteers & Job Directions. These projects have secured a total £2.5m EU funding per year for 4 years
- Acted as Secretariat virtually to Education & Skills Delivery Partnership established to deliver on the Strategic Growth Plan
- Progressed actions for the Sub groups of the Education & Skills Delivery Partnership through virtual meetings:
 - Digital, Creative & Financial Services Technologies Sub Group
 - Advanced Manufacturing & Engineering Sub Group
 - Learning City Sub Group
 - ESF Local Forum
- £40k funding secured under DfE's Challenge Fund to undertake research into apprenticeships in the council area and to refresh our marketing campaign 'Get Paid, Get Qualified, Get Ahead'
- £170,000 funding secured from INI Collaborative Network for Advanced Manufacturing & Engineering Sub Group

- Commissioned a series of 10 short career videos designed to encourage and educate post primary young people about career pathways into the Digital, Creative & Financial Technologies sectors
- Produced an interactive digital map of over 100 companies in the Digital, Creative & Fintech sectors in the North West
- Launched a pilot project with The Chartered Institute for Securities & Investment to deliver level 2 in the Fundamentals of Financial Services to 30 pupils from the post primary sector.
- Council and NWRC have been successful in securing funding from DfE to deliver 2 Software Fundamental Skills Academies at level 4 for up to 30 participants.
- Hosted the World's first Learning City Virtual Festival.
- Hosted an online International Lifelong Learning Conference: Learning in Lockdown.

PEACE Programme

- Almost 7000 local people engaged in the PEACE IV Programme (6923) with over 5000 successfully completing sustained cross-community engagement of a minimum of 6 months / 26 hours on peace and reconciliation programmes.
- Successful maintenance of PEACE IV delivery in spite of Covid impact.
- Overwhelming successful adaptation of remainder of programme delivery to lockdown and socially distanced delivery. This was a major achievement given that the programme was designed to be cross-community face to face contact and cross-border in nature. It required 76 contractual changes developed in partnership with projects, ratified by Board and agreed with SEUPB.
- All but 8/65 projects successfully completed by 31st March 21 including tendered, council led and small grants interventions.
- £6.7 million PEACE IV Programme close to being fully claimed down from SEUPB. Contingency proposals for underspend identified as a result of Covid impact drawn up and submitted to SEUPB.
- Drawdown of £909,127.61 funding in financial year to date from SEUPB to end December 2020. Anticipated £414,668.26 for final quarter to March 21. Estimated drawdown of £1,323,795.80 for 2020/21 year. Very successful low audit rating maintained.

- External independent evaluation of PEACE IV procured and underway.
- Basic statistical monitoring services maintained by PEACE IV team in spite of loss of council's overarching statistical services support.
- Co-ordination and submission of detailed response to PEACE PLUS consultation.
- Successful ongoing usage of the i-Pad/App based equality monitoring and baseline attitudinal evaluation system.
- Submission of quarterly reporting and financial claims 16-19 to SEUPB via eMS. (Electronic Monitoring System).
- Delivery of 2 PEACE IV local programme networking events with all funded projects including collaboration across councils with Donegal County Council and Causeway Coast and Glens Borough Council.
- Continuation of Communications systems including website, monthly e-bulletins (311 subscribers) and bi-annual magazine (3000).

Rural Development Programme

- A total of £347,488 allocated in 2020/2021, bringing cumulative allocation for Programme up to 105 grants across 4 funding schemes totaling £6,062m.
- Post project evaluations for completed projects underway, to feed into overall NI Rural Development Programme targets.
- *Rural Business Investment Scheme (RBIS):*
 - RBIS allocation to date of £2.5M for 52 grants projected to create 130 new jobs (100.5 of these were created up to 31/3/21);
 - RBIS targets for funding allocated and actual jobs created met and exceeded.
- *Rural Basic Services Scheme (RBSS):*
 - RBS allocation to date of £1.68M for 34 grants (19 feasibility studies & 15 capital grants).
 - RBSS targets for funding allocated and projects supported met.
- *Village Renewal Scheme:*
 - Approval of 3 capital grants totaling £341,189; Plumbridge (access improvements); Eglinton (play park); 4 X Small rural village regeneration projects
 - Of 10 capital projects approved for funding, 2 complete, 7 underway, and 1 in development. Projects include for example, new play parks in Sion Mills and Newtownstewart and new greenway provision in Castlederg.

- *Rural Cooperation Scheme* – 2 capital cooperation projects ongoing with grants totaling £383,729 including:
 - International Appalachian Trail - including capital works and marketing (Derry-Strabane is lead partner for project covering all of Ulster-Ireland section of international trail);
 - Rivers Access & Recreation Project - including capital works at Strabane Canal and Gribben Quay.
- Animation during 2020-2021– 16 press campaign, 10 case studies and 9 related short films.

Marketing

- Designed, developed and delivered 91 extensive marketing campaigns for 22 Council services, online events, Covid-19, funded programmes and cross cutting projects across 3 directorates and strategic support units. A 33% increase from 2019/20.
- Achieved a 23% increase in our overall online community size across all social media platforms (Facebook, Twitter, Instagram & LinkedIn) resulting in a total combined audience size of 303,701.
- Secured a total of £254,000 of funding from:
 - National Lottery Climate Funding £4,000 marketing Acorn Farm 'I can grow Project'.
 - Department for Communities £9,000 marketing Anti-Litter Campaign 'Why would ye?'
 - DAERA £129,000 for vehicle livery, indoor recycling bags, door to door engagement and recycling communications.
 - DAERA recycling centre transformation funding, £90,000.
 - TNI funding for the Guildhall domestic and international campaign, £17,500.
 - TNI funding for The Alley marketing campaign, £4,500.
- Officers have successfully worked across all directorates to provide a comprehensive marketing service and have greatly contributed to the inaugural shift in terms of digital activity and virtual events by successfully delivering 25 extensive digital events and achieving over 700,000 video views throughout the year.
- Completed the 3½ year delivery of the regional and local marketing and communications campaigns for the NIBSUP ('Go For It' campaign) on behalf of 11 Councils. DCSDC has secured a further 2 years marketing and communications service delivery lead of the new NIBSUP, commencing April 2021.
- Delivered a 6 month marketing support service for the International Appalachian Trail funded by 6 Councils across Northern Ireland and Republic of Ireland.

- Successfully procured and currently integrating internal staff app called 'Be Connected' which will allow staff working remotely to stay connected.
- Successfully identified opportunities to enhance and grow the existing City dressing schemes and integrated dressing on 15 new sites across the Derry City and Strabane Town Centre.

Tourism

- Food Network maintained supporting 90 businesses with covid recovery planning
- LegenDerry Food Brand & Website launched – www.legenderryfood.com
- £1.1m Visitor Centre developed and opened
- 2 x City Deal Project approved – Walls Experience & DNA
- Visit Derry Pass developed – www.visitderrypass.com
- Secured €216,000 from European Travel Commission to promote Slow Adventure Experiences in US market
- Secured €280,000 North West Development Programme to deliver product development, marketing and signage projects.
- 6 venues supported through the Heritage Animation & Visitor Servicing fund.
- Rural Tourism – Secured £37,500 in funding for a Rural Tourism Collaborative Experience Programme including a Derry & Strabane Rural Tourism Trail
- Assisted in the delivery of the COVID 19 Recovery Revitalisation Business Grant Scheme supporting 212 businesses
- Secured £237,665 from DAERA's NI Rural Development Programme for the delivery of DCSDC element of the Ulster Ireland International Appalachian Trail Development Project
- Secured £466,475 from DAERA's Rural Tourism Scheme for delivery of DCSDC element of Sperrins Sculpture Project.
- Appointment of Sperrins Partnership (Future Search) Project team led on by DCSDC shared across three other partners Councils in Sperrins region.

Arts and Culture

- Facilitation of the Co Delivery group to oversee the roll out of the Arts & Culture Strategy
- Securing of resources for the delivery of sub actions within the A&C Strategy including the NW Audience Development Plan, the Collaborative Resilience Programme and sectoral branding initiative.

- Alley Theatre and the Access & Inclusion Programme as finalists within the APSE Annual Service Awards
- Delivery of the annual plan for the Access & Inclusion Programme including the International Day for People with Disabilities
- Securing of external funding from the Department of Communities (DfC) for the delivery of access improvements to cultural assets within DCSDC
- Ongoing delivery of the Alley 5-year Strategy within the restrictions enforced by the Covid pandemic crisis including the creation of digital programme content throughout the year.
- Ongoing cultural sector engagement addressing the challenges created by the Covid pandemic, focusing on the long term strategic investment within the NW through engagement with relevant statutory partners and establishment of new, regular cultural ezine.
- Servicing of the Millennium Forum (Derry Theatre Trust) and NW Carnival Initiative (NWCI) SLA arrangements including board representation.
- Ongoing oversight of the public artwork portfolio including contribution to creation of new artworks.
- Delivery of the Cultural Venues Fund, Access Improvement Fund and launch of the new Artist & Cultural Practitioner Fund
- Delivery of digital version of Culture Night

Festivals and Events

- Unable to deliver full programme of events but produced a blended mix of online and physical events for City of Derry Jazz and Big Band Festival, Summer Jamm, Halloween Derry and Strabane, Christmas Switch On Derry and Strabane, St Patricks Day Derry and Strabane.
- Total event attendees 82,303 and Online views, Derry Halloween 177,789, Strabane Halloween 9,722, City of Derry Jazz festival 167,000, Summer Jamm 105,000 , Christmas Switch On's Derry and Strabane 275,970, and 53,387 video views for St Patricks Day.
- Delivered an Inside Out Animation Programme across three weekends in September and December 2020 when guidance permitted.
- Managed Headline and Community Festival funds with a total of £116,000 awarded through Community Festivals Funding and £205,000 awarded through Headline Events funding. Devised a flexible system of draw down due to Covid which saw most of the organisations avail of some funding.

- Secured in 2020 £263,000 through Tourism Northern Ireland International Event Funding. Due to the pandemic we negotiated a rollover of this fund to 2021/2022 year.
- Training to upskill the team in NEBOSH Occupational Health and Safety.
- Led the development of a business engagement programme, working in collaboration with teams across Business and Culture, for Derry and Strabane town as part of the wider Business recovery programme. Secured £146,000 for wider animation and marketing programmes to be spent by September 2021.
- Supported the development and managed the administration requirements for the Business Recovery Programme Grant aid initial application stage.
- Renegotiated the partnership with Clipper Ventures race after the event was cancelled in July 2020. The race is due to return now in 2022 as part of the Foyle Maritime Festival.

Museum & Visitor Services

- Delivery of 2 major signature exhibitions
 1. Dividing Ireland: The Origins Impact & Legacy of Partition - Tower Museum
 2. The Fair River Valley/If Stones Could Speak – Alley Theatre
- Co-ordination of Museum temporary/travelling exhibitions
- Successful delivery of key events including Workers Rights & Social Justice Week, Mayor's Virtual Tea Dance, HED/European Heritage Open Days and Culture Night.
- Creation of a Digital Strategy for the Museum Service
- Creation of a new Tower Museum Collections Website www.towermuseumcollections.com
- Ongoing Volunteer Programme assisting with:
 1. Mabel Colhoun Cataloguing Project
 2. Phase 2 implementation of the City Cemetery Records Project (Strabane)
 3. Mapping Project & Building Controls Archives
- Successful in an application (£36,300) to the National Archives UK Covid-19 Archive Grant for digitisation of Northland Film Archive

- County Award in the Heritage Council National Heritage Awards in October 2020 for The Fair River Valley/If Stones Could Speak – Alley Theatre
- 'We're Good To Go' campaign achieved in both Tower Museum and Guildhall
- 4* TNI grading achieved in Guildhall
- Harbour House and Tower Museum licenced for civil ceremonies
- 43 Civil Ceremonies held in GH during lockdown and a number of high profile hybrid events.
- Guildhalderry.com website developed
- Virtual tours recorded during lockdown achieving 90,000 social media reach

2.2 Progress Update

Code	Title	Description	Status Update
C.BU2021.06	Deliver NIBSUP Programme	Delivery of business plans Job creation	182 Business Plans 112 Jobs
C.BU2021.08	Deliver Customer Centre Service Delivery Model	Facilitate direct 1:1 meetings with business advisors/ local Micro/ SMEs	84 meetings (via telephone with business officers)
C.BU2021.09	Provide Accessible, Needs Driven Business Support	Provide accessible, needs driven business support that is tailored to business requirements. Deliver 1:1 mentoring support	<ul style="list-style-type: none"> o Over 180 days 1:1 mentoring allocated to participants re. Bespoke Covid Support Programmes (See Covid Business Support section below) o 178 days 1:1 mentoring allocated through BIG Programme
C.BU2021.10	Develop Business Engagement, Networking & Promotional Opportunities	Physical meetings postponed – Virtual Business Engagement events ongoing	<p>Q 2 -Business Engagement Webinar’s re. Covid Recovery -23rd September</p> <ol style="list-style-type: none"> 1. Derry Session(AM) 2. Strabane Session PM <p>Q3 Workshops/ Programmes</p> <ol style="list-style-type: none"> (1) Brexit Workshop (9th November 15 attendees (2) Procurement Programme First workshop took place 9th December with 15 attendees.
C.BU2021.11	Facilitate Trading Opportunities	Paused due to COVID restrictions	<p>September WCM – 8 Traders</p> <p>WCM (12th Dec) – 6 Traders</p> <p>WCM (19th Dec) – 7 Traders</p>

C.BU2021.12	Generate Referrals to Invest NI and Other Business Support Agencies/ Partners	Generate referrals to Invest NI and other Business Support agencies/ partners	23 referrals to other support partners including NWRC, Invest NI; Co-Founders; Go For It
C.BU2021.13	Deliver Business Innovation & Growth Programme	Deliver Business Innovation & Growth Programme	134 businesses recruited 243 job creation potential of 134 new businesses recruited
C.BU2021.15	Deliver Rural Business Support Programme	Deliver Rural Business Support Programme	114 Applications received 60 Applications approved at a value of £197,715.93 (the original funding secured from DAERA was £48k however due to unprecedented demand for support this was increased to over £197k)
C.BU2021.16	Deliver DEVISE Programme	Deliver DEVISE Programme	Q1 – 6 no. Stakeholder Webinar’s <ul style="list-style-type: none"> o 26th May – Laval Virtual World Tour with Learning Cities stakeholders o 27th May – NWRC Meeting Re VR o 28th May – Support of Learning Cities event ‘Virtual Learning Festival’ o 29th May – Inbound o 4th June – ERNACT meeting re. AltSpace VR platform o 6th Jun – Ulster University Q2 Staff Exchange Virtual staff exchanges with Laval, France took place with local stakeholders within the Laval Virtual World on 15 th and 16 th September 2020
C.BU2021.17	Deliver Bespoke COVID Recovery	Deliver bespoke COVID Recovery Support interventions	Q1 – Delivery of 8 no. Workshops 1. 30 th March – Managing Self in a rapidly Changing World (8 participants)

	Support Interventions		<ol style="list-style-type: none"> 2. 31st March – Managing Stress (5 participants) 3. 1st April – Covid19 is here – so what now for small businesses? (12 participants) 4. 2nd April Preparing a 100 day cash flow projection (9 participants) 5. 6th April – Gearing up to sell on YouTube for the first time (24 participants) 6. 7th April – The common attributes of good leaders (10 participants) 7. 8th April – Covid19 is here so what now for small businesses (10 participants) 8. 9th April – Preparing 100 day cash flow projection (13 participants) <p>Total 91 participants over 8 workshops</p> <p>Q1 & Q2 – Delivery of 7 no. Covid Support Programmes (including Workshops & Mentoring)</p> <ol style="list-style-type: none"> 1. Grow your business online - 20 Apr, 27 Apr, 4 May, 11 May (15 participants) 2. Business Resilience 22 Apr, 7 May, 20 May, 3rd June (13 participants) 3. 100-day consolidation prog. 23rd Apr., 7th May, 20th May, 3rd June (9 participants) 4. Financial Management for Non Accountants 28th May, 1st June, 25th June (24 participants) 5. Business Reboot 4th June, 18th June, 2nd July (13 participants) 6. Tourism, Hospitality& Retail Prog. 11th June, 25th June, 9th July (20 participants) 7. Get your business online Prog. 18th June, 2nd July, 30th July (19 Participants) <p>Total 113 participants over 7 programmes</p> <p>Additional Funding Secured by Business Team re. Covid Response, Recovery and Revitalisation</p> <ul style="list-style-type: none"> - £35k from Invest NI - £498k Department for Communities & DAERA re. Covid Recovery and Revitalisation (in conjunction with colleagues from Tourism and Events team) <p>Telephone/ online support to over 400 businesses covering the following topics:</p> <ul style="list-style-type: none"> - Queries regarding £10k grant, £25k Tourism, Hospitality and Retail grant, Self Employed Income Support Scheme, Hardship Fund, Furlough Scheme, Local Restrictions Funding etc - General business support programmes including Go For It, Business Boost and Business Innovation and Growth Programme
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			<p>Q3 Covid Support</p> <ul style="list-style-type: none"> • Launch of Covid Start Up Grants in late Dec. - 13 applications received; - 10 grants processed valued at £5k • Secured an additional £155k from DfC/ DAERA re. Covid Recovery & Revitalisation Funding • Launch of Covid Reassurance Scheme in late Dec • Telephone/ online support to over 50 businesses re. Localised Restrictions Grants; Covid Restrictions Business Support Scheme: Part A and B
C.BU2021.01	Provide Support to Embed Employability Skills	Provide support and where necessary lead on projects to include work experience and up skilling to embed employability skills for those entering the labour market, the long term unemployed and economically inactive.	Ongoing support being provided to ESF projects through virtual monthly meetings. Additional funding has been allocated during Covid-19 for upskilling at level 2 and beyond. Liaison with key stakeholders ongoing to address needs and identify opportunities for employment academies.
C.BU2021.02	Delivery of UNESCO Learning City Action Plan	Delivery of UNESCO Learning City Action Plan	<p>Hosted the World's first Learning City Virtual Festival. Hosted an online International Lifelong Learning Conference.: <i>Learning in Lockdown</i>. Attended events as part of Irish Network of Learning Cities</p> <p>Website completed</p> <p>New learning City Network established, first meeting held in January 2021. Co-chairs appointed and priorities being set for annual work plan.</p> <p>Two funding applications submitted</p>
C.BU2021.03	Promote Industry Engagement in Careers Advices and Guidance	Promote industry engagement in careers advices and guidance	<p>Working with School Employer Connections we are funding a student placement to work on the newly established Jobs for Me website in terms of providing a resource to connect with more employers to populate content quicker.</p> <p>10 Career videos produced for Digital, Creative & Fintech sectors</p>

			Interactive map launched for Digital, Creative & Fintech Sectors.
C.BU2021.04	Work with Stakeholders to Implement Vocational Educational Programmes	Work with stakeholders to implement Vocational Educational Programmes	<p>We have secured funding under DfE's Challenge Fund and have appointed a facilitator to undertake research into apprenticeships in the council area. The research will assess what barriers to taking on apprentices' companies envisage they may have going forward post Covid-19; what assistance they may require; what apprenticeship opportunities they project they may have and how we can work together as a council area across all stakeholders to skill up beyond Covid-19.</p> <p>In addition, we will design a targeted marketing campaign focussing on employers who do not engage with the apprenticeship system.</p>
C.BU2021.05	Implement the Education and Skills Actions in the Strategic Growth Plan	Lead on co-ordinating and implementing the education and skills actions identified in the Strategic Growth Plan	Meetings of the ESDP and sub groups are taking place virtually and actions in the SGP being progressed through the Sub Groups.
C.BU2021.18	Lead and Deliver on the Investment Strategy for Derry City and Strabane District	Lead and deliver on the Investment Strategy for Derry City and Strabane District to attract quality inward investment to the City Region	<p>Strategy recognised in No. 1 ranking by FdI Intelligence/FT in FDI Benchmarks Global Cities of the Future for FDI Strategy Rising Cities category. DCSDC value proposition and inward investment strategy post Covid (and Brexit) under review to identify markets and sectors/subsector which will benefit most from inward investment to the NW. FDI lead generation services in US delivered pipeline of FDI leads.</p> <p>3 FDI projects secured, 1 FDI visit, 2 FDI leads ongoing.</p>
C.BU2021.19	Promote Engagement with Existing Overseas Investors in the City Region	Promote engagement with existing investors in the City Region	Ongoing support and both formal and informal engagement with the city region investors including 1 no. Investor's Forum
C.BU2021.20	Develop the Export Development Potential of Local	Develop the export development potential of local businesses to sell outside NI in key markets	<p>35 companies complete export plans</p> <p>X no. Export insight sessions delivered to x no. participant</p>

	Business		X no. No. Export readiness assessments completed
C.BU2021.20	Raise profile of the DCSDC Region and Promote Regionally and Globally	Raise profile of the DCSDC region and promote regionally and globally	<p>Hosting of transatlantic Golden Bridges conference virtually with 500+ registrations. Further strengthening relationships and networks in USA by presenting Ireland Northwest proposition at the Transatlantic Philadelphia Showcase and building connections in Connecticut.</p> <p>Building the Invest Derry City and Strabane brand and reputation via positive PR/stories and social media promoting strengths, assets and ambitions. Commissioning video testimonials endorsing Heads of Terms and commissioning promotional 'Work Life Balanced' video to attract talent to/back to the region.</p>
B.BU2021.22	Build and maintain a Vibrant Global Diaspora Community	Build and maintain a vibrant global diaspora community connected to DCSDC	<p>3 no. quarterly ezines issued (Oct, Dec & Mar)</p> <p>Delivery of 3 no. events engaging diaspora audience (Golden Bridges, Destination Derry portal launch and Destination Derry St Patrick's Eve event. Total of 670 registered for these virtual events)</p>
C.BU2021.24	PEACE IV Project Management Workplan	Project Management workplan	<p>PEACE IV Programme overall is at closing stage. Almost all projects are completed or close to completion with 31st March 2021 being the cut off date for most delivery and claims from projects. Traffic Light Monitoring System and Project end reporting functioned well. Severe negative impact with loss of council's statistical services support from May 2020. Start/end evaluation systems functional. Covid impact noted as significant on meeting financial forecasting targets but with around 80 contractual changes during the year, financial impact minimised on overall underspend. Participant targets met. Other output indicators such as cross-community balance impossible to evaluate due to loss of council's statistical service. Positive low audit rating maintained. Board Meetings: Bi-monthly meetings held throughout 2020-21 (shifted to online). Steering Groups suspended to streamline processes under pandemic conditions. Independent Evaluation of PEACE IV Programme underway.</p>
C.BU2021.25	PEACE IV Communications Workplan	Communications workplan	<p>Two editions of bi-annual magazine written and issued – initially circulated only electronically and then in print in December 2020 when conditions allowed. 2 Networking events held – 'The Art of the Possible' and 'Forward Thinking' - to bring all funded projects together and maintain momentum in spite of pandemic. Monthly e-bulletins issued to readership of 300+. Three thematic videos to capture impact of programme now on www.derrystrabane.com/PeaceIV Two 'Closing Down Clinics' held in Dec 20/Jan 21 to assist projects towards successful completion. Significant drop in print press coverage due to pandemic but many groups enhanced online communications.</p>

C.BU2021.26	PEACE IV Children and Young People Thematic Workplan	Children and Young People Thematic Workplan	2956 (143%) baseline participants and 2182 (101%) end. i.e. Sustained completed participants as of 10 th March 21. Programme has therefore reached its participation target. Cross-community balance when last measured before statistical service lost was within contracted range: 53%CNR/28%PUL/19%BME&Other. All external tenders successfully completed and closed. A limited number of SLA sub-tenders within DCSDCouncil have been extended to June 2021 and an underspend of £57,639 identified and proposals submitted to SEUPB to ensure reallocation for maximum impact within existing successful projects under the theme.
C.BU2021.27	PEACE IV Shared Spaces and Services Thematic Workplan	Shared Spaces and Services Thematic Workplan	1683 (133%) baseline participants and 1434 (114%) end. i.e. Sustained completed participants as of 10 th March 21. Programme has therefore exceeded its participation target. Cross-community balance when last measured before statistical service was lost was within contracted range: 55%CNR/26%PUL/19%BME&Other Only the two capital projects (Castleberg Capital Project and St.Columb's Walled Garden Phase 2) were extended beyond the end of March 2021 due to the impact of Covid. £9,402 identified as underspend, which is very small given the overall theme and a strong indicator of success. Proposal will be submitted to SEUPB in relation to usage of this for core PEACE IV Team salaries.
C.BU2021.28	PEACE IV Building Positive Relations Thematic Workplan	Building Positive Relations Thematic Workplan	2284 (147%) baseline participants and 1524 (98%) end. i.e. Sustained completed participants as of 10 th March 21. Programme will therefore have hit target by end of current financial year. Cross-community balance when last measured before statistical service was lost was within contracted range: 45%C/30%P/25%O £75,173 underspend was highest under this theme as projects under Service Level Agreement (ie. DCSDC led) and small grants projects face higher audit bureaucracy and must claim only itemized expenditure whereas Tenders are paid on meeting contractual outputs. Tenders therefore could adapt easier to Covid impacts. The Covid restrictions disproportionately impacted this theme. Extension of two projects – Identity:Sport and Epilogues were granted extension beyond end March due to exceptional circumstances of furlough impact. Proposals have been submitted to SEUPB requesting underspend be reallocated to Riverine Environmental Programme and core PEACE IV Team costs.
	Allocate remaining overall RDP budget	Allocate remaining RDP budget under village renewal to fully commit the available budget (approx. £300,000) by Mar 2021.	£300,000
	Deliver projected job creation under the Rural Business Investment Scheme	Monitor the Rural Business Investment Scheme to ensure achievement of projected job creation of 100 new jobs by Mar 2021.	Total cumulative of 100 actual jobs created

	Deliver 2 Rural Cooperation Projects to Capital Stage	Deliver 2 Rural Cooperation projects to capital stage (commence 2 capital projects on site, complete 1 project by Mar 2021).	2 capital projects on site/underway
	Deliver 6 Village Renewal projects to capital stage	Deliver 6 Village Renewal projects to capital stage (commence 6 capital projects on site, complete 4 projects by Mar 2021).	6 capital projects commenced 4 capital projects complete.
	Deliver Animation & Communications Campaign	Deliver marketing campaign to maximise awareness of the outcomes and impacts of the programme (to include cumulative total of 10 case studies & 10 short films and 1 overall celebration event).	Total cumulative of: 10 case studies 10 films 1 celebration event

Marketing

C.CU2021.06	Deliver Marketing Services Across 3 Directorates	<p>Deliver Marketing Services for Council Services and Cross Cutting Projects Across 3 Directorates</p> <p>Develop marketing campaigns including branding and operational protocols for each Council service area; including:</p> <ul style="list-style-type: none"> - Emergreen - Zero Waste Circular Economy - Strategic Growth Plan - Apprenticeship 	31-Mar-2021	100%	<p>Ongoing marketing support provided across all directorates on key campaigns, funded and recovery programmed.</p> <p>Ongoing Covid-19 and recovery and updates across Council social platforms, external signage, street pavements and digital billboards.</p>
C.CU2021.07	Deliver Marketing Campaigns for Festival & Events	Develop and deliver Marketing Campaigns and evaluations for Festival & Events	31-Mar-2021	100%	Delivered marketing support to virtual events.
C.CU2021.08	Improve Service Delivery and Create Efficiencies	Improve Service Delivery and Create Efficiencies	31-Mar-2021	100%	Ongoing work collaboration by use of shared digital documents and regular virtual meetings.
C.CU2021.08.01	Improve Work Flow Systems	Improve Work Flow Systems	31-Mar-2021	100%	Online campaign tracker is reviewed and updated weekly. External support of marketing agencies have been procured to assist with large scale campaigns and workload.
C.CU2021.08.02	Targeted Media Planning and Volume Discounts Across	Targeted Media Planning and Volume Discounts Across Campaigns	31-Mar-2021	100%	Focusing on strategic digital and influencer strategies, applying discounts across all

	Campaigns					campaigns.
C.CU2021.08.03	Develop Branding Toolkits, Messaging Toolkits and Planning Templates	Develop Branding Toolkits, Messaging Toolkits and Planning Templates	31-Mar-2021	100%		Ongoing across all directorates.
C.CU2021.08.04	Group Workshops and Information Sessions	Group Workshops and Information Sessions	31-Mar-2021	100%		Weekly team meetings via zoom and monthly marketing officer meetings scheduled. Marketing officers liaise regularly with their service directorates
C.CU2021.09	Develop and Distribute a Bi-annual Council Magazine	Develop and Distribute a Bi-annual Council Magazine	31-Mar-2021	0%		Paused due to Covid-19
C.CU2021.09.01	Undertake Procurement for Distribution and Print	Undertake Procurement for Distribution and Print	31-Mar-2021	0%		Paused due to Covid-19
C.CU2021.09.02	Storyboard and Design Concepts	Draft storyboard and design concepts	31-Mar-2021	0%		Paused due to Covid-19
C.CU2021.09.03	Devise Publication and Circulation Schedule	Devise Publication and Circulation Schedule	31-Mar-2021	0%		Paused due to Covid-19
C.CU2021.09.04	Internal Design, Content Creation and Proofing	Internal Design, Content Creation and Proofing	31-Mar-2021	0%		Paused due to Covid-19
C.CU2021.10	Increase Digital & Social Media Innovation Across All Marketing Campaigns	Increasing the digital & social media activities within marketing campaigns along with utilising to enhance all areas of online user behaviour across 3 directorates	31-Mar-2021	100%		Social support for all campaigns across Council is ongoing. New social management tool is in place and working effectively as a tool to assist with social scheduling, listening and

					reporting
C.CU2021.11	Development and Implementation of a Destination Brand	To include brand guidelines, digital tools and integrated place brand services	31-Mar-2021	0%	Paused
C.CU2021.12	Development and Application of the Corporate Brand	Ongoing development & application of DCSDC Corporate Brand across all corporate output & services - Corporate output, stationery, internal communications - Advertising, exhibition and branded items - Fleet/Livery - Corporate signage and dressing scheme - Boundary Signage - Car park Signage - Amenity Centres - Parks & Cemeteries - Leisure - Uniforms/Apparel	31-Mar-2021	100%	Ongoing marketing services across Council to all campaign levels.
C.CU2021.13	Provide Design Service for Council and External Design	- Provide an in house design service and procurement of external design support and print via the annual tender - Implement a design service protocol and guidelines	31-Mar-2021	100%	Design service ongoing with full external support from annual tender design companies also ongoing
C.CU2021.14	Management of the Marketing & Communications Campaign for the	Development and delivery of regional and local marketing and communication campaigns. Providing monthly reports and	31-Mar-2021	100%	3½ year programme complete with new 2 year programme extension commencing April

	NIBSUP	attending group meetings			2021.
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Tourism

C.CU2021.23	Develop the Walled City Experience	Develop the Walled City Experience	31-Mar-2021		Objective Progress
C.CU2021.23.01	Design & Manage (Heritage Animation and Visitor Servicing' Fund	Design & Manage (Heritage Animation and Visitor Servicing' Fund	31-Mar-2021	100%	20/21 completed 21/22 Fund closed 19 th February. 5 applications were received and assessed. A total of £64,378.15 has been awarded.
C.CU2021.23.02	Develop collaborative Product/ experiences	Develop Collaborative Product/ Experiences	31-Mar-2021	100%	Heritage Venue Group continue to meet monthly and progress actions Visitor Pass created and ready for launch in Summer 21
C.CU2021.23.03	Develop and Deliver Capacity Building Programmes for the Heritage Sector	Develop and Deliver Capacity Building Programmes for the Heritage Sector	31-Mar-2021	100%	Application initiated with HLF for further sectoral support. Project enquiry stage currently.
C.CU2021.23.05	Deliver Initiatives to Enhance the Walled City Where WAW Meets the CCR	Deliver Initiatives to Enhance the Walled City Where the WAW Meets the CCR	31-Mar-2021	100%	Mural completed within new VIC. Phase 1 of Signage project underway NW Product development programme developed NW Marketing programme

					being developed
C.CU2021.23.06	Deliver Peace Tourism Project	Deliver Peace Tourism Project	31-Mar-2021	100%	Completed. Final claims and reports submitted to close project.
C.CU2021.24	Develop the Food and Drink Experience	Develop the Food and Drink Experience	31-Mar-2021		Objective Progress
C.CU2021.24.01	Deliver 26 Actions Within Food & Drink Strategy	Deliver 26 Actions Within Food & Drink Strategy	31-Mar-2021	100%	<p>Officers continue to meet monthly with Food Network. Providing support</p> <p>-Covid training in association with NWRC</p> <p>Copyright Service - Prepare, write and structure content for LegenDerry Food accredited members for use across all platforms including online and offline. (including but not limited to website and flyers) – 50 businesses completed.</p> <p>Photography For Legenderry Food Business - food and drink images for businesses which have been accredited under the new LegenDerry food brand. - Ongoing</p> <p>Delivery of food and drink photography workshop for businesses which have been accredited under the LegenDerry food brand. – Completed – 18 business attended.</p> <p>-Marketing on LegenDerry social media channels</p> <p>-Engaging with new food</p>

					businesses and sharing business support information -Plans underway for 2021 activity
C.CU2021.24.02	Deliver EU Food Projects - NICHE & SAFER	Deliver EU Food Project - NICHE & SAFER	31-Mar-2021	100%	SAFER actions completed
C.CU2021.25	Develop Rural Tourism Project	Develop Rural Tourism Project	31-Mar-2021		Objective Progress
C.CU2021.25.01	Support the Sperrins Future Search Process and Deliver Agreed Actions	Support the Sperrins Future Search Process and Deliver Agreed Actions	31-Mar-2021	75%	Support the Sperrins Future Search Process and Deliver Agreed Actions Agreed project will be called Sperrins Partnership Project Re-branding an existing website platform and updating social media channels started. Planning for launch (depending on restrictions) A partnership agreement has been agreed by each partner councils legal teams and is currently out for CEO signature PO working with the council leads to refresh the Brand and Tourism Action plans. We are in the process of identifying and agreeing some short term initiatives
C.CU2021.25.02	Support the Development of the	Support the Development of the International Appalachian	31-Mar-2021	65%	Rural Development Co Op Programme:

	International Appalachian Walking Trail	Walking Trail through the Rural Development Co-Operation Programme/other initiatives			<p>Letter of Offer Awarded Value: £237, 665</p> <p>Letter of Offer Extension Awarded (Due To Covid): For Capital Works To End of March 2021 / For Marketing To End Of Sept 2021.</p> <p>Capital Works Progress</p> <p>Capital Works Commenced</p> <p>Interpretive Panel Material Samples Approved & In Production Agency & Landowner Permissions Update: Historic Environment Division: Completed; DFI: Completed; Forest Service Agreed in principle; Planning: Allowed Under Permitted Development; Private Landowners: Applied for.</p> <p>Marketing Progress:</p> <p>Project Marketing Officer Appointed for 6 month period – Oct 2020 to April 2021</p> <p>Partner Personnel For Working Groups In Position – Regular and Scheduled meetings with Marketing and Product Groups</p> <p>Marketing Delivery Undertaken By Agency Outdoor Recreation NI (ORNI)</p> <p>Photography carried out in 5 LAG areas with more planned to add to asset bank</p> <p>Videography story boards development and locations defined</p> <p>Local and national press</p>
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					<p>templates and releases on launch at each LAG with coverage monitored</p> <p>Quick Glance & Messaging Document developed</p> <p>Route map data collated for design of print items</p> <p>Website draft wireframes approved and content plan and website spec work underway</p> <p>Industry Audit first draft complete approval process ongoing</p> <p>GAP analysis underway</p> <p>Social Media platforms set up (FB / Twitter / Instagram)</p> <p>Project target monitoring ongoing</p>
C.CU2021.25.03	Scope Projects and Submit to Rural Tourism Scheme	Scope Projects and Submit to Rural Tourism Scheme	31-Mar-2021	70%	<p>Artist Tenders Received & Scored</p> <p>Economic Appraisal & Marketing Plan Completed.</p> <p>3 Applications (One per Council) To DAERA'S Rural Tourism Scheme</p> <p>Letter Of Offers Received From Funder</p>
C.CU2021.25.04	Maintenance, Development and Promotion of Rural Based Visitor Trails & Routes	Maintenance, Development and Promotion of existing/new Rural Based Visitor Trails & Routes	31-Mar-2021	65%	<p>Maintenance check: 14 no. Interpretive Panels/ 2 no. Sperrins Scenic Driving Routes To Be Undertaken</p>
C.CU2021.25.05	Develop collaborative	Slow Adventure Legacy	31-Mar-	100%	<p>Officers continue to meet with Slow Adventure Cluster. Slow Adventure</p>

	product/experiences	Deliver Rural Tourism Product Development Programme Marketing initiatives	2021		NI website complete ETC campaign ongoing Podcasts created EZine created Website developed DAERA funding secured for rural tourism collaborative project total £50k inc DCSDC match funding. LoO received. Tender issued closing date 16 th April 2021.
C.CU2021.26	Develop Marine Tourism	Opportunities and promotion of the use of the district's waterways in collaboration with Loughs Agency	31-Mar-2021		Objective Progress
C.CU2021.26.01	Continue to Support Malin Waters & Cruise NW Initiatives	Continue to Support Malin Waters & Cruise NW Initiatives	31-Mar-2021	0%	Cancelled this year
C.CU2021.26.02	Opportunities for Additional Development at Moirlough & Lough Ash	Investigate opportunities for additional development at Moirlough & Lough Ash	31-Mar-2021	75%	Ongoing with relevant partners Council Officers Engagement With Inland Fisheries Re Potholes/Toilet Provision/ Life Saving provision
C.CU2021.26.03	Development for Water Based Recreation Development Along River Foyle	Support the Development for Water Based Recreation Development Along River Foyle through the Rural Development Co-Operation Programme in collaboration with Loughs Agency	31-Mar-2021	65%	Canal and Gribben development via RDP being progressed by Environment & Regeneration's Michael Savage Canal works completed.
C.CU2021.27	Develop Screen Tourism Product and	Develop Screen Tourism Product and tourism	31-Mar-2021		Objective Progress

	tourism Opportunities	Opportunities			
C.CU2021.27.01	Resource all Screen Related Inquiries	Resource all Screen Related Inquiries	31-Mar-2021	100%	Ongoing with Visit Derry support
C.CU2021.27.02	Maximise Screen Tourism Opportunities with Stakeholders	Maximise Screen Tourism Opportunities with Stakeholders	31-Mar-2021	100%	Screen stakeholder meeting held Dec 20. 2 screen projects tendered and ongoing – showreel and location portfolio. Brand and website in development
C.CU2021.28	Support Delivery of Rural Development Programme	Submit International Appalachian Trail Joint Cooperation Project Application and Progress Second Cross-Border Project	31-Mar-2021	100%	
C.CU2021.29	Delivery of the Tourism Strategy (2018/2025)	Deliver and monitor progress of Tourism Strategy in partnership with strategic partners	31-Mar-2021		Ongoing, currently reviewing progress in light of pandemic and stakeholder impact analysis and recovery plans
C.CU2021.30	Deliver Capital Programme to Enhance Visitor Experience of the Walled City	Deliver Capital Programme to Enhance Visitor Experience of the Walled City	31-Mar-2021	100%	Ongoing
C.CU1920.30.01	Support Development of DNA	Support Development of DNA	31-Mar-2021	100%	Ongoing
C.CU1920.30.02	Support with City Deal Project	Support with City Deal Project	31-Mar-2021	100%	Ongoing
C.CU1920.30.03	Support Development of Family Friendly Wet Weather Attraction	Support Development of Family Friendly Wet Weather Attraction	31-Mar-2021	100%	Led on by H&C

Arts & Culture

C.CU2021.15	Delivery of the Co Designed Arts & Culture Strategy (2019-2024)	Ongoing delivery of the approved Arts & Culture Strategy developed through Co Design process	31-Mar-2021	100%	Delivery ongoing
C.CU2021.16	Resilience Programme	Design and procurement of the DCSDC Cultural resilience programme	31-Mar-2021	100%	Procurement process initiated with May 2021 advertisement
C.CU2021.17	Ongoing Delivery of the PHA Funded Access and Inclusion Programme	Compilation of a 1 year Access and Inclusion action plan aligned with the A&C Strategy and including an impact review of the project to date.	31-Mar-2021	100%	1 year plan complete. Final draft of 21/22 prepared
C.CU2021.18	NW Audience Development Programme	Continuation of the NW Audience Development programme including securing of resources to deliver same	31-Mar-2021	100%	Plan complete and resources for year 1 secured and actions being delivered upon
C.CU2021.19	Review of Cultural Grant aid Programmes	Review of cultural grant aid programmes including agreement on standardised performance measures and alignment with relevant A&C Strategic actions	31-Mar-2021	100%	Review complete
C.CU2021.20	Ongoing Delivery of the 5 Year Strategy for the Alley Arts & Conference Centre	Delivery based upon the identified objectives and action plan within the strategy with cognisance of Covid 19 restrictions	30-Mar-2021	75%	Delivery of actions concentrated on those that can be delivered at this time
C.CU2021.21	Implementation of Continuous Improvement Models for Front line Service	Maintaining for the Alley: Disability Equality Charter of Excellence, Autism Friendly Venue status, Quest	31-Mar-2021	75%	Progress made on those actions that can be delivered under Covid restrictions

	Delivery	Accreditation, TNI accreditation			
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Festival & Events

C.CU2021.30	Delivery of Core Programme of Tier 1 Events	Delivery of a hybrid mix of both digital and on the ground events for City of Derry Jazz Festival, Summer Jamm, Halloween Derry and Strabane, Craft Fair, Christmas Switch On Derry and Strabane, Festive Time Programme, St Patricks Day Spring Carnival Derry and Strabane,	31-Mar-2021	50%	Due to the Pandemic we were unable to deliver events in their usual format but were able to deliver some programme elements for St Patricks Day and Derry and Strabane both on the ground and digitally
C.CU2021.31	Manage and Administer Community Festival Fund	Develop, assess, award, administer and manage the allocation of Community Festivals Fund £116,200 estimated 18 events	31-Mar-2021	100%	The fund had to be adapted due to the covid environment but is continued to be administered
C.CU2021.32	Manage and Administer Headline Events Fund and National Events Fund	Develop, assess, award, administer and manage the allocation of Headline Events Fund £205,000 estimated 11 events	31-Mar-2021	100%	The fund had to be adapted due to the covid environment but is continued to be administered
C.CU2021.33	Implement a Festival and Events Strategy Including Cost Analysis and Benchmarking	Set up of Strategy Sessions for staff and now looking at the results of Tourism and Arts and Culture Strategy for next stage development	31-Mar-2021	60%	Ongoing discussions re strategy but hard to plan future activity with pandemic uncertainty
C.CU2021.35	Develop Skills and Capacity in Event Management and Delivery	Develop skills and capacity for both staff and external organisations in event management and delivery Organised group training in the	31-Mar-2021	60%	Due to restrictions training is harder to deliver however 12 staff from both the events team and the site services teams completed the NEBOSH Occupational Health and

		following areas, Event Control, CCTV, Event Health and Safety, External - Radio training, Counter Terrorism			Safety Training
C.CU2021.36	Increase the Number of Programmed Activity During Core Events	Increase the number of programmed activity organised by wider business and community reps during core events Increase in business and private sector engagement and programme development across council core events	31-Mar-2021	10%	There was limited activity completed with Businesses with restrictions and closer issues.
C.CU2021.37	Develop Content to Help Showcase World Culture and Ethnic Minority Cultures	Commissioned through Community Relations a review of the Ubuntu festival which is now complete so the events team plan to move forward with the recommendations. Engage and manage multicultural content across core council events and programmes. Work with ethnic minority and community groups re content development	31-Mar-2021	75%	Some activity took place re the digital programmes with multicultural groups for St Patricks Day. Was part of a steer group that commissioned a review of Ubuntu and outline of recommendations for future delivery.

Museum & Visitor Services

C.CU2021	Culture Service Plan 2020/21		31-Mar-2021	63%	Service Progress
C.CU2021.01	Continue to Develop	Continue to lead the operations, interpretation and	31-Mar-	50%	Business case now formally

	the DNA Project	funding for this project	2021		submitted to funders.
C.CU2021.02	Increase Engagement for Guildhall by 5%	Increase visitor numbers in the Guildhall by 5%	31-Mar-2021	62%	Objective Progress
C.CU2021.02.01	Collaborate with Visit Derry/TNI/Failte Ireland to increase Domestic Tourism	Collaborate with Visit Derry/TNI/Failte Ireland to increase Domestic Tourism	31-Mar-2021	75%	Ongoing – TNI & TI training workshops completed regularly, TNI Meet the Industry attended in Jan 2021
C.CU2021.02.02	Develop & Implement an Annual Marketing Plan	Develop & Implement an Annual Marketing Plan	31-Mar-2021	50%	Ongoing and monthly meetings held with MVS management team
C.CU2021.02.03	Collaborate with Other Council Teams for a Cohesive Event Planner	Collaborate with Other Council Teams for a Cohesive Event Planner	31-Mar-2021	100%	Completed: Festival & Events - Halloween, Christmas recordings Business – Golden Bridges Conference Mayor – Lockdown Crew music sessions, charity Ricketty Wheel Colmcille 1500 programme Flann O'Brien Exhibition & programme
C.CU2021.02.04	Develop Wedding & Corporate Brochures	Develop Wedding & Corporate Brochures by Sept 19	31-Mar-2021	50%	Delayed due to Covid. New copywriting and images in place for corporate and wedding sections of Guildhall website. Corporate Brochure will be developed from the same content. Wedding brochure complete
C.CU2021.03	Develop visitor experience throughout Guildhal and Tower Museum	Develop visitor experience throughout Guildhal and Tower Museum	31-Mar-2021	70%	<ul style="list-style-type: none"> • Ongoing delivery of annual Museum Programme • Implementation of DFC Access & Inclusion

					<p>Programme for Tower Museum and Guildhall</p> <ul style="list-style-type: none"> Ongoing delivery of Museum Programme <p>Review of interpretation within the Story of Derry and addition of new artefacts</p>
C.CU2021.03.01	Attain at Least 4* TNI Grading for Guildhall	Attain at least 4* TNI Grading for Guildhall	31-Mar-2021	100%	4* Grading achieved as well as 'We're Good to Go' scheme
C.CU2021.03.02	Promote Health and Safety Measures in Facility During COVID Pandemic	Ensure visitors and users of Guildhall and Tower Museum feel safe by promoting health and safety measures in facility	31-Mar-2021	75%	Ongoing H&S measures in place and being updated when required by government guidance
C.CU2021.03.03	Provide Ceremonies for Cancelled/Postponed Weddings	Provide intimate ceremonies for cancelled / postponed weddings	31-Mar-2021	80%	Completed Ongoing. 43 ceremonies took place September 2020 - March 2021
C.CU2021.04	Increase Museum Participation and Engagement by 5%	Increase Museum Participation and Engagement by 5%	31-Mar-2021	66%	Objective Progress
C.CU2021.04.01	Develop an Annual Exhibitions Plan	Develop an Annual Exhibitions Plan	31-Mar-2021	75%	Completed Current delivery and implementation of 2020-21 Annual Plan and development for 2021-22.
C.CU2021.04.02	Have 1 Behind the Scenes/Open Day at Museum Stores	Have 1 Behind the Scenes/Open Day at Museum Stores	31-Mar-2021	100%	Completed Digital/Virtual format delivered on European Heritage Open Days 12 & 13 Sept 2020. Digital Online event premiered on YouTube
C.CU2021.04.03	Deliver 2 In-House Exhibitions Based on	Deliver 2 In-House Exhibitions Based on Our Collections	31-Mar-2021	100%	Completed Following exhibitions have been

	Our Collections				delivered: Partition Exhibition-Dividing Ireland Aug20-Mar21 Strabane Exhibition- The Fair River Valley/If Stones Could Speak August 20-Mar 2021
C.CU2021.04.04	Develop and Implement an Annual Learning Programme	Develop and Implement an Annual learning Programme with a Total of 20 Workshop/Events	31-Mar-2021	50%	Work started and draft programme in place using a digital & virtual approach External events curtailed due to Covid Ongoing engagement with community on museum learning programme e.g. Destined/FVR
C.CU2021.04.05	Deliver Young Archaeologists Club	Deliver Young Archaeologists Club	31-Mar-2021	0%	On hold due to Covid
C.CU2021.04.06	Hold quarterly Archive & Genealogy Events	Hold quarterly Archive & Genealogy Events	31-Mar-2021	75%	Completed <ul style="list-style-type: none"> • Reimagine, Remake with NIMC – x3 online sessions • ARA – x2 online sessions • CRC DoC Resource Event • Roots Tech Conference • New Partnership – Genealogical History & promotion of Surnames Pilot Reaching Out Genealogy Programme
C.CU2021.05	Implement Museum & Visitor Services 5 Year Strategy	Implement Museum & Visitor Services 5 Year Strategy	31-Mar-2021	27%	Ongoing delivery and implementation of actions in tandem with SLP
C.CU2021.05.01	Implement Modes Cataloguing System	Implement Modes Cataloguing	30-Mar-	10%	Completed

	for Our Collections	System for Our Collections	2021		Project ongoing with museum staff reorganising and adding to catalogue regularly.
C.CU2021.05.02	Apply for Museum Accreditation for Guildhall	Apply for Museum Accreditation for Guildhall	31-Mar-2021	0%	on hold
C.CU2021.05.03	Initiate Digitisation Programme for Museum & Archive Collections	Initiate Digitisation Programme for Museum & Archive Collections	31-Mar-2021	75%	<p>Digitisation of Strabane Cemetery archives complete (3 volumes) (Dec).</p> <p>Digitisation of Londonderry Gasworks collection complete (Mss.33. photographs) (Dec)</p> <p>Multiple collections updated on www.towermuseumcollections.com including:</p> <p>Laurentic/VE Day 75/WRSJ/Mabel Colhoun Photographic Collection/Fountain Street Photograph Collection</p> <p>La Trinidad Valencera 50th Anniversary Collection</p>
C.CU2021.05.04	Continue to Develop Museum Volunteer Programme	Continue to Develop Museum Volunteer Programme	31-Mar-2021	25%	<p>Completed</p> <p>Volunteers (at home) began work on Strabane Cemetery records in late December 2020 with completion expected for March 21 and data to go online.</p> <p>Developed pilot programme to work with Ireland Reaching Out to develop volunteer opportunities(programme to begin in April)</p>

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 **
<p>To increase employment opportunities and economic growth through a range of measures including creating new business start-ups, supporting existing business and delivering visitor growth as a destination of choice.</p>	<p>To continue to develop and deliver a range of initiatives to mitigate the impacts of Covid19 and support economic growth</p> <p>Deliver NIBSUP Programme</p> <p>Deliver Business Innovation & Growth Programme</p> <p>Deliver Customer Centre Service Delivery Model (Direct 1:1 Meetings with local SME's)</p>	<p>Sustainability (S)</p>
<p>Strengthen the local business base by assisting more businesses to become competitive in indigenous and export markets</p>	<p>Provide accessible, needs driven business support that is tailored to business requirements</p> <p>Develop business engagement, networking & promotional opportunities</p> <p>Facilitate trading opportunities</p> <p>Generate referrals to Invest NI and other Business Support agencies/</p>	<p>Sustainability (S)</p>

	partners	
Promote Business Innovation & Growth	<p>Deliver Business Innovation & Growth Programme</p> <p>Deliver Rural Business Support Programme</p> <p>Deliver DEVISE Programme</p> <p>HOPE COSME project (Social Economy sectoral focus)</p>	Innovation. (I)
<p>Social Wellbeing (Strategic Community Plan) Outcome 1 We live in a shared, equal and safe community.</p> <p>Principal Action: Promote greater integration and inclusion within and between communities of place and of interest.</p>	Peace IV team will deliver on measure 4.1 of the Peace programme to develop and deliver programmes to promote peace and reconciliation and cultural inclusion under three themes of Children and Young People, Shared Spaces and Services, Building Positive Relations. 2021/2022 will see successful closure of the overall programme having reached a minimum target of 5140 sustained participants on peace and reconciliation cross-community programmes.	<ul style="list-style-type: none"> • Strategic effectiveness (SE) • Fairness (F) • Sustainability (S) • Innovation. (I)
<p>Social Wellbeing (Strategic Community Plan) Outcome 1 We live in a shared, equal and safe community.</p> <p>Principal Action: Create safer Communities</p>	With specific reference to interfaces and contested spaces and to 4 identified other shared spaces, as well as other programmes under the Shared Spaces and Services theme, the Peace IV team will continue to deliver on measure 4.1 of the Peace programme. Under the Building Positive Relations theme the PEACE IV Programme will deliver a specific anti-prejudice/anti-hate public campaign. The independent evaluation completed in 2021/2022 will set out what difference we have made on these issues.	<ul style="list-style-type: none"> • Strategic effectiveness (SE) • Fairness (F) • Sustainability (S) • Innovation. (I)
<p>Council's Corporate Value: One new unified Council with the needs of local communities and businesses at the core</p>	The PEACE IV Team will ensure that it adopts a unified Council approach in all areas of its work. Specifically it will ensure that Board and Steering Group meetings are rotated across the Derry~Londonderry and Strabane	<ul style="list-style-type: none"> • Strategic effectiveness (SE)

<p>of what we do.</p>	<p>areas. In conducting public meetings relevant to its service delivery it will ensure a wide range of geographical locations are used as relevant. In 2021/2022 Case studies showing impact across the entire geography of the district will be included in the independent evaluation. In the lead in to PEACE Plus, all DEA areas will be involved in building action plans related to community planning structures and priorities.</p>	<ul style="list-style-type: none"> • Service quality (SQ)
<p>Council's Corporate Values:</p> <p>A centre of excellence and innovation with a clear focus on outcomes and delivery.</p> <p>Working in partnership with statutory and community sectors to achieve economic, social and environmental regeneration.</p> <p>Driven forward by effective and ethical leadership and highly motivated and valued staff who have clear sense of purpose and place.</p>	<p>The PEACE IV Service will ensure high quality service provision to maximise the opportunity provided by PEACE IV European funding. It will do this by engaging with elected members, statutory agencies and social partners on its Board and Steering Groups as well as with the wider public and community and voluntary sector or other organisations as relevant. It will ensure clear codes of practice, conflict of interest policies are in place and that relevant training and development is co-ordinated to ensure effective, ethical and purposeful service delivery. It will continue to communicate effectively with relevant stakeholders through publication of monthly e-bulletins and bi-annual printed newsletters. We will continue to share best practice with other council areas where applicable and learn from the best practice of others where applicable through the PEACE IV Managers Forum.</p>	<ul style="list-style-type: none"> • Strategic effectiveness (SE) • Service quality (SQ) • Fairness (F) • Innovation. (I)
<p>Council's Corporate Value:</p> <p>Balancing urban and rural needs.</p>	<p>The PEACE IV Service will ensure that it is aware of the Rural Needs Act. It will ensure that urban and rural needs are adequately represented in a balanced way within our thematic work plans and in how services are geographically delivered. It will continue to link with the Rural Development Programme where applicable and ensure that rural participants and locations benefit from the range of projects.</p>	<ul style="list-style-type: none"> • Strategic effectiveness (SE) • Service quality (SQ) • Service

		availability (SA)
<p>Council's Corporate Value:</p> <p>Committed to clear and timely communication and celebrating our achievements.</p>	<p>The PEACE IV Team will ensure that success is communicated through a networking events across its programme, liaison with the marketing and press teams within council, production of monthly e-newsletters and press releases throughout the duration of the programme. In 2020/21 the service will host a closing conference in Spring to celebrate achievements and will post specially commissioned thematic videos on its website to celebrate the success of the PEACE IV programme.</p>	<ul style="list-style-type: none"> • Strategic effectiveness (SE) • Service quality (SQ)

** Enter SE, SQ, SA, F, S, E, I, as appropriate

3.2 Outcome Improvement Objective

To increase employment opportunities and economic growth through a range of measures including creating new business start-ups, supporting existing business and delivering visitor growth as a destination of choice.

3.3 Mainstreaming the Equality and Disability Duties, Rural Need

The Directorate will support the Council's commitment to promoting equality and opportunity as outlined in Section 75 of the NI Act 1998. This will account for people of different religious belief, political opinion, racial group, age, marital status, sexual

orientation, gender and people with and without a disability and people with and without dependants as specifically is outlined in the equality scheme:

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

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

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

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
1	Deliver NIBSUP Programme	Delivery of business Plans Job Creation	March 2022	LB
2	Provide accessible, needs driven business support that is tailored to business requirements via Business Innovation & Growth Programme	Job Creation Deliver Digital Action Plans Deliver 1:1 Mentoring Support Deliver Business Workshops Deliver Specialist Thematic Programmes	March 2022	LB
3	Deliver Customer Centric Service Delivery Model (Direct 1:1 Meetings with local SME's)	Facilitate direct 1:1 meetings with business advisors/ local Micro/ SME's	March 2022	LB
4	Develop business engagement, networking & promotional opportunities	Enterprise Week	March 2022	LB
5	Facilitate trading opportunities	Deliver monthly Markets and facilitate trading opportunities at events (Covid restrictions pending)	March 2022	LB
6	Generate referrals to Invest NI and other Business Support agencies/ partners	Business referrals to Invest NI Business referrals to other Business Support	March 2022	LB

		Organisations (NWRC, UU, SEA, Enterprise NW, IntertradeIreland)		
7	Deliver Rural Business Support Programme	Deliver Rural Towns Action Plan Deliver Rural Business Capital Grant Scheme for micro enterprises (TRIPSI)	March 2022	LB
8	Deliver DEVISE Programme	Exchange of experience events Regional Action Plan Implementation	March 2022	LB
9	HOPE COSME project (Social Economy Sector focus)	Deliver 3 no. Workshops <ul style="list-style-type: none"> • Workshop 1 - May 2021 • Workshop 2 - Sept 2021 • Workshop 3 - Nov 2021 Deliver 3 no. Webinars <ul style="list-style-type: none"> • Webinar 1 - June 2021 • Webinar 2 - October 2021 • Webinar 3 - December 2021 	March 2020	LB
1	Provide support and where necessary lead on projects to include work experience and	Support the delivery of five ESF Projects	March 22	TG

	up skilling to embed employability skills for those entering the labour market, the long term unemployed and economically inactive.	Host quarterly Local ESF Forum Work with stakeholders to identify, promote and deliver progression routes and pathways to employment		
2	Delivery of UNESCO Learning City Network Action Plan	Host 8 Network Meetings Attend All Ireland Network meetings Deliver Learning City Festival Deliver actions that promote that Life Long Learning throughout City and District Develop and deliver an annual marketing campaign	March 22	TG/MM
3	Lead on co-ordinating and implementing the education and skills actions identified in the Strategic Growth Plan	Continue to act as secretariat to the Education & Skills Delivery Partnership & Sub Groups Continue to develop and deliver on actions in the Strategic Growth Plan through the Sub Group Infrastructure	March 22	TG
4	Establish Interim Labour Market Partnership	Interim LMP established Statement of Need produced Interim Action Plan produced	March 22	TG

5	Support Delivery of the Advanced Manufacturing & Engineering Collaborative Network	<p>Network established</p> <p>Support the development and delivery of:</p> <p>Communications work stream – Creating a U.S.P. for the North West</p> <p>Industry 4.0, productivity & competitiveness work stream</p> <p>Skills: Build, develop & retain work stream</p>	March 22	TG
6	Support City Deal	Support the development and delivery of the Skills & Employability pathways underpinning the City Deal projects.	March 22	TG
1	Lead and Deliver on the Investment Strategy for Derry City and Strabane District	<p>Lead and deliver on investment strategy for DCSD to attract quality inward investment for city region.</p> <p>Review of Invest Derry City and Strabane investment strategy and positioning of city region post Covid and post EU Exit. Identify global target market opportunities based on existing and emerging regional strengths, key sectors and sub-sectors. Revise value proposition to reflect these strengths and assets.</p> <p>Further strengthen and develop relations in target markets.</p> <p>Undertake talent mapping to profile talent and skills within the region.</p> <p>Hosting inward and outward visits including annual</p>	Mar-22	RY

		trade and investment mission to USA (subject to covid restrictions & international travel).		
2	Develop the Export Development Potential of Local Business	Further strengthen international and regional partnerships and relations by supporting local business base to trade internationally. Support 10 export-ready NW companies explore opportunities in overseas markets by annual trade and investment mission to East Coast USA providing opportunity to showcase their company and product/service, make valuable connections and provide bespoke itineraries meeting their mission objectives. Travel subject to covid-19 restrictions	Mar-22	RY
3	Promote Engagement with Existing Overseas Investors in the City Region	Host quarterly investor's forum and provide after-care support via both formal and informal engagement with existing investors in the city region. Work with existing investors to build the Derry City & Strabane brand and reputation and promote regional strengths and assets.	Mar-22	RY
4	Raise profile of the DCSDC Region and Promote Regionally and Globally	Raising profile of city region as a location to invest, work, live and study. Build a globally competitive city region by increasing foreign investment, trade and by fostering partnerships that support local growth and ambitions. Promote sector specialisms to target audience of corporates and high growth SMES via events/webinars, developing digital engagement and marketing strategy, maintain updated website, refreshing marketing collateral, social media platforms and campaigns including attracting (back) talent to support	Mar-22	RY

		strategic needs of the NW economy.		
5	Build and maintain a Vibrant Global Diaspora Community	Promoting Derry City & Strabane as a compelling destination to return to (work, invest, do business, visit) or engage with. Connect with previously unengaged members of the diaspora. Develop digital media strategy for diaspora. Developing and sourcing content (stories & features) for quarterly diaspora ezines and use of new technologies and social media channels. Promote and support events and campaigns to engage with diaspora. Identify diaspora networks among key sectors, research and innovation related communities abroad. Develop ties between local alumni networks and business networks overseas.	Mar-22	RY
6	Support City Deal	Support the development and delivery of the Derry-Londonderry & Strabane City Deal in particular innovation, digital and health-focussed projects. Promote business engagement and promoting sector specialisms to attract investment.	Mar-22	
1	Project Management Workplan	<ul style="list-style-type: none"> • Host two final PEACE IV Board Meetings before closure of programme. • Complete the Independent Evaluation of the PEACE IV Programme. • Ensure final quarterly claims and financial drawdown and audit requirements from SEUPB are met • Complete Project Partner and Lead Partner reports on eMS to accompany claims. • Provide comparative start/end evaluation reports to all projects when complete. • Formally close down files on successfully 	Sept 21 June 21 Dec 21 Ongoing Sept 21	SD/MCK/FL

		<p>completed project and ensure paperwork required for audits is included.</p> <ul style="list-style-type: none"> • Action support processes as per policy with any projects not meeting required outcomes. • Ensure ongoing compliance with Health and Safety Requirements • Ensure ongoing compliance with GDPR requirements • Prepare as far as possible for PEACE Plus 	<p>Dec 21</p> <p>Sept 21</p> <p>Ongoing</p> <p>Ongoing</p> <p>March 22</p>	
2	Communications Workplan	<ul style="list-style-type: none"> • Minutes of Board Meetings posted onto website monthly • Issue final bi-annual printed project focused newsletter to celebrate overall programme achievements. • Host a final celebration event to close the programme. • Post final 3 thematic final videos on website. • Issue a final closing press release in accordance with the SEUPB's Publicity & Marketing Toolkit. • Ensure all reports/publications carry appropriate disclaimer and reference to the funding as detailed in the SEUPB's Publicity & Marketing Toolkit. • Display and ensure projects display SEUPB Mandatory Promotional Poster, temporary billboard or permanent plaque in accordance with the SEUPB's Publicity & Marketing Toolkit. 	<p>Sept 21</p> <p>Sept 21</p> <p>June 21</p> <p>June 21</p> <p>June 21</p> <p>Ongoing</p> <p>Ongoing</p>	SD/MCK/FL
3	Children and Young People Thematic Workplan	<ul style="list-style-type: none"> • Complete and close project management of the following: 3.2 Marginalised Youth (Wellbeing) 	<p>Sept 21</p>	SD/MCK/FL

		<p>3.3 Youth Participation and Democracy 3.4 Youth Leaders and Citizenship 3.6 Pilot Youth Zone 3.7 Cross-Community Youth Programme (3 lots) 3.8 Cross-Community Children’s Programme (3 lots)</p> <ul style="list-style-type: none"> Ensuring all final reports are received, all outputs met before final payments processed, project closure processes completed and on file available for audit. 	Dec 21	
4	Shared Spaces and Services Thematic Workplan	<ul style="list-style-type: none"> Complete and close project monitoring of the following: 4.1a Shared Space: Castleberg 4.1b Shared Space: St.Columb’s Park House 4.1c Shared Space: Waterside Shared Village 4.2 Natural Connections: Peace Tourism 4.3 Interface Investment Programme (3 lots) 4.4 Contested Space: Bonfires 4.5 Shared Space Tendered Programme (4 lots) Ensuring all final reports are received, all outputs met before final payments processed, project closure processes completed and on file available for audit. 	<p>Sept 21</p> <p>Dec 21</p>	SD/MCK/FL

		Business Investment Scheme	Scheme to ensure achievement of projected job creation of 120 new jobs by Mar 2022.		
		3. Deliver 2 Rural Cooperation Projects to Capital Stage	Complete the delivery of 2 Rural Cooperation capital projects by 31 st March 2022.		
		4. Deliver 6 Village Renewal projects to capital stage	Complete the delivery of 6 Village Renewal capital projects by March 2022. Manage and complete the delivery of an additional 2 Village Renewal Capital projects by March 2022.		
		5. Deliver Animation & Communications Campaign	Deliver marketing campaign to maximise awareness of the outcomes and impacts of the programme (to include cumulative total of 18 press campaigns; 13 case studies; 9 films & 1 celebration event		
	Renewal Ballot.	To successfully engage with local businesses, develop a new, relevant business plan for Strabane BID Term 2		September	EMCG

		and secure a YES vote on ballot day, 23 rd September 2021.	21	
	InStrabane Gift Card.	Continue to focus on promotion and marketing of the gift card as a successful means of invigorating the local economy and supporting the businesses involved with the gift card. To recruit more businesses to accept the gift card and continue to work to increase corporate sale opportunities.	March '22	EMCG
	Place and promote Strabane BID as a key driver within the town centre.	Increase business engagement and become a strong collective voice for Strabane town. Become a key organisation in driving forward the Strabane Regeneration Project and ensuring the business community have a strong input. Lobby and advocate for Strabane town centre businesses	March'22	EMCG
	Deliver a programme of events and initiatives for the benefit of Strabane town centre businesses.	Continue providing Strabane town centre businesses with a programme of business support, events and initiatives to promote footfall, growth and prosperity of the business community as per the action plan.	March'22	EMCG

Ref	Directorate Outcome/ Service Improvement Objective	Key Activities/Actions/Sub-actions/milestones	Target Date	Lead Officer
	Marketing			

M1	Deliver marketing services for Council services and cross cutting projects across 3 directorates	Develop marketing campaigns including branding and operational protocols for each Council service area; including: <ul style="list-style-type: none"> • Arts & Culture • Covid-19 Recovery • Business Support • Emergreen • Colmcille 1500 	March 2022	MM
M2	Deliver marketing campaigns for Festival & Events	Develop and deliver marketing campaigns and evaluations for festivals and events.	March 2022	MM
M3	Improve service delivery and create efficiencies	Improve work flow systems Targeted media planning and volume discounts across campaigns Develop branding toolkits, messaging toolkits and planning templates Group workshops and information sessions	March 2022	MM
M4	Increase digital & social media innovation across all marketing campaigns	Increase digital & social media activities within marketing campaigns along with enhancing all areas of online user behaviour across 3 directorates.	March 2022	MM
M5	Provide design service for Council and external design	Provide an in house design service and procurement of external design support and print via the annual tender Implement a design service protocol and guidelines	March 2022	MM
M6	Management of the marketing & communications campaign for the NIBSUP	Development and delivery of regional and local marketing and communication campaigns. Providing monthly reports and attending group meetings.	March 2022	MM
	Tourism			

T1	Develop the Walled City Experience	Design & manage 'Heritage Animation and Visitor Servicing' fund Develop collaborative heritage product Secure funding, develop and deliver capacity building programmes Secure funding, develop and deliver animation programme Deliver initiatives to enhance the Walled City where the WAW meets the CCR	March 22	TM
	Deliver capital programme to enhance visitor experience of the Walled City	Support development of DNA Progress Walled City Experience as part of City Deal Support development of family friendly wet weather attraction at Templemore	March 2022	TM
T2	Develop the Food and Drink Experience	Deliver 26 actions within Food & Drink Strategy Facilitate the LegenDerry Food Network	March 2022	TM
T3	Develop Rural Tourism Product	Support the Sperrins Future Search process and deliver agreed actions Support the development of the International Appalachian Walking Trail	March 2022	TM & RTO

		<p>Deliver Sperrins Sculpture Trail Project</p> <p>Maintenance, development and promotion of existing /new rural based visitor trails and routes</p> <p>Deliver Slow Adventure legacy programme to support additional rural product development.</p>		
T4	<p>Develop Marine Tourism Opportunities & Promotion of the Use of the District's Waterways</p>	<p>Continue to support Malin Waters and Cruise NW initiatives.</p>	March 2022	TM
T5	<p>Develop Screen Tourism product and tourism opportunities</p>	<p>Resource all screen related inquiries</p> <p>Maximise screen tourism opportunities with stakeholders</p> <p>Develop 'Screen Office' – supported by an online platform</p>	March 2021	TM
T6	<p>Delivery of the Tourism Strategy (2018 -2025)</p>	<p>Deliver and monitor progress of Tourism Strategy in partnership with strategic partners</p>	March 2022	TM
AC1	<p>Delivery of the Co Designed Arts & Culture Strategy (2019-2024)</p>	<p>Ongoing delivery of the approved Arts & Culture Strategy developed through Co Design process including recruitment for and facilitation of the Co Delivery Stakeholder Group, ongoing engagement with the wider cultural sector and responsibility for leading on the roll out of the actions within the Strategy.</p>	31-Mar-2022	ACM
AC2	<p>Collaborative Resilience Programme</p>	<p>Procurement and roll out of the DCSDC collaborative resilience programme as an identified key action within the A&C Strategy. Requiring the procurement of an external provider and securing of 26 cultural organisations</p>	31-Mar-2022	ACM

		as programme participants to be followed by bespoke capacity building programme.		
AC3	Ongoing Delivery of the Access and Inclusion Programme	Compilation and roll out of a new Access and Inclusion annual action plan focused on Business & Culture Directorate.	31-Mar-2022	AIC
AC4	NW Audience Development Programme	As an identified action within the A&C Strategy to continue with the delivery of the action plan associated with the NW Audience Development Programme including securing of resources to deliver same. To include specific actions such as a new dedicated social media platform for peer to peer engagement and dedicated cultural programming activities.	31-Mar-2022	ACM
AC5	Review of Cultural Grant aid Programmes	Review of cultural grant aid programmes including integration of standardised performance measures and alignment with relevant A&C Strategic actions	31-Mar-2022	ACM
AC6	Ongoing Delivery of the 5 Year Strategy for the Alley Arts & Conference Centre	Delivery based upon the identified objectives and action plan within the strategy with cognisance of Covid 19 restrictions	31-Mar-2022	AOM
AC7	Implementation of Continuous Improvement Models for Front line Service Delivery	Identifying and securing appropriate quality accreditations for the Alley Arts & Conference Centre and the wider cultural sector as part of the NW Audience Development Programme.	31-Mar-2022	ACM
FE1	Delivery of Core Programme of Tier 1 Events	Delivery of a hybrid mix of both digital and on the ground events for City of Derry Jazz Festival, Summer Jamm, Halloween Derry and Strabane, Craft Fair, Christmas Switch On Derry and Strabane, Festive Time Programme, St Patricks Day Spring Carnival Derry and Strabane	March 2022	FEM

FE2	Manage and Administer Community Festival Fund	Develop, assess, award, administer and manage the allocation of Community Festivals for an estimated 18 events	March 2022	FEM
FE3	Manage and Administer Headline Events Fund and National Events Fund	Develop, assess, award, administer and manage the allocation of Headline Events Fund for estimated 11 events and 1 National Event Fund event	March 2022	FEM
FE4	Develop Skills and Capacity in Event Management and Delivery	Develop skills and capacity for both staff and external organisations in event management and delivery Organised group training in the following areas, Event Control, CCTV, Event Health and Safety, External - Radio training, Counter Terrorism	March 2022	FEM
	Museum & Visitor Services			
MVS1	Continue to develop the DNA Project	Continue to lead and deliver on the operations, interpretation and funding for this project	Mar22	VSM
MVS 2	Increase Guildhall Visitor Numbers by 5%	<ul style="list-style-type: none"> Attend 4 trade shows Develop & implement an Annual Marketing Plan Collaborate with other Council Teams for an Annual Event planner 	Mar22 Mar22 Mar22	OpMgr
MVS 3	Increase Museum & Visitor Services Income by 5%	<ul style="list-style-type: none"> Improve the Retail Offering (including Archive & Genealogy) by adding 10 new products Increase bar income by 5% Develop Corporate Brochures Hold 1 Wedding Fair 	Mar22 Mar22 Sept21 Mar22	OpMgr

MVS 4	Increase Museum Participation & Engagement annually	<ul style="list-style-type: none"> • Develop an annual Museums Programme • Have 2 Behind the Scenes/Open Days at Museum Stores • Deliver 2 in-house Exhibitions based on our collections • Develop and implement a Community Engagement Programme/workshops with a total of 80 annually or 20 per quarter • Deliver 24 school group tours & workshops each year or 8 per quarter quarter) • Hold quarterly Archive & Genealogy events 	Jan22 Mar22 Mar22 Quarterly/ Mar22 Quarterly Quarterly	Curator
MVS 5	Implement Museum & Heritage Service 5 Year Strategy (2018-23)	<ul style="list-style-type: none"> • Continue rollout of Digitisation Strategy Programme for Museum & Archive Collections • Continue to rollout Museum Volunteer Programme • Continue to apply for funding for Organ Repairs and Stores Development Plan 	Mar 22 Mar 22 Sept22	Curator

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	Performance Measure/Indicator	2017/18	2018/19	2019/20	2020/21	Target
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Improvement Objective Reference		Performance	Performance	Performance	Performance	2021/22
Match Fund ESF Projects	5 Projects	0	5	5	5	5
	Caseload 1010 participants		1080	1302	1038	1010
	161 participants into employment	0	141	386	197	161
	Host Quarterly Forum Meetings	0	4	4	4	4
Learning City Network	Host 8 Network Meetings	0	0	4	4	8
	Deliver annual learning City Festival	0	0	0	1	1
Education & Skills Delivery Partnership Meetings Hosted	Host 5 Meetings	0	6	6	5	5
Establish Interim LMP	Interim LMP established	0	0	0	0	1
	Deliver Interim year 1 Action Plan	0	0	0	0	1
Deliver NIBSUP	Number of Business Plans	213	153	217	182	214
	Number of jobs promoted	139	94	133	112	140
Provide accessible, needs driven business support that is tailored to	Number of jobs created	N/A	N/A	N/A	243	200
	Deliver Digital Action Plans				72	150
	Recruit No. Businesses				134	300

business requirements via Business Innovation & Growth Programme	Deliver 1:1 Mentoring Support (Days) Deliver Workshops Deliver Thematic Programmes (Social Enterprise, Export, Procurement, Digital)				178 (Days) 1(Brexit) 1 (Procurement)	600 9 5
Deliver Customer Centric Service Delivery Model	Number of 1:1 meetings between Business Advisors/ local businesses	95	106	175	84	110
Develop business engagement, networking and promotional opportunities	Deliver no. events @ Enterprise Week 2021 Number of Attendees	25 786	28 900	28 830	EW did not progress in March 2021 (postponed to April 2022)	15 1000
Facilitate outdoor Trading Opportunities inc. Walled City/ Strabane Markets; Events and Covid Recovery Initiatives	Number of Walled City/ Strabane Markets (Covid pending) Number of trading opportunities at events/ Covid Recovery Initiatives (Covid Pending)	10	11 103	11 86	3 Markets (21 traders)	8 40

Business referrals to Invest NI	No. referrals	10	13	10	2	10
Generate referrals to other Business Support Organisations	No. Referrals to NWRC, UU, SEA, ENW, Intertrade Ireland etc)		38	52	23	50
Deliver Rural Business Capital Grant Scheme for micro enterprises	No. business recruited Value (£) funding allocated			10 £40,000	60 £197,715.93	10 £40,000
DEVISE (Phase II)	Deliver exchange of experience events Implementation of Regional Action Plan				2	2 1
	No. of International Markets activated	4	5	4	2	3
	Investor Forum Meetings	4	4	4	1	4
	No. of local companies recruited onto trade mission	7	10	12	0	10
	No. of diaspora ezines issued	3	4	4	3	4

Number of formal participants	1500 participants	4500 participants	4706 participants	5186 participants	6923 (to 23-2-21)	4868
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(cumulative from 1 st April 2016 – 30 th June 2021) in the PEACE IV Programme who have completed baseline evaluation and monitoring. (2060 CYP, 1548 BPR, SSS 1260 = 4868 total by 31 st September 2021)						
Number of formal participants (cumulative from 1 st April 2016 – 30 th June 2021) in the PEACE IV Programme who have completed end survey evaluation and monitoring. (2060 CYP, 1548 BPR, SSS 1260 = 4868 total by 31 st September 2021)	N/A	N/A	1515 participants	1896 participants	5140 (to 10-3-21)	4868
% of projected spend submitted in claims to SEUPB for the current financial	100% of £1,558,492	100% of £2,040,755	87% of £2,040,755	100% of £1,816,938	79% Estimate £909,127.61 Q1-3 Anticipated	100%

year. (2016/17 £64,466.80; 2017/18 £746,072.67; 2018/19 £1,558,492.52; 2019/20 £2,040,755.44; 2020/21 £1,816,938.24; 2021/22 £522,604.84)					£414,668.26 Q4	
	01. RDP funding allocated (£)	£1 million	£1.6 million	£2,391,292	£347,488	£120,000
	02. RDP projected jobs created	Total cumulative of 64 projected jobs (48 in 17/18)	Total cumulative of 88 projected jobs (24 in 18/19)	Total cumulative of 134 projected jobs (& 86 actual jobs created)	Total cumulative of 130 projected jobs (& 100.5 actual jobs created)	Total cumulative of 130 projected jobs & 120 actual jobs created
	03. RDP cooperation projects scoped/ delivered	-	2 projects scoped	2 capital projects designed & funding allocated	2 capital projects on site/underway	2 capital projects completed
	04. Village Renewal Capital projects approved/ delivered	-	-	6 approved	3 approved 2 delivered	1 approved 8 delivered

	05. Events & marketing communications	20 events	33 events	10 events,8 case studies & 8 marketing campaigns	8 press campaigns; 10 case studies & 9 films	Total cumulative of 18 press campaigns; 13 case studies; 9 films and 1 celebration event
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Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2017/18 Performance	2018/19 Performance	2019/20 Performance	2020/21 Performance	Target 2021/22
	Marketing					
Festival and Events Marketing Campaigns -	Deliver marketing campaigns for festival and events - maximising - attendee numbers	290,769	558,624	307,946	788,870	500,000

Attendees					(video views rather than attendee numbers)	
Hotel Occupancy Average - Festivals & Events	Deliver marketing campaigns for festival and events maximising - hotel occupancy average %	77%	89%	83%	N/A	80%
Online Community size	Maintain online community size across all social media platforms (Facebook, twitter, Instagram, LinkedIn etc)	N/A	151,210	254,280	303,701	310,000
Digital & Social Media Innovation – Engagement rate %	The number of interactions of a post per fan - Engagement rate %	N/A	N/A	N/A	0.65%	0.48%
Digital & Social Media Innovation - Website Views	Increase digital and social media innovation across all marketing campaigns	1,532,018	1,952,099	1,736,685	1,454,704	1,800,000
NIBSUP Marketing Campaign- Number of Enquiries	Number of enquiries (call centre and website) generated as a direct result of the marketing and communications campaign for the NIBSUP	N/A	5,895	5,606	4,623	5,701
	Tourism					
T1 Develop the Walled City Experience	Number of Visitors to Heritage Venues supported through the Visitor Servicing & Heritage Animation Fund	106,000	144,800	161,700	12,400	15,000

	Number of new Visitor Experiences/ Products developed	N/A	N/A	N/A	6	15
T2 Develop the Food & Drink Experience	Number of businesses engaged through the Food Network					50 New metric of measurement aligned to food accreditation programme
	Arts & Culture					
AC1	Delivery of the Co Designed Arts & Culture Strategy (2019-2024)	NA	NA	4	4	Deliver 4 no. co delivery group meetings
AC2	Collaborative Resilience Programme	NA	NA	NA	NA	Engage 26 no. cultural organisations in programme (new metric)
AC4	NW Audience Development Programme	NA	NA	NA	NA	Secure min 30 no. cultural organisations in ongoing impact monitoring (new metric)

	Festival & Events					
Festival and Events Attendees	Delivery of core programme of Tier 1 events - total number of attendees	238600	429400	271,899	82303	140,000
No. of Participants	Delivery of core programme of Tier 1 events - total number of participants	9150	10142	9,937	122	500
External Programme content - PRIVATE	Increase the number of externally programmed content during core events - total number of private external enterprises providing programme content	429	370	364	0	40
Externally Programmes Content – Community	Increase the number of externally programmed content during core events - total number of community enterprises providing programme content	272	220	177	16	80
	Museum & Visitor Service					
1	Continue to develop the DNA Project					
2	Increase Guildhall Visitor Numbers by 5%	341,909	376,367	399,240	40,658	43,000
3	Increase Museum & Visitor Services Income by 5%	£154,176	£200,173	£203,949	£22,461	£23,500
4	Deliver 24 school group tours/workshops each year or 8 per quarter	NA	NA	20	Closed due to Covid	24
5	Deliver 80 Community Engagement workshops annually or 20 per quarter	NA	NA	73	Closed due to Covid	80
6	Submit two funding applications for 1/ The Organ £XX and 2/ Stores Development Project	1	2	2	1	2

	£200k					
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Section Four: Risk Management

4.1 Risk Register

A summary of the Directorate’s Risk Register has been attached as Appendix 1.

Section Five – Contact Details

5.1 Staff Contacts

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5.2 Facilities / Office Details

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Alley Theatre, Strabane