



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

Directorate Delivery Plan 2023/24

Strategic Planning and Support Units

Derry City and Strabane District Council

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Section One: Directorate Profile / Summary

1.1 Purpose of Directorate

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

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

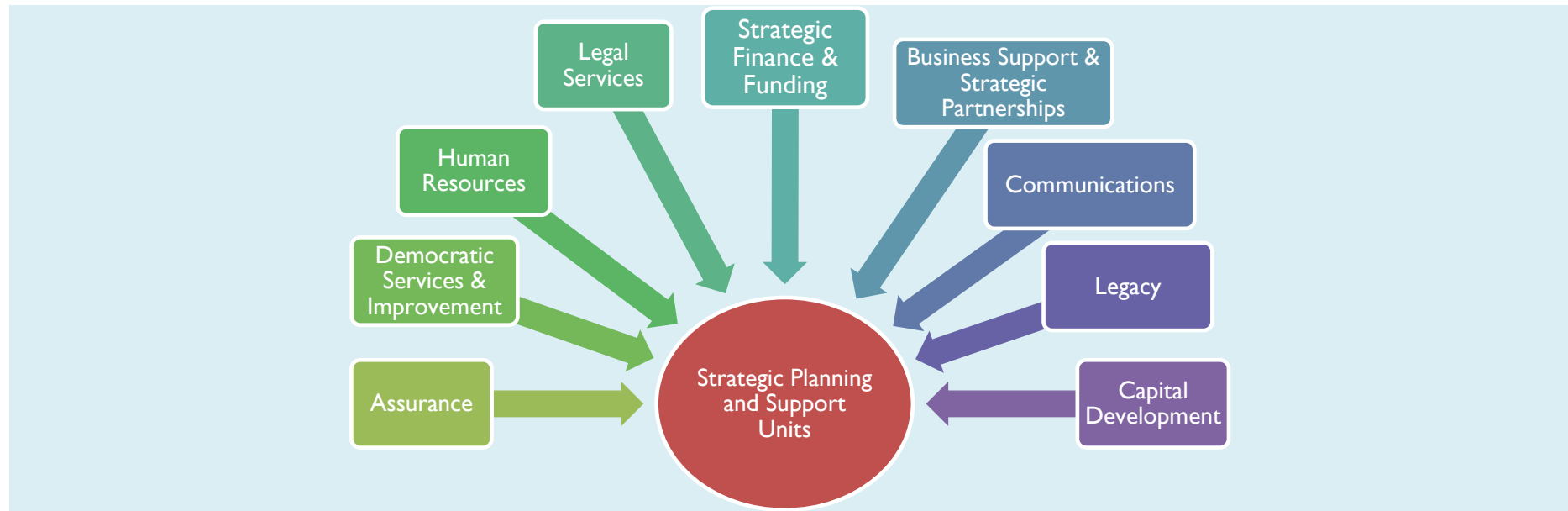
1. Grow our business and facilitate cultural development.
2. Protect our environment and deliver physical regeneration.
3. Promote healthy communities

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

- Contribute to the strategic direction of the Council by providing specialist, professional advice and support to the Chief Executive, Directors and Elected Members.

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

1.2 Services Provided



Assurance Strategic Support Unit includes the following services:

Corporate Health & Safety

The Corporate Health & Safety Section is responsible for:

- Providing competent health and safety advice and guidance to corporate management and employees.
- Developing, implementing and reviewing corporate health and safety strategy and management system in line with ISO 45001.
- Communicating legislation and best practices in relation to health and safety regulations and safe working practices.

- Championing and promoting health and safety across the organisation.

Insurance

Insurance work involves the management of the Council's Insurance portfolio including the self-insurance programme and Councils Claims Management Fund and providing a liability claims management service for all Council functions.

Internal Audit

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

Payments & Receipts

The Accounts Payable section is responsible for ensuring that all supplier payments are made in accordance with agreed procedures and within a timely manner.

The Accounts Receivable section is responsible for ensuring that all income due to Council is collected in a timely manner and accounted for in accordance with relevant procedures.

Payroll

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

Procurement

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

Resilience

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

Risk Management

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

Business Support and Strategic Partnerships Section

This section is responsible for providing business support to the Chief Executive and supporting him in the development, implementation and monitoring of the strategic plans and partnerships within the City and District . The section currently supports the co-ordination of the Strategic Growth Plan/Community Plan for the City and District, the North West's Strategic Growth Partnership in partnership with the Executive Office and the Irish Government and the North West Regional Development Group – a joint committee with Donegal County Council.

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

Corporate Communications Section

The section is responsible for providing Corporate Communication, Public Relations and Media Management Services to all Directorates and Support Services including the Mayor's Office and the City of Derry Airport. The section is responsible for creating public awareness and encouraging participation in all Council services, initiatives and events. The section is responsible for media management and is the main point of contact for all media outlets to source information on Council services and decisions. The service works with local, regional and national media using a range of media tools and platforms to effectively communicate details relating to Council services, initiatives and events. The section provides communications advice and support to Council officers, the Mayor and elected members and works closely with the media to maintain a positive and proactive profile for the Council. The section is responsible for managing all media queries, writing and issuing all press releases and editorial content. The section manages Council photo calls, creates content copy and delivers on media campaigns as well as facilitating media briefings and FAM trips. The unit also provides a media monitoring and media evaluation service to analyse media coverage and to ensure maximum reach across a wide geographic area. Daily media clipping reports on media placements and media outreach are collated that reflect the value of Council project and initiatives in the media and to provide a value in terms of AVE. The section also manages the Council's Corporate and Mayoral social media platforms and uses them to get Council's Corporate messaging and objectives out to a wider audience. The unit is also responsible for producing an internal Staff newsletter and working closely with Council stakeholders and partners in terms of communicating Council's key objectives and priorities.

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

Democratic Services Team

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

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

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

Reception / Customer Services Team

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

Information and Services Support Team

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

- Information and knowledge management strategy, policy, procedures and standards
- Information architecture
- Data Protection – privacy, confidentiality, security, processing, sharing

- Access to information – corporate coordination of all requests
- Records Management Service (paper archives and retrieval service)
- Electronic information, standards, advice and the corporate document centre site management.

Facilities Team

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

Policy, Performance and Improvement Team

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

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

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

- Project Development and Delivery with internal and external partners;
- Event Programming and Delivery (Irish & Ulster-Scots).

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

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

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

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

Human Resources and Organisational Development Strategic Support Unit

The key focus of this Unit relates to:

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

Legal Services Strategic Support Unit

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

Legacy

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

Strategic Finance and Funding Strategic Support Unit

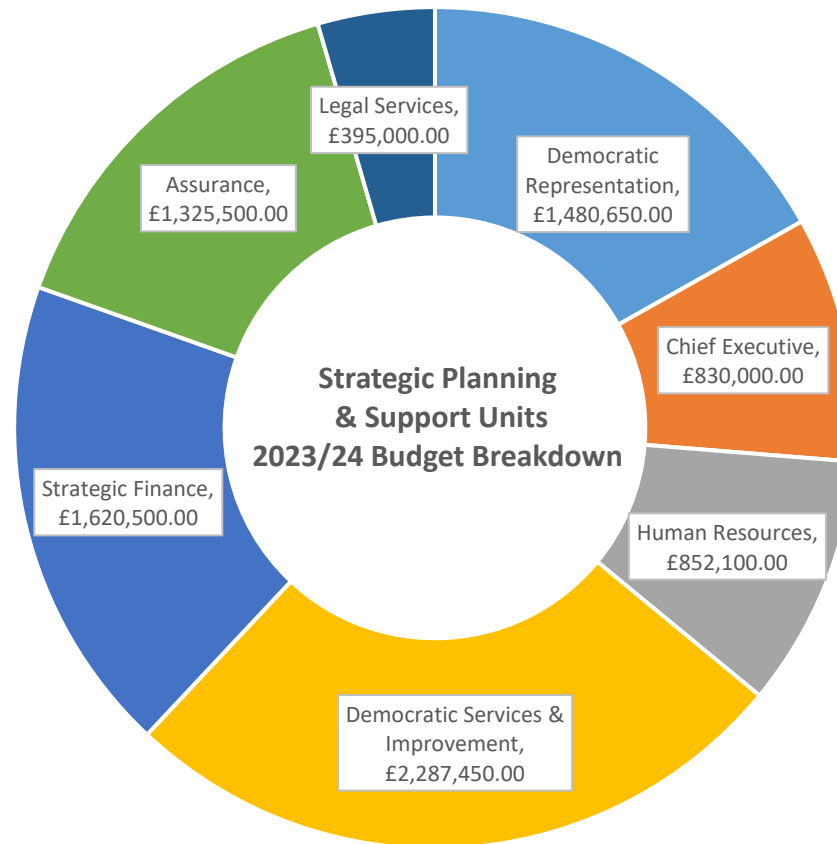
The section's function is to plan and optimise Council's financial resources as efficiently as possible to exploit and leverage opportunities to attract additional investment into the Derry City and Strabane District Council area and wider Northwest Region to deliver improved social, economic and social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

Capital Development Section

The Capital Development Section is the capital project management consultancy of Derry City & Strabane District Council. It is a multi-disciplinary team providing civil & structural engineering, architectural, cost engineering and landscape architectural design services, along with project management, planning and programming services on Council's capital projects and for other partnering stakeholders and central government departments.

1.3 Summary of Resources

The Directorate has a net budget of £8,791,200, representing 11.83% of the Council's overall net expenditure budget of £74,309,737 for the 2023/24 year. A breakdown of these resources by service area is provided in the diagram below.



Section Two: Achievements 2022/23

2.1 Highlights

During the 2022/23 year the Council has continued to face the challenges of operating in a Covid recovery environment. Despite this, by adopting alternative and innovative approaches to service delivery, the Strategic Planning and Support Units provided a range of key services and delivered a range of initiatives including:

Assurance

- Continuation of Service Delivery as the organisation emerged from the COVID 19 Pandemic.
- Maintained ISO 45001 Health & Safety Management System Accreditation.
- Continuously reviewed & updated all Health & Safety Risk Assessments and Safe Systems of Work to ensure that staff and members of the public feel safe using Council premises and facilities.
- Played a key role in the Local Government Coordination and recovery from the COVID 19 Pandemic.
- Continued to respond effectively to all emergencies within the City & District; particularly the severe flooding in July 2022.
- Community Resilience Pilot Programme delivered across a wide range of community organisations in the City & District to develop and enhance Community Resilience Plans.
- Continued to ensure that all Employees and Elected Members were paid in a timely manner.
- Ensured that all Payroll statutory returns were completed and submitted within required deadlines.
- Completion of planned audit work based on the approved audit plan and completion of unplanned work as required in order to provide appropriate levels of assurance to the Chief Executive, the Assurance, Audit & Risk Committee and the Northern Ireland Audit Office.
- Delivered Fraud Awareness Training to Staff.

- All audit recommendations accepted by management and presented to the Assurance, Audit & Risk Committee for review and assurance purposes
- All Final Audit Reports issued within 2 weeks of receipt of management response.
- Updated Audit Needs Assessment agreed with management and approved by the Assurance, Audit and Risk Committee.
- Completion of Annual Governance Statement and all associated governance documents.
- Continued management of Council's Self-Insurance Programme.
- Ongoing review of the Corporate Risk Register and Service Risk Registers across Council to provide assurance in relation to risks to meeting objectives.
- Led on the procurement process for a number of significant projects.
- All tenders now processed via E Tenders NI.
- Suppliers continued to be paid in accordance with agreed terms and conditions.
- Reviewed and updated Risk Management Strategy, Conflicts of Interest Policy, Gifts and Hospitality Policy and Purchasing Policy.
- Audit Committee training, Emergency Planning training and Health & Safety training delivered to Elected Members.
- Participation in multi agency response in relation to Asylum Seekers and Refugees.

Business Support & Strategic Partnerships

- Completed and published a statutory review of Strategic Growth Plan following a comprehensive consultation and engagement process.
- Secured in excess of £1m in Shared Island Local Authority Development Funding
- Committed all of the £5m North West Development Fund
- Supported over 50 Strategic Partnership Meetings to further progress the Strategic Growth Plans
- Initiated 2 further Multiagency Partnership meetings - Rail Working Group and Enagh Lough

Communications and PR

- The section secured in excess of 5,500 media placements across a wide range of media platforms including print, online, broadcast media to the value of £ 25.5m in free PR coverage that showcases all Council services, initiatives and events.
- During this period the team dealt with over 1,400 press queries from various media outlets during the 9 month period. The team were responsible for developing over 600 press releases and editorial content and continued to work closely with strategic partners in terms of sharing post COVID recovery messaging.
- The team are responsible for creating creative video and social media content on the Council corporate platforms and worked closely with the Mayor's office to create bespoke content for the Mayoral social media platforms.
- During this nine month period the team created over 9,000 social media posts and saw wider engagement across all of our social media platforms. The team continued to work closely with its media contacts to build on those relationships to secure as many positive placements and proactive content across the Council area and wider NI region as possible.
- The team also produced a Staff newsletter.

Democratic Services and Improvement Strategic Support Unit

- Prepared draft action plan to deliver on user feedback as part of the achievement of the British/Irish Sign Language Charter
- Welcome pack for newly arrived refugees was translated into Ukrainian, Arabic, Russian, Tigrinya Somali and Farsi
- 9 policies screened in 2022/23 reporting period
- Quarterly screening reports have been circulated to inform consultees of equality screening activity during 2022/23 year
- Virtual training modules on Equality Impact Assessments, Screening, Rural Needs and Code of Practice for Producing Information have been prepared
- Draft Audit of Inequalities prepared
- 2 meetings held with Equality Assurance and Oversight Group
- Annual Equality Progress Report submitted within deadline to Equality Commission
- Annual return of Rural Needs Assessment Summary to DAERA completed and submitted on time

- Deaf Awareness training, ISL and BSL training has been offered to staff and elected members
- Continued to work with other Councils on best practice approaches to Safeguarding via the Local Government Safeguarding Network
- Delivered targeted policy training sessions for staff in key areas
- Developed e-Learning training modules for staff
- Annual Corporate and Improvement Plan produced and submitted within statutory deadline
- Annual Performance Report produced and submitted within statutory deadline
- Received an unqualified audit report in respect of the statutory Performance Improvement duty
- Raised significant funds for the Mayors Charity £16,717.43 (month 9)
- Issued 870 letters arising from Council proposals and Motions at Council Meetings (month 9)
- To enhance accessibility to Council business, all Council and Committee Meetings were broadcast to the Councils You Tube Channel

Strategic Finance and Funding

- Year-end accounts for 2021/22 completed and audited in line with required timeframe with no Priority 1 audit recommendations identified.
- Rolling revaluation of all Council properties completed as part of year-end accounts.
- Rates estimates for 2023/24 completed and agreed by statutory deadline of 15th February 2023 resulting in 7.97% District rates increase for ratepayers in the District.
- Development and agreement of capital strategy as part of rates estimates process.
- Contingency fund developed and agreed to fund unbudgeted pressures during 2022/23 arising from local pay negotiations, unbudgeted costs associated with outcome of 2022/23 national pay negotiations, rates support grant cuts, hardship fund and utility cost increases.

- Additional rates investment secured to ensure capital funding fully in place for delivery of ongoing £90m of community capital projects over next 3/4 year period along with revenue provision for associated projects.
- 3 successful applications to Phase 1 Levelling Up Fund securing over £16m in funding for 3 major capital projects (Derg Active, Acorn Farm and Brandywell Sports Centre)
- Loan interest savings of £2.165m (over life of relevant assets) generated through revenue financing and utilisation of short-term surplus cash (generated from revenue working capital and surpluses and in-year capital savings) to replace the need to borrow over the 20/21 and 21/22 financial years.
- Approval of new treasury management policy and loans now being issued to other Councils to provide security of Council investment.
- Significant progress in development of City Deal and Inclusive Future Fund outline business cases despite challenges of construction inflation and cost of living on project costs.
- Regular updates provided to Council on key growth indicators and statistics.
- Collection of economic data through use of counters across District to inform COVID recovery and business support plans.
- Collation of economic information and census 2021 data for incorporation into new Council website.
- Background research and development of compendium of information in relation to Council Unity Motion for consideration by Council and other stakeholders- currently in process of public consultation.

City of Derry Airport

- Ongoing liaison with the Department of Transport to ensure the successful delivery of and drawdown of £4.3m funds for the Public Service Obligation route up to March 2023
- Ongoing liaison with Northern Ireland Departments regarding the submission of the business plan for ongoing operational subvention support from Government to reduce Council funding burden
- Completed procurement process for continuation of London PSO route beyond March 2023
- £3m of funding support secured towards airport subvention for year 1 of the business plan submitted to Government in April 2021 to reduce Council funding burden

Capital Development

Capital Projects Completed or Nearing Completion on Site (approx. £18.2M value of contracts)

- Completion of new £6.1m SEUPB/DCSDC funded shared space community sports facility at Irish Street/Top of the Hill, Derry
- Completion of new £3.5m DfI/DEARA/DfC/DCSDC funded Strathfoyle Greenway, Derry
- Completion of new £1.4m extension to City Cemetery, Derry
- Completion of new £800k SNI/DCSDC funded DDA compliant river access pontoon at Prehen slipway.
- Completion of new £600k SEUPB funded Route 2 Muff to Border of the £16.3m Northwest Greenways project.
- Completion of three new Covid Recovery parklets along riverfront and Waterloo Place, Derry (at £350k)
- Completion of new £230k DfC/TEO/DCSDC funded car park and pedestrian access from Ebrington to St Columb's Park , Derry
- Completed construction approx. £110k of temporary accommodation and boat storage facilities at Prehen Boat House
- Completion of site clearance works for new £6.3m LUF funded Acorn Farm development at St Columb's Park, Derry.
- Nearing completion of new £2.5m Urban Village funded New Gate Theatre & Cultural Hub in the Fountain estate, Derry.
- Nearing completion of new £2m tourism sculpture trail in the Sperrins.
- Nearing completion of £600k Clooney Masterplan – Phase 2 environmental improvement works at Nelson Drive and former Ebrington Primary School site.

Capital Projects Commenced on Site (approx. £11.0M value of contracts)

- Commenced construction of new £4.6m LUF/DCSDC funded Daisyfield Community Hub and Pitches, Derry
- Commenced construction of new £3.5m SEUPB funded North West Greenways (NI) - Route 2 Pennyburn to border at Muff
- Commenced construction of new £2.8m Urban Villages funded Gasyard interpretive visitor centre, Derry.
- Commenced construction of £80k of pitch facilities upgrade, Oakfield Park, Creggan, Derry

Capital Projects Attaining Key Delivery Milestones (approx. £288m value of projects progressed)

- Commenced procurement of contractor for new £1.0m DfI/DCSDC funded Strabane North Greenway, Ballymagorry.
- Completed RIBA Stage 4 design and will submit OBC shortly for departmental approval for £12m City Deal funded maritime themed DNA Museum at Ebrington, Derry.
- Completed RIBA Stage 4 design and will submit OBC shortly for departmental approval for new £7.3m public realm scheme within Strabane town centre.
- Completed RIBA Stage 4 design for new £2.1m Ballymagroarty Community Centre
- Completed RIBA Stage 4 design for new £1.5m DCSDC/SNI funded multi-sports centre, Melvin Leisure Centre, Strabane.
- Completed RIBA Stage 4 design for new £1m community allotments and play park at Ballynagard, Derry
- Completed RIBA Stage 4 design and secured planning permission for new £185k replacement 'Foot Stick' pedestrian footbridge, Learmount, Park, County Derry.
- Completed RIBA Stage 4 design of three new Rural Covid Recovery projects in Claudy, Learmount and Newtown Stewart (at £1m)
- Completed RIBA Stage 3 design for new £2.7m Glenview Community Centre
- Completed RIBA Stage 3 design for new £1.8m Culmore Community Centre
- Completed RIBA Stage 3 design and submitted planning application for new £1.0m public realm and Factory Girls artwork, Harbour Square, Derry.
- Recommended RIBA Stage 3 design for new £25m Leisure Centre, Canal Basin, Strabane
- Updated costs and concept design for new £75m Templemore Sports Complex, Derry
- Commenced planning process for new strategic cemetery at Mullenan Road, Derry
- Completed concept place-making masterplan for the £60m Central River & Walled City Regeneration Programme of the Derry~Strabane City Deal
- Completed concept place-making masterplan for the £78m Strabane Regeneration Programme of the Derry~Strabane City Deal and preparing OBC for departmental approval.

- Appointed two design teams for new £6.5 LUF funded Derg Active programme of projects (i.e. Mitchell Park, Castlepark and public realm) and preparing OBC for departmental approval.
- Appointed design team for new £5.9m LUF funded Acorn farm project at St Columb's Park, Derry
- Appointed design team for new £625 Springhill Community Pavilion, Strabane
- Appointed design team for new £400k LUF funded gatelodge at St Columb's Park, Derry and commenced procurement of contractor

Legal Services

- Delivery of training to members on governance and standing orders
- Represented Council in judicial review proceedings including in relation to checks on goods entering Northern Ireland and in relation to planning matters
- Represented Northern Ireland Councils in relation to the public inquiry into the Covid response
- Represented Council on the Law Society of Northern Ireland Climate Justice Group
- Review of planning protocol and standing orders to reflect changes/clarifications arising from judicial decisions.
- Second phase digitisation of council's property portfolio

2.2 Progress Update

At Quarter 3, the Directorate had completed 69% of the actions identified in the 2022/23 Delivery Plan (as opposed to 54% for the previous year). It is anticipated that further progress will be achieved by the end of Quarter 4. Details for the full 2022/23 year will be provided in the Annual Performance Report.

Section Three: Improvement Planning and Performance

The Directorate has set a number of improvement objectives for 2023/24 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 2023/24 is set out in paragraphs 3.1 – 3.3 below, under the headings of:

- 2023/24 Directorate Improvement Objectives (Outcome Improvement Objective, and Other Service Improvement Objectives)
- Mainstreaming the Equality and Disability Duties, Rural Needs and Climate Change

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 2023/24 Directorate Improvement Objectives

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

Community/Corporate Plan Objective	Directorate Outcome / Improvement Objective / Service Objective 2023/24	Link to Improvement Criteria **
	Outcome Improvement Objective	
Provide effective and facilitative cross functional support services – Democratic Services and Improvement	Deliver improved customer satisfaction by improving customer support services and processes	SQ, SA, F
Provide effective and facilitative cross functional support services	Mitigate the impacts of cost of living and other price increases on the ratepayers of the district by reducing Council net costs for the 2023/24 financial year by £3.5m.	SE, SQ, SA, E
	Other Service Delivery Objectives	
Provide effective and facilitative cross functional support services - Assurance	Establish & maintain the highest levels of good governance - Audit	SQ, S, E

	Establish & maintain the highest levels of good governance – Risk Management	SQ, SA, E
	Establish & maintain the highest level of purchase & payment systems and practices	SQ, S, E
	Establish & Maintain the highest levels of good governance – Insurance	SQ, SE, SA, E
	Establish & Maintain efficient service delivery – Emergency Planning & Resilience	SQ, SA, E
	Establish & maintain efficient service delivery - Payroll	SQ, SA, E
	Establish & maintain efficient service delivery - Income	SQ, S, E
Provide effective and facilitative cross functional support services – Business Support and Strategic Partnerships	Complete spend on £6m North West Development Fund	SE, E
	Publish a Strategic Growth Plan Statement of Progress	
Provide effective and facilitative cross functional support services - Communications	Provide effective media management and communication services across all Council Directorates, the Mayor’s Office and support service areas	SQ, SA, F, E
Physical and Environmental Regeneration – we live sustainably protecting and	Deliver the Strategic Capital Programme	SE, SA, S

enhancing the environment – Capital Development		
Provide effective and facilitative cross functional support services – Democratic Services and Improvement	Proactive and innovative delivery of the Council’s aspirations for good decision making, equality of opportunity, performance and sustainable development (inc rural needs & climate change)	SE, F, S
	Promote the languages of Irish and Ulster-Scots and enhance access to Council services and information in Irish	SQ, SA, I
	Ensure that safeguarding of children and adults at risk is mainstreamed throughout all Council services by providing advice, support and guidance	SQ, SA
	Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their roles effectively	SE, SQ, SA, F, E, I
	Effective handling and processing of information that meets our legal obligations, protects people and represents good practice	SQ, E
	Provide and Maintain Fit for Purpose Central Office Facilities in Derry and Strabane	SQ, SA, S
Provide effective and facilitative cross functional support services - Strategic Finance and Funding	Establish & maintain the highest levels of good governance/ Establish & maintain efficient service delivery	SE, S, E
	Establish & maintain the highest levels of good governance – Economic & Corporate Funding Unit	SE, S, E

Provide effective and facilitative cross functional support services - Assurance and Strategic Finance and Funding	Establish & maintain the highest levels of good governance – CODA Operations Ltd	SE, SA, E
Provide effective and facilitative cross functional support services – Human Resources	Organisation Design and Effective Resourcing	
	Healthy Workplace	
	Employee Relations and Staff Engagement	
	Employment Policy and Systems	
	Organisational Development	
Provide effective and facilitative cross functional support services - Legacy		
Provide effective and facilitative cross functional support services - Legal Services		

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

3.2 Outcome Improvement Objective

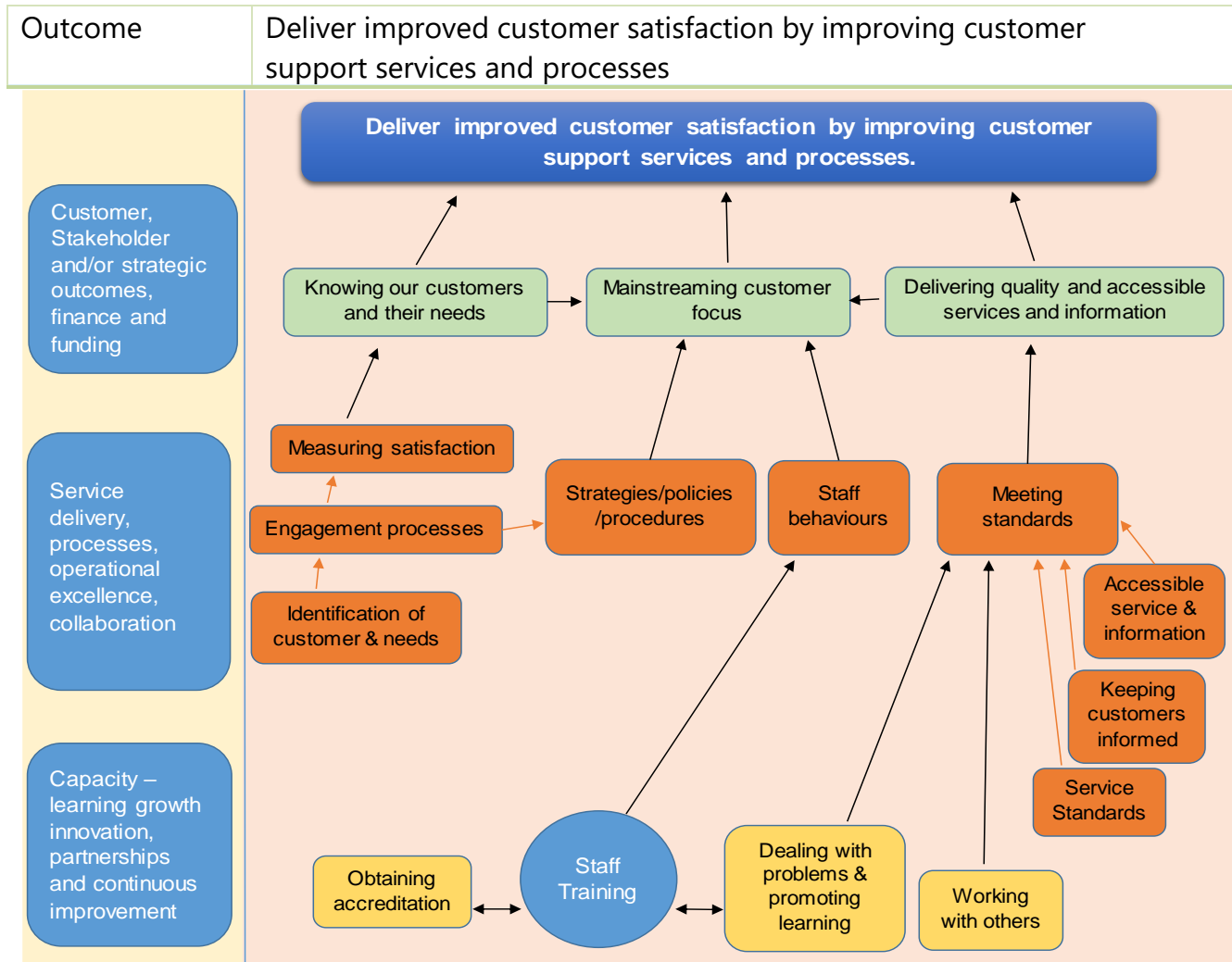
The Strategic Planning and Support Services Unit will be continuing its focus on the following outcome improvement objective which is contained in our Performance Improvement Plan namely:

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

This objective was selected in recognition of:

- The Council's mission is to deliver improved social, economic and environmental outcomes for everyone. This is supported by our corporate values, including being a centre of excellence and innovation with a clear focus on outcomes and delivery.
- In delivering on these aspirations, Derry City and Strabane District Council recognises that today's citizens and stakeholders expect a high level of services and to be able to deal with the Council across a multitude of communications channels, including phone, e-mail, the Web, mobile devices and social media, as well as in person at our offices.
- Citizens and customers are at the heart of what we do as a public service organisation. Consequently, we need to continuously strive to provide more-responsive services, better collaboration with customers, increased transparency to the general public, and more-proactive efforts to improve customer satisfaction.
- One of the challenges created by Covid is the need to re-establish and even redesign customer engagement systems and build customer confidence and service usage.

Strategy Map:



In addition, the Strategic Planning and Support Section will be responsible for delivering elements of the Improvement Objective to

“Mitigate the impacts of cost of living and other price increases on the ratepayers of the district by reducing Council net costs for the 2023/24 financial year by £3.5m.”

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

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

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

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

The Directorate is also committed to following the 2018 guidance issued by the Department of Agriculture, Environment and Rural Affairs (DAERA) to assist public authorities in understanding their statutory duties under the Rural Needs Act (Northern Ireland) 2016) and in fulfilling their obligations under the Act. To this end Rural Impact Assessments are undertaken on new policies. Additionally, to comply with our Climate Emergency Plan, new policies will also be screened for their impact on Climate Change and if necessary, a more detailed assessment undertaken. In addition, actions have been taken in respect of premises management to reduce energy costs, including reduced opening hours and measures to reduce water and lighting costs.

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 2023/24.

Ref	Directorate Outcome/ Service Improvement Objective	Key Activities/Actions/Sub-actions/milestones	Target Date	Lead Officer
	Outcome Improvement Objective			
DI1	Deliver improved customer satisfaction by improving customer support services and processes	<ul style="list-style-type: none"> • Develop a Customer Service Strategy • Deliver training on Customer Service Strategy, "Telephony Etiquette" and dealing with customers to all service areas • Develop guidance and support resources for staff dealing with customers 	Mar 2024 Mar 2024 Mar 2024	LDSIO LDSIO LDSIO

		<ul style="list-style-type: none"> • Carry out surveys, within 1 month of training completion (for all training) to assess if improvement has been achieved • Enhance the Council website to provide an effective source for Council information including on Data Protection and Customer Care • Continue to increase awareness of FOIs, EIRs, SARS by providing awareness/training sessions • Implement the new Northern Ireland Public Service Ombudsman Model Complaints Handling Process across Council including delivering training and awareness sessions to all stakeholders and preparing supporting resources . • Provision of effective media management and communication services within Council to ensure active media coverage, and social media engagement, that generates positive profile and coverage on all Council services, initiatives and events. • Ensure all our media databases and connections are updated and that we regularly engage with our contacts to 	Mar 2024	LDSIO
			Mar 2024	HoB, LDSIO
			Mar 2024	LDSIO
			Mar 2024	LDSIO
			Mar 2024	Communications
			Mar 24	Communications

		<p>build on relationships and further develop links – as part of the Information Asset Register review.</p> <ul style="list-style-type: none"> • Enhance visibility of key Council contacts on website. • Continue to roll out best practice in managing Covid in the workplace • Provide Safeguarding Policy training, support and advice to ensure the implementation of the Council’s Safeguarding Policy and Procedures throughout the organisation • Continue to grow the digital offer across a range of platforms (social media, cloud-based/web). Identify innovative smarter approaches to service promotion, customer-engagement and event hosting and review the success of these interventions on an annual basis; • Assess stakeholder satisfaction with services; and develop and implement improvement actions as necessary • Engage with key stakeholders including Section 75 groups in developing policies and plans and seek to improve our approach. 	<p>Mar 24</p> <p>Mar 24</p> <p>Mar 24</p> <p>Mar 24</p> <p>Mar 24</p> <p>Mar 24</p>	<p>LSDIO</p> <p>LSDIO</p> <p>LSDIO</p> <p>HoB, Communications, LSDIO</p> <p>LSDIO, services</p> <p>LSDIO,</p>
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		<ul style="list-style-type: none"> Review feedback and monitoring systems to ensure that information is available on impacts and outcomes . 	Mar 24	LSDIO
DI2	To mitigate the impacts of cost of living and other price increases on the ratepayers of the district by reducing Councilnet costs for the 2023/24 financial year by £3.5m	<p>To deliver the following savings / efficiencies:</p> <ul style="list-style-type: none"> Reduction in discretionary programme budgets - Business in the Community subscription £3,200 Removal of budget previously set aside to augment resource in this Department at senior level. £40,000 Assurance Voluntary severance request £52,800 Strategic Finance & Funding Voluntary severance request £60,000 Funding & Economics Reduction in discretionary programme budgets - OECD subscription £7,000 Policy Services Voluntary severance request/ restructuring £50,000 Council Offices Vacation and closure of Glenside building for Council services. £20,000 Council Offices Energy savings- closure of the Strand Road building on Saturday mornings. £10,000 Human Resources Voluntary severance request £43,700 	Mar 2024	<p>CEx</p> <p>Corporate Communications</p> <p>LAO</p> <p>LFO</p> <p>LFO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LHRO</p>

	Other Service Delivery Objectives			
AS1	Establish & maintain the highest levels of health & safety systems and practices – Corporate Health & Safety	<ul style="list-style-type: none"> • Obtain re-certification to ISO 45001 • Deliver ISO 45001 awareness training to all key service areas • Implement assurance mapping framework for Corporate Health and Safety reporting • Continue to record and report RIDOOR incidents per quarter 	Oct 2023 Dec 2023 Apr 2024 Mar 2024	LAO LAO LAO LAO
AS2	Establish & maintain efficient service delivery - Income	<ul style="list-style-type: none"> • Develop Procedures Manual for Income Section • Review and enhance processes regarding Aged Debtors 	Mar 2024 Sep 2023	LAO LAO
AS3	Establish & maintain efficient service delivery - Insurance	<ul style="list-style-type: none"> • Ongoing management of the Council's Insurance portfolio including the self-insurance programme and Councils Claims Management Fund and provision of a liability claims management service for all Council functions 	Mar 2024	LAO
AS4	Establish & maintain the highest levels of good governance – Internal Audit	<ul style="list-style-type: none"> • Delivery of planned audit work based on approved audit plan and completion of unplanned audit work as requested by Management & Elected Members. 	Mar 2024 Dec 2023	LAO LAO

		<ul style="list-style-type: none"> • Deliver Audit Committee Training to Members (after Council Elections in May 23). • Delivery of Internal Audit Annual Plan for CoDA Operations Ltd • Deliver further sessions of Fraud Awareness Training to DCSDC and CoDA Operations Ltd. • Review and update presentations in preparation of delivery of training to Members and Officers: Audit Committee and Fraud Awareness Training. • Continue to provide Ad hoc advisory support in relation to Audit & Governance issues throughout the organisation. • Preparation of the Annual Governance Statement and associated Governance documentation 	<p>Mar 2024</p> <p>Mar 2024</p> <p>July 2023</p> <p>Mar 2024</p> <p>Jun 2024</p>	<p>LAO</p> <p>LAO</p> <p>LAO</p> <p>LAO</p> <p>LAO</p>
AS5	Establish & maintain the highest levels of good governance / Establish & maintain the highest level of efficient service delivery – Procurement & Payments	<ul style="list-style-type: none"> • Implementation and roll out of new purchase to pay system • Establish purchasing structures and develop cross-departmental group to agree processes for online ordering and procurement 	<p>Mar 2024</p> <p>Mar 2024</p>	<p>LAO</p> <p>LAO</p>

		<ul style="list-style-type: none"> • Review and implement New Procurement Bill into Council Procurement (dependant on introduction of Bill) • Pay suppliers within agreed terms and ensure statutory deadlines are met 	Mar 2024	LAO
			Mar 2024	LAO
AS6	Establish & maintain efficient service delivery - Payroll	<ul style="list-style-type: none"> • Ensure that all staff are paid correctly in accordance with agreed terms and conditions • Ensure that all statutory deadlines are met • Embed a new Payroll structure within the organisation • Review payroll processes in relation to submission of timesheets to increase efficiency • Develop Procedures Manual for Payroll Section 	Mar 2024	LAO
			Mar 2024	LAO
			Jun 2023	LAO
			Dec 2023	LAO
			Mar 2024	LAO
AS7	Establish & Maintain efficient service delivery – Resilience	<ul style="list-style-type: none"> • Review Council’s Integrated Emergency Plan (IEP) and Activation Protocol in line with TEO’s NI Civil Contingency Framework (Building Resilience Together); and schedule training and testing of the IEP for relevant staff. 	Jun 2023	LAO

		<ul style="list-style-type: none"> • Review Council’s designated Emergency Support Centre (ESC) listings and multiagency assessment of additional centres for designation; and deliver training to relevant staff and key holders on activation of the ESC Protocol, including the activation of the overnight resources trailer and holding of mass casualty kits • Deliver training to Elected Members, aligned with scheduled training by NILGA and LG Civil Contingencies, and to include ESC Protocol familiarisation • Work in partnership with the Northern Emergency Preparedness Group (NEPG), and Subgroups, to ensure an appropriate level of preparedness to enable an effective multi agency response to emergencies which may have a significant impact locally. • Engage with local community groups to develop, review and update co-designed Community Resilience Plans, applying the learnings from Council’s 22/23 community 	<p>Sept 2023</p> <p>Sep 2023</p> <p>Mar 2024</p> <p>Sep 2023</p>	<p>LAO</p> <p>LAO</p> <p>LAO</p> <p>LAO</p>
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		<p>resilience pilot; and work in partnership with the Regional Community Resilience Group (RCRG) to improve community preparedness for emergencies</p> <ul style="list-style-type: none"> • Draft and circulate a Business Continuity Plan (BCP) template for completion by SLT, including a Business Impact Analysis (BIA) template and accompanying guidance; collate returns for draft BCP for endorsement 	Jun 2023	LAO
AS8	Establish & maintain the highest levels of good governance – Risk Management	<ul style="list-style-type: none"> • Review and update all Service Risk Registers at least once throughout the year • Review and update the Corporate Risk Register quarterly 	Mar 2024	LAO
BSP1	Provide effective and facilitative cross functional support services – Business Support and Strategic Partnerships	<ul style="list-style-type: none"> • Complete spend on £6m North West Development Fund • Publish a Strategic Growth Plan Statement of Progress 	Mar 2023 Nov 2023	CEx CEx
CD1	Deliver the Strategic Capital Programme – £2.4m Cultural Hub in Fountain Estate, Derry	<ul style="list-style-type: none"> • Complete construction of new cultural hub on site and opened to the public. 	Jun 2023	HoSCP

CD2	Deliver the Strategic Capital Programme - Commissioning and installation of a £2m tourism sculpture trail in the Sperrins, counties Derry & Tyrone	<ul style="list-style-type: none"> Complete construction of new sculptures on all three sites and opened to the public. 	Jun 2023	HoSCP
CD3	Deliver the Strategic Capital Programme - Develop second phase of £600k Clooney Masterplan with environmental improvement works at Nelson Drive and form Ebrington PS site, Derry	<ul style="list-style-type: none"> Complete construction of new parkland and path networks at both sites and opened to the public 	Jun 2023	HoSCP
CD4	Deliver the Strategic Capital Programme - Develop Route 2 (Derry to Muff) of the £18m cross-border North West Greenways programme, Derry	<ul style="list-style-type: none"> Complete construction of new greenway 	Mar 2024	HoSCP
CD5	Deliver the Strategic Capital Programme - £1.0m of essential health and safety refurbishment works to City Baths, Derry	<ul style="list-style-type: none"> Continue to support Environment in the conclusion of the works on site 	Dec 2023	HoSCP
CD6	Deliver the Strategic Capital Programme - Development of £4.6m Levelling Up Funded Daisy Fields	<ul style="list-style-type: none"> Make substantial progress with the construction of the new community leisure facility. 	Mar 2024	HoSCP

	Community Sports Hub and playing fields, Brandywell, Derry			
CD7	Deliver the Strategic Capital Programme - Development of £2.8m new heritage exhibition extension to the Gasyard centre, Bogside, Derry	<ul style="list-style-type: none"> Works to be substantially complete on site. 	Mar 2024	HoSCP
CD8	Deliver the Strategic Capital Programme - Enhanced community football facilities (£80k) at Oakland Park, Creggan, Derry	<ul style="list-style-type: none"> Works to be substantially complete on site 	Dec 2023	HoSCP
CD9	Deliver the Strategic Capital Programme - Development of £1.0m Strabane North greenway, Strabane	<ul style="list-style-type: none"> Procure and commence construction of new footbridge and access paths. 	Sep 2023	HoSCP
CD10	Deliver the Strategic Capital Programme - Development of three new Rural Covid Recovery projects in Claudy, Learmount and Newtownstewart (at £1m), counties Derry & Tyrone	<ul style="list-style-type: none"> Procure and commence construction of new footbridge and access paths 	Dec 2023	HoSCP
CD11	Deliver the Strategic Capital Programme - New 'Footstick' pedestrian bridge and improved access paths at Learmount Country Park, Park, Co. Derry	<ul style="list-style-type: none"> Procure and commence construction of new footbridge and access paths 	Dec 2023	HoSCP

CD12	Deliver the Strategic Capital Programme - Development of new £400k LUF funded gate lodge at St Columb's Park, Derry	<ul style="list-style-type: none"> Procure and commence construction of new gate lodge 	Mar 2024	HoSCP
CD13	Deliver the Strategic Capital Programme - Development of new £5.8m Levelling Up Funded Acorn Farm development at St Columb's Park, Derry	<ul style="list-style-type: none"> Complete detailed design of new facilities and commence procurement of contractor 	Mar 2024	HoSCP
CD14	Deliver the Strategic Capital Programme - Development of new £3m Levelling Up Funded Derg Active: Mitchell Park sports project, Castleberg	<ul style="list-style-type: none"> Complete detailed design of new facilities and commence procurement of contractor 	Mar 2024	HoSCP
CD15	Deliver the Strategic Capital Programme - Development of new £3.5 Levelling Up Funded Derg Active: Castle Park and town centre public realm project, Castleberg	<ul style="list-style-type: none"> Complete detailed design of new facilities and commence procurement of contractor 	Mar 2024	HoSCP
CD16	Deliver the Strategic Capital Programme - Development of package of regulatory safety works at Creggan Country Park reservoirs, Derry	<ul style="list-style-type: none"> Complete detailed design of remedial works and commence procurement of contractor 	Mar 2024	HoSCP

CD17	Deliver the Strategic Capital Programme - Development of new £625k Springhill Community Pavilion, Strabane	<ul style="list-style-type: none"> Complete concept design and prepare for submission of planning application 	Mar 2024	HoSCP
CD18	Deliver the Strategic Capital Programme - Development of new £25m Leisure Centre, Canal Basin, Strabane	<ul style="list-style-type: none"> Submit planning application for new leisure centre 	Mar 2024	HoSCP
CD19	Deliver the Strategic Capital Programme - Development of new £75m Templemore Sports Complex, Derry	<ul style="list-style-type: none"> Rescope design of new centre in conjunction with and aligned to evolving funding strategy 	Mar 2024	HoSCP
CD20	Deliver the Strategic Capital Programme - Development of £78m Strabane Regeneration Programme of the Derry~Strabane City Deal	<ul style="list-style-type: none"> Complete programme masterplan and submit OBC for departmental approval 	Sep 2023	HoSCP
CD21	Deliver the Strategic Capital Programme - Development of £60m Central River & Walled City Regeneration Programme of the Derry~Strabane City Deal	<ul style="list-style-type: none"> Complete programme masterplan and submit OBC for departmental approval 	Sep 2023	HoSCP
CD 22	Deliver the Strategic Capital Programme - Development of a new	<ul style="list-style-type: none"> Submit planning application for new development and commence procurement on design team to see works 	Dec 2023	HoSCP

	strategic West Bank cemetery for Derry City.	through detailed design and construction on site		
CD23	Deliver the Strategic Capital Programme - Co-development £11m Riverine shared space community park project, Strabane	<ul style="list-style-type: none"> Continue to work with Donegal County Council (project lead partner) to secure all statutory approvals for project and commence preparatory works on Peace Plus funding application 	Mar 2024	HoSCP
C1	Provide effective media management and communication services across all Council directorates, the Mayor's Office and support service areas	<ul style="list-style-type: none"> Create active PR and media coverage and social media engagement that generates positive media coverage on Council services, initiatives and events. Provide communications support at all committee meetings and Council meetings Engage regularly with media contacts to develop and build on relations Update all media databases and contacts across local, regional and national media channels Carry out media monitoring services and provide media evaluation reports Populate corporate social media channels with information on Council services, initiatives and events 	Mar 2024	SCO
			Mar 2024	SCO
			Mar 2024	SCO
			Mar 2024	SCO
			Mar 2024	SCO
			Mar 2024	SCO
			Mar 2024	SCO

		<ul style="list-style-type: none"> • Increase engagement and reach on Corporate social media channels • Respond to media queries within response time deadlines • Develop and update social media skills • Develop content for two staff newsletters per year 	<p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p>	<p>SCO</p> <p>SCO</p> <p>SCO</p>
DI2	Proactive and innovative delivery of the Council's aspirations for good decision making, equality of opportunity, performance and sustainable development (inc rural needs & climate change)	<ul style="list-style-type: none"> • Contribute to the development and review of policies as required • Ensure compliance with the updated Integrated Impact Assessment Process for all new and revised Council policies/services • Deliver ongoing policy awareness sessions across the organisation to support the achievement of corporate objectives • Review and update the Equality Scheme and Action Plan • Review and update Disability Scheme and Action Plan • Prepare Annual Equality Progress Report • Prepare Rural Needs Summary Report 	<p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Aug 2023</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>

		<ul style="list-style-type: none"> • Complete Audit of Inequalities and consider actions in light of reviewed structures/functions • Hold at least 2 meetings of the Equality Assurance and Oversight Group (EAOG) to provide updates and seek feedback on progress of equality measures within the Community Plan delivery • Contribute to Customer Care Policy Suite by developing guidelines for staff on rights of transgender/non-binary customers using Council facilities, to help their experiences • Complete committed actions under the British Sign Language Charter Action Plan to enhance communications with the d/Deaf community in the Council area • Monitor usage of Video Relay System and proactively raise awareness of this communication tool for the d/Deaf community • Contribute to the achievement of the Council's statutory improvement duty through the implementation and 	<p>Jun 2023 Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p>	<p>LDSIO LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>
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		<p>monitoring of the performance management system, including the provision of service plan reports and improvement objective progress reports as required</p> <ul style="list-style-type: none"> • Produce an annual Performance Improvement Plan for 23/24 • Produce an annual Performance Report • Achieve an unqualified audit in respect of the statutory Performance Improvement duty • Continue to develop the Council's performance management framework by extending the use of Pentana software / portal to directorates and providing the necessary training and ongoing guidance • Develop at least two toolkits / guidance documents to assist in developing a culture of continuous improvement • Continued involvement at a regional and national level to ensure that best practice is rolled out • Subject to review, co-ordinate the collection and submission of APSE 	<p>Jun 2023</p> <p>Sep 2023</p> <p>Dec 2023</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>
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		<p>performance benchmarking information on an annual basis or as required</p> <ul style="list-style-type: none"> • Undertake resident survey • Develop new draft Corporate Plan 2024-2027 	<p>Mar 2024</p> <p>Mar 2024</p>	<p>LDSIO</p> <p>LDSIO</p>
DI3	Promote the languages of Irish and Ulster-Scots and enhance access to Council services and information in Irish	<ul style="list-style-type: none"> • Promote access to information and services in the Irish language; action 100% of service requests • Undertake annual customer satisfaction survey and implement all improvement actions • Use creative approaches to enhance service promotion and customer-engagement; continue to grow the digital and hybrid offer across a range of platforms including social media and cloud-based/web; issue easy-read electronic newsletter each quarter and minimum 2 magazine-style service promotion newsletters • Develop and deliver projects and initiatives to promote the languages of Irish and Ulster Scots – minimum 3 projects 	<p>Mar 2024</p> <p>Dec 2023</p> <p>Mar 2024</p> <p>Mar 2024</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>

		<ul style="list-style-type: none"> • Deliver a programme of events to promote Irish/Ulster Scots, including Irish Language Week, Ulster-Scots Language Week, Island Voices, Culture Night - minimum 5 events; and identify funding and/or partnership working opportunities 	Mar 2024	LDSIO
		<ul style="list-style-type: none"> • Continue to support and facilitate the Irish Language Community Network Forum – facilitate 3 meetings each year. Review terms of reference and membership 	Mar 2024	LDSIO
		<ul style="list-style-type: none"> • Provide Irish language awareness training to Council staff/Elected Members in order to build capacity and enhance mainstreaming; minimum 2 in-person events and 2 video training resources 	Mar 2024	LDSIO
		<ul style="list-style-type: none"> • Provide weekly specialised web-based Irish language training for staff and monthly dedicated Irish language conversation circle for advanced learners 	Mar 2024	LDSIO
		<ul style="list-style-type: none"> • Provide opportunities for staff to learn Ulster-Scots; minimum 2 training events 	Mar 2024	LDSIO
		<ul style="list-style-type: none"> • Work with other Councils in a regional and cross-border capacity to identify best practice in the promotion of Irish/Ulster- 	Mar 2024	LDSIO

		<p>Scots. Facilitate and/or attend a minimum of 3 events/engagement meetings/ each year</p> <ul style="list-style-type: none"> • Update policies in respect of Irish, Ulster-Scots and Linguistic Diversity where appropriate and where new guidance/legislation requires it. Offer language policy training to staff and create bespoke digital training resources as appropriate 	Mar 2024	LDSIO
DI4	Ensure that safeguarding of children and adults at risk is mainstreamed throughout all Council services by providing advice, support and guidance	<ul style="list-style-type: none"> • Provide Safeguarding Policy training to managers and signpost managers to available resources on the e-learning platform • Monitor the effectiveness of the Safeguarding Policy and make amendments as required in line with best practice or legislative change • Attend the Local government Safeguarding Network to promote best practice and to facilitate information sharing • Hold at least 2 meetings of the Safeguarding Working Group annually 	<p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>

		<ul style="list-style-type: none"> Use creative approaches to develop a range of video-based safeguarding policy training resources for staff. Produce a minimum of 2 video-based training resources each year 	Mar 2024	LDSIO
DI5	Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their roles effectively	<ul style="list-style-type: none"> Hold at least 3 meetings of the Member Development Group Provide 2 briefings to reception staff on section functions and services Deliver a comprehensive Induction Programme for newly Elected Members of the Council following the LG Elections in May 2023 Support the management of the Council Elections in May 2023 Assess the feasibility of changing to decision based minutes 	<p>Mar 2024</p> <p>Mar 2024</p> <p>Sep 2023</p> <p>Jul 2023</p> <p>May 2023</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>
DI6	Effective handling and processing of information that meets our legal obligations, protects people and represents good practice	<ul style="list-style-type: none"> Continue to provide training for staff who need to complete mandatory Data Protection/GDPR training with the aim of delivery to 100% of relevant staff Continue to deliver tailored awareness sessions for all staff with no access to online training or no need for full Data 	<p>Mar 2024</p> <p>Mar 2024</p>	<p>LDSIO</p> <p>LDSIO</p>

		<p>Protection/GDPR training due to role within Council</p> <ul style="list-style-type: none"> • Use appropriate feedback mechanisms to measure staff awareness of Data Protection compliance requirements • Completion of minimum 8 GDPR compliance checks to ensure compliance with Regulation - these will be carried out on an agreed regular basis within all work areas • Hold regular meetings with Information Management Working Group to review all work practices, policies, and procedures to ensure GDPR compliance • Introduce GDPR compliance action plan for all high-risk areas • Carry out programme of checks on how hard copy information is stored with a view to reducing the current levels and facilitate migration to electronic copies • In liaison with IT, record, and update, access to folders (information), where necessary, so that GDPR is adhered to 	<p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>
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		<ul style="list-style-type: none"> • Liaise with IT to ensure systems are regularly updated to ensure appropriate Data Protection • Continue to update Council website which includes Disclosure Log, Re-use of Information and Publication Scheme pages • Extend Corporate File Plan structure to all departments once DSIU pilot is complete 	Mar 2024	LDSIO
			Mar 2024	LDSIO
			Mar 2024	LDSIO
DI7	Provide and Maintain Fit for Purpose Central Office Facilities in Derry and Strabane	<ul style="list-style-type: none"> • Proactive approach to all Health and Safety obligations under ISO 45001 by carrying out regular checks on all compliance documentation and regular inspections of premises • Maintain a cost effective Facilities Service • Monitor energy use and associated costs. By working in partnership with our Energy Management section, identify projects which could reduce both usage and costs • Carry out a full refurbishment project on staff canteens at both sites 	Mar 2024	LDSIO
			Mar 2024	LDSIO
			Mar 2024	LDSIO
HR1	Organisation Design and Effective Resourcing	<ul style="list-style-type: none"> • Continue to review recruitment processes in line with new legislation and good practice 	Mar 2024	LHRO

		<ul style="list-style-type: none"> • Implement Disability Policy and continue to develop initiatives to attract and encourage those with a disability into the workplace • Review staffing implications of changes to services and sections as a result of the recent rates estimates process • Progress substructure reviews as required and ensure relevant employment processes are applied • Develop affirmative action programme arising from Article 55 • Continue to review the potential for a pilot for a 4-day working week 	Mar 2024	LHRO
			Jun 2023	LHRO
			Mar 2024	LHRO
			Jun 2023	LHRO
			Jun 2023	LHRO
HR2	Healthy Workplace	<ul style="list-style-type: none"> • Develop a Health and Wellbeing Strategy • Continue to promote a healthy work environment through a range of BeWell initiatives • Continue to review and implement processes and initiatives to reduce the increasing absence levels 	Sep 2023	LHRO
			Mar 2023	LHRO
			Mar 2023	LHRO
HR3	Employee Relations and Staff Engagement	<ul style="list-style-type: none"> • Continue to review and progress initiatives and processes in line with the 5 	Mar 2024	LHRO

		<p>categories outlined in the Employee Engagement strategy</p> <ul style="list-style-type: none"> Plan and deliver annual Staff Engagement and Staff Recognition Events 	Dec 2023	LHRO
HR4	Employment Policy and Systems	<ul style="list-style-type: none"> Continue programme of review and development of HR policies: Continue to review HR systems and implement improvements where required Continue to review HR systems including Getgot, Holler and Cohort and implement improvements where required 	<p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p>	<p>LHRO</p> <p>LHRO</p> <p>LHRO</p>
HR5	Organisational Development	<ul style="list-style-type: none"> Continue to review induction process for new employees Continue to embed PDP process within the organisation Promote relevant leadership development programmes for our senior managers Continue to develop capacity-building programmes for line managers Continue to roll out eLearning Continue to review compliance training processes and courses Review hybrid working policy and arrangements 	<p>Jun 2023</p> <p>Mar 2024</p> <p>Sep 2023</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Dec 2024</p>	<p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p>

LE1	Establish & maintain the highest levels of good governance (Legacy) – Rural Issues and Address Poverty	<ul style="list-style-type: none"> • Work closely with stakeholders and through established governance arrangements to help prioritise rural issues with defined deliverable actions • Hold at least 4 Rural Issues Group meetings • Hold at least one Rural Symposium • Work closely with stakeholders and through established governance arrangements to co-design an anti-poverty action plan which aligns to the NI strategy and the Strategic Inclusive Growth Plan • Host at least four meetings of the Anti-Poverty Working Group • Continue to work with the City Deal team to embed inclusiveness and addressing poverty into the business cases • Support the development of PEACE PLUS applications on rural health and rural youth provision. • Dissemination of key rural issues and seek collaborative responses as appropriate to public consultations 	Mar 2024	DoL
			Mar 2024	DoL
			Mar 2024	DoL
			Mar 2024	DoL
			Mar 2024	DoL
			Mar 2024	DoL
			Sep 2023	DoL
			Mar 2024	DoL

		<ul style="list-style-type: none"> Dissemination and championing of key issues relating to poverty and hardship Ongoing support to directorates on key strategic cross departmental issues 	Mar 2024	DoL
LS1	Provide effective and facilitative cross functional support services – Legal Services	<ul style="list-style-type: none"> Put in place a land and property Acquisition and Disposal policy Maintain Council standing orders Maintain and update Council’s constitution Maintain and update deeds audit in respect of Council property 	Mar 2024 Mar 2024 Mar 2023 Mar 2024	LLSO LLSO LLSO LLSO
SF1	Establish & maintain the highest levels of good governance/ Establish & maintain efficient service delivery - Strategic Finance	<ul style="list-style-type: none"> Preparation of year end accounts and agreement of out-turn for 2022/23 by statutory deadline of 30th June 2023. Work with NIAO to ensure audited accounts signed off by statutory deadline of 30th September 2023 Completion of rates estimates for 2024/25 by statutory deadline of 15th February 2024 Issue 10 monthly management information reports to Directorates and provide quarterly reports to Committee 	Jun 2023 Sep 2023 Feb 2024 Mar 2024	LFO LFO LFO LFO

		<ul style="list-style-type: none"> • Continue regional engagement with Government to explore future mechanisms of funding support to ensure sustainability of Local Government finances and support for less wealthy Councils • Development of updated funding strategy in respect of Council’s strategic leisure and other community capital aspirations • Retendering of Council’s day-to-day banking services to ensure maximum value for money 	Jan 2024	LFO
			Dec 2023	LFO
			Mar 2024	LFO
SF2	Establish & maintain the highest levels of good governance – Economic & Corporate Funding Unit	<ul style="list-style-type: none"> • Work closely with stakeholders and through established governance arrangements to complete and submit all Outline Business Cases to Government for the transformative City Deal and Inclusive Future Fund investment package. • Secure “financial deal” sign-off for all projects in Council’s City Deal and Inclusive Future Fund suite of investment • Support the development of the PEACE PLUS Programme 2021-27 and the 	Sep 2023	LFO
			Mar 2024	LFO/SPPD
			Dec 2023	LFO

		<p>associated development of project proposals.</p> <ul style="list-style-type: none"> • Support the development of proposals and applications to UK Strategic Funds (UK Community Renewal Fund, UK Shared Prosperity Fund, UK Levelling-Up fund and ROI Shared Island Fund) • Lead ongoing engagement with Central and Regional Government departments and agencies in relation to leveraging other significant funding streams and investment mechanisms. • Commitment to keep members and SLT regularly informed (quarterly) on strength/speed of recovery including comparative analysis with NI and other LGDs • Dissemination of key economic statistics and reports to other stakeholders in City and District (2) • Bespoke local commentary on economy as claimant count monthly/regional reports are published - Monthly (12) 	<p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p> <p>Mar 2024</p>	<p>LFO</p> <p>SE</p> <p>SE</p> <p>SE</p> <p>SE</p>
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		<ul style="list-style-type: none"> • Ongoing support to directorates on key issues such as anti-poverty strategy, LDP Housing Growth Indicators, Training etc • Completion of updated Strategic Growth Plan/City Deal/Inclusive Future Fund Economic Impact Forecast 	Mar 2024	SE
			Jan 2024	SE
AS7 and SF3	Establish & maintain the highest levels of good governance – CODA Operations Ltd	<ul style="list-style-type: none"> • Continue to work with the Department of Transport and Department of Economy to ensure the successful delivery of and drawdown of £2.2m funds for the Public Service Obligation route to London from City of Derry Airport up to March 2024. • Continue to work with the Department of Economy to ensure that City of Derry Airport remains compliant with new UK subsidy control legislation enacted in January 2023. • Engagement with Central Government to ensure approval of completed business case to provide the financial assistance required to share the funding burden and secure the future sustainability of the airport 	Mar 2024	LAO/LFO
			Dec 2023	LAO/LFO/LLSO
			Mar 2024	LAO/LFO

3.5 Measures of Success and Performance

During 2023/24, 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 2023/24.

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2019/20 Performance	2020/21 Performance	2021/22 Performance	2022/23 Performance *9 months	Target 2023/24
AS1 Establish and maintain the highest levels of health and safety systems and practices	<ul style="list-style-type: none"> Number of RIDDORS reported 	1	9	12	TBC	0
AS4 Establish and maintain the highest	<ul style="list-style-type: none"> % of internal Audit recommendations accepted by management 	100%	100%	100%	TBC	100%

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2019/20 Performance	2020/21 Performance	2021/22 Performance	2022/23 Performance *9 months	Target 2023/24
levels of good governance - Audit	<ul style="list-style-type: none"> • % of Final Audit Reports completed and issued within 2 weeks of receipt of management responses 	100%	100%	100%	TBC	100%
AS5 Establish and maintain the highest level of purchase and payment systems and practices	<ul style="list-style-type: none"> • Improve prompt payment performance - % of invoices paid within 10 days 	45%	35.7%	26.1%	*39.2%	55%
	<ul style="list-style-type: none"> • Improve prompt payment performance - % of invoices paid within 30 days 	81%	78.4%	64.7%	*69.7%	94%
AS6 Establish and maintain efficient service delivery - payroll	<ul style="list-style-type: none"> • Further increase the percentage of employees receiving electronic payslips and P60s to 95% 	72%	76%	84%	TBC	95%
CD1	<ul style="list-style-type: none"> • Value of capital projects completed on site 	£9,000,000	£11,600,000	£10,000,000	£13,100,000 *	£12,000,000

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2019/20 Performance	2020/21 Performance	2021/22 Performance	2022/23 Performance *9 months	Target 2023/24
DI1 Deliver improved customer satisfaction by improving customer support services and processes	• Number of formal complaints received (Council overall)	27	23	30	34*	Data only
	• Formal complaint response times	80.6%	92.8%	84.8%	77.4%*	80%
	• Compliments received	47	77	28	31*	Data only
	• Total volume of external calls received (Council overall)	445,832	260,916	467,145	302,122*	Data only
	• Average time taken to answer external calls (Council overall) (Target 10 seconds)	17	17	27.3	23.3*	10 seconds
	• Abandoned external calls % (Council overall) (Target 5%)	5.2%	7.8%	5.4%	5.4%*	5%
	• Number of staff trained on Customer Service Strategy	N/A	N/A	N/A	N/A	60
	• Number of staff trained on Telephone Etiquette	N/A	N/A	N/A	N/A	80
• Number of staff trained on Dealing with Customers	N/A	N/A	N/A	N/A	60	

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2019/20 Performance	2020/21 Performance	2021/22 Performance	2022/23 Performance *9 months	Target 2023/24
DI2 Proactive and innovative delivery of the Council's aspirations for good decision making, equality of opportunity, performance and sustainable development (inc rural needs & climate change)	• Number of Equality, Assurance and Oversight Group meetings hosted	2	1	2	1*	2
	• Number of complaints to the Equality Commission received	0	0	1	0*	0
	• Number of service related equality complaints received	0	0	0	0*	0
	• Number of requests for information in alternative formats responded to	28	27	80	15*	Data only
DI3 Promote the languages of Irish and Ulster-Scots and enhance access	• % satisfaction with Irish language services	92%	100%	94%	TBC	Data only
	• Number of people engaging with language services, events and initiatives	2,500	2,250	3,000	TBC	Data only

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2019/20 Performance	2020/21 Performance	2021/22 Performance	2022/23 Performance *9 months	Target 2023/24
to Council services and information in Irish	<ul style="list-style-type: none"> Number of subscribers, followers and likes via Irish/Ulster-Scots social media platforms Number of Irish Language Forum meetings facilitated 	N/A 3	N/A 3	N/A 3	N/A TBC	Data only 3
DI5 Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their roles effectively	<ul style="list-style-type: none"> Number of engagements facilitated through the Mayor's Office Amount raised for Mayor's charity Citizens' engagement with Mayor Meeting papers circulated to Members Minutes circulated to Members % Elected Member satisfaction Number of Council and Committee meetings serviced Number of letters issued arising from motions 	671 £12,112.97 42,300 99.5% 100% 99% N/A N/A	349 £9,355.00 13,407 98.3% 100% 96% N/A N/A	876 £22,901 2,578 98.8% 98.3% 99% 96 328	TBC TBC TBC 98.8% 100% TBC TBC TBC	Data only Data only Data only 97% 100% 90% 90 Data only

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2019/20 Performance	2020/21 Performance	2021/22 Performance	2022/23 Performance *9 months	Target 2023/24
	<ul style="list-style-type: none"> % of training events organised on annual Elected Member Learning and Development Programme % of Members to have completed a Personal Development Plan 	76%	88%	81%	TBC	80%
		N/A	N/A	N/A	TBC	60%
DI6 Effective handling and processing of information that meets our legal obligations, protects people and represents good practice	<ul style="list-style-type: none"> Number of FOIs responded to FOI response times Number of EIRs responded to EIR response times Number of SARs responded to SAR response times Number of GDPR compliance inspections/reviews undertaken 	240 91.3%	257 92.9%	257 92.8%	206* 91.8%	Data only 90%
		94 89.1%	77 95.9%	71 92%	47* 92.4%*	Data only 90%
		12 86.7%	16 93.7%	3 100%	11* 75%*	Data only 90%
		2	2	5	0*	8
C Provide effective media management and communication	<ul style="list-style-type: none"> Press queries dealt with Press releases issued Media placements secured AVE value of media placements secured 	1,302 800 4,545 £21,392,111	1,218 796 4,457 £29,322,662	1,249 766 4,866 £52,600,430	1,442* 607* 5,619* £26,590,656 *	Data only Data only Data only Data only

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2019/20 Performance	2020/21 Performance	2021/22 Performance	2022/23 Performance *9 months	Target 2023/24
services across all Council directorates, the Mayor's Office and support service areas	<ul style="list-style-type: none"> Social media posts Social media reach 	1,302 N/A	8,196 N/A	11,644 52,541,664*	9,463* 13,066,663*	Data only Data only

Section Four: Risk Management

4.1 Risk Register

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

Section Five – Contact Details

5.1 Staff Contacts

Assurance

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

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

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

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

Business Support and Strategic Partnerships

Rachael Craig Strategic Business Manager, rachael.craig@derrystrabane.com, Ext. 4280/6707

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Colm.doherty@derrystrabane.com, Ext 6785 Dara Doherty, Administrator, Dara.doherty@derrystrabane.com, Ext 6659

Siobhan Faulkner, Chief Executive's PA, Siobhan.faulkner@derrystrabane.com, Ext 6801 Laura McGrory, Assistant to the Chief Executive's PA.

Laura.mcgrory@derrystrabane.com, Ext 6804

Capital Development

Frank Morrison, Head of Strategic Capital Projects, francismorrison@derrystrabane.com, Ext 6810

Communications

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

Democratic Services and Improvement

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

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

Policy Officer (Equality), @derrystrabane.com Tel no 028 71253253

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

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

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

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

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

Legal Services

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

Strategic Finance

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

Abbreviations

FAM
AVE
PSO Public Service Obligation
Dfi Department for Infrastructure
DAERA Department of Agriculture, Environment and Rural Affairs
DfC Department for Communities
SNI
DDA Disability Discrimination Act
TEO
LUF Levelling Up Fund?
SEUPB Special European?
OBC Outline Business Case
CODA City of Derry airport
NIAO Northern Ireland Audit Office
NILGA Northern Ireland Local Government Association

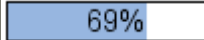
Appendix 1 - 2223 Strategic Planning & Support Delivery Plan

Report Type: Actions Report

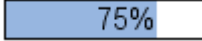

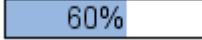
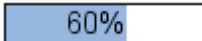
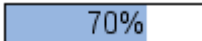
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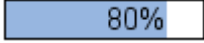
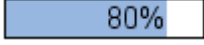
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2.0 Chief Executive

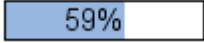
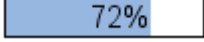
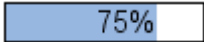
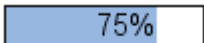
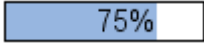
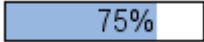


Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.EX2223	Chief Executive (SPSU) Delivery Plan 2022/23		31-Mar-2023	 69%	Delivery Plan Progress	John Kelpie	John Kelpie


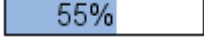
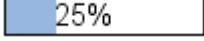
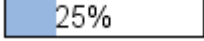
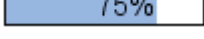



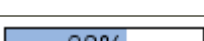

2.1 Director - Legacy

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.LE2223	Legacy SSU Service Plan 2022/23		31-Mar-2023		Service Plan Progress	Oonagh McGillion	John Kelpie
C.LE2223.01	Host Regular Meetings of the Rural Issues Group	Host regular meetings of the Rural Issues Group and consider key rural issues	31-Mar-2023		Regular meetings have taken place and key issues considered have focussed on rural capacity, youth provision and support resilient rural communities. The groups has reported to the Strategic Inclusive Growth Partnership and contributed to submission on policy directives affecting rural communities	Oonagh McGillion	John Kelpie
C.LE2223.02	Rural Symposiums	To host 2-3 rural symposiums	31-Mar-2023		The Rural issues Group has held further discussions on their second symposium	Oonagh McGillion	John Kelpie
C.LE2223.03	Move Forward with 3 Cross Sectoral Actions Relating to Poverty	To take forward at least 3 cross sectoral actions to support people in poverty and to prevent people getting into poverty.	31-Mar-2023		Cross departmental work continues with the skills unit and the community services section to progress initiatives to support people in poverty and to find routes out of poverty. Engagement has also been undertaken with external partners which will be progressed into the anti-poverty action plan	Oonagh McGillion	John Kelpie
C.LE2223.04	Lobby & Advocate to Highlight Need for Interventions within DCSDC Area	To take forward lobbying and advocacy to highlight the need for targeted interventions within the DCSDC area.	31-Mar-2023		The Council has submitted responses to Government draft strategies to seek targeted interventions and has written to the government departments to share the key findings of the work of the anti-poverty working group.	Oonagh McGillion	John Kelpie

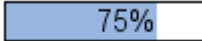

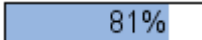
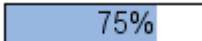
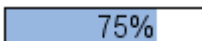
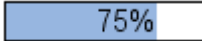

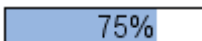
Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
					The arrangements for the first meeting of the new anti-poverty working group with external membership are in progress.		
C.LE2223.05	Support Implementation of Hardship Fund	To support the implementation of the Hardship Fund.	31-Mar-2023		The Council opened the Emergency Fuel Support Programme on 8th December and received in excess 5,500 referrals and has been working in partnership with the Advice Service Partners and Bryson Care for the delivery of £100 fuel support to 2,405 households.	Oonagh McGillion	John Kelpie
C.LE2223.06	Support Development of a Feasibility Study on a Pilot for Universal Basic Income	Support Development of a Feasibility Study on a Pilot for Universal Basic Income.	31-Mar-2023		Work is progressing on the completion of the feasibility study and the UBI secretariat recently provided a presentation on the work completed to date to the Anti-Poverty Task and Finish Group. Discussions have continued on the potential Trial location with a paper to be presented to Council on the recommendations from the Anti-Poverty Task and Finish Group	Oonagh McGillion	John Kelpie

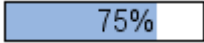
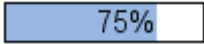
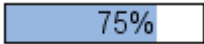
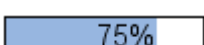

2.1 Lead Assurance Officer

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.AS2223	Assurance SSU Service Plan 2022/23		31-Mar-2023		Service Plan Progress	Denise McDonnell	John Kelpie
C.AS2223.01	Highest Levels of Good Governance - Audit	Establish and maintain the highest levels of good governance - Audit	31-Mar-2023		Objective Progress	Denise McDonnell	John Kelpie
C.AS2223.01.01	Delivery of Planned Audit Work - Annual Governance Statement	Delivery of planned audit work based on approved audit plan and completion of unplanned audit work as required to allow completion of the Annual Governance Statement for Council	31-Mar-2023		Delivery of planned and unplanned audit work ongoing	Denise McDonnell	John Kelpie
C.AS2223.01.02	Deliver Audit Committee Training	Deliver Audit Committee Training to Members	31-Dec-2022		Audit Committee training to be scheduled for after the Election in May 23. In the interim, one to one AC training offered to recent new Members of the Committee.	Denise McDonnell	John Kelpie
C.AS2223.01.03	Audit Recommendations Accepted by Management	Target of 90% audit recommendations accepted by management	31-Mar-2023		Ongoing	Denise McDonnell	John Kelpie
C.AS2223.01.04	Issue Final Audit Reports within 2 weeks of Response	Target of 90% to complete and issue Final Audit Reports within 2 weeks of receipt of management response.	31-Mar-2023		Ongoing	Denise McDonnell	John Kelpie
C.AS2223.01.05	Internal Audit Annual Plan (CoDA Operations Ltd)	Delivery of Internal Audit Annual Plan for CoDA Operations Ltd	31-Mar-2023		CoDA 22/23 audit plan work started and ongoing.	Denise McDonnell	John Kelpie
C.AS2223.01.06	Fraud Awareness Training	Deliver further sessions of Fraud Awareness Training	31-Mar-2023		Visitor Services training completed as planned.	Denise McDonnell	John Kelpie

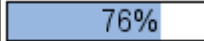
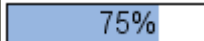
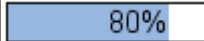
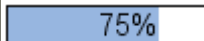
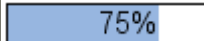
Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.AS2223.01.07	Production of an Audit Needs Assessment	Production of an Audit Needs Assessment to inform audit work for the next 5 years.	30-Apr-2022		Audit Needs Assessment developed and approved by AARC	Denise McDonnell	John Kelpie
C.AS2223.02	Highest Level of Purchase & Payment Systems & Practices	Establish and maintain the highest levels of good governance / Establish and maintain the highest level of purchase and payment systems and practices.	31-Mar-2023		Objective Progress	Denise McDonnell	John Kelpie
C.AS2223.02.01	Implement & Roll Out New Purchase to Pay System	Implementation and roll out of new purchase to pay system.	31-Mar-2023		Discussion currently underway regarding the implementation of Purchase to Pay in a number of areas.	Denise McDonnell	John Kelpie
C.AS2223.02.02	Develop Purchasing Structures & Cross-Departmental Group	Establish purchasing structures and develop cross-departmental group to agree on processes for online ordering and procurement.	31-Mar-2023		Discussion currently underway regarding the implementation of Purchase to Pay in a number of areas.	Denise McDonnell	John Kelpie
C.AS2223.02.03	Integrate New Staff into Procurement	Integrate New Staff into Procurement	31-Mar-2023		2 new staff in procurement section – integration of staff currently ongoing	Denise McDonnell	John Kelpie
C.AS2223.02.04	Increase Invoice Payment within 30 days to 94%	Increase percentage of invoices to be paid within 30 days to 94%	31-Mar-2023		Ongoing	Denise McDonnell	John Kelpie
C.AS2223.02.05	Increase Invoice Payment within 10 days to 55%	Increase percentage of invoices to be paid within 10 days to 55%	31-Mar-2023		Ongoing	Denise McDonnell	John Kelpie
C.AS2223.02.06	Pay Suppliers on Agreed Terms & Deadlines Met	Pay suppliers within agreed terms and ensure statutory deadlines are met.	31-Mar-2023		Ongoing	Denise McDonnell	John Kelpie
C.AS2223.02.07	Streamline Procurement Processes	Streamline Procurement Processes throughout the organisation.	31-Dec-2022		Review of current Procurement Policy	Denise McDonnell	John Kelpie
C.AS2223.02.08	Provide Procurement Training	Provide Procurement Training to all relevant staff in the organisation.	31-Dec-2022		Training provided on the basis of identified needs.	Denise McDonnell	John Kelpie

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.AS2223.03	Highest Levels of Good Governance - Insurance	Establish & Maintain the Highest Levels of Good Governance - Insurance	31-Mar-2023	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%	Objective Progress	Denise McDonnell	John Kelpie
C.AS2223.03.01	Review Council's Building Insurance Valuations	Review of Council's Building Insurance Valuations	31-Mar-2023	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	Exercise has commenced with Insurers	Denise McDonnell	John Kelpie
C.AS2223.03.02	Fleet Management Training (SDSDC Fleet Policy)	Bespoke scenario based Fleet Management Training with a clear focus on the SDSDC Fleet Policy, accident reporting and completing of insurance and accident forms.	31-Mar-2023	<div style="width: 30%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 30%	Liaising with insurers and relevant staff to try to get a suitable date.	Denise McDonnell	John Kelpie
C.AS2223.04	Efficient Service Delivery - Emergency Planning & Resilience	Establish and maintain efficient service delivery - Emergency Planning and Resilience	31-Mar-2023	<div style="width: 34%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 34%	Objective Progress	Denise McDonnell	John Kelpie
C.AS2223.04.01	Review Council's Emergency Plan	Review of Council's Emergency Plan in line with the new NI Civil Contingency Framework (Building Resilience Together) produced by the Executive Office (TEO).	31-Dec-2022	<div style="width: 30%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 30%	Currently ongoing.	Denise McDonnell	John Kelpie
C.AS2223.04.02	Review Business Continuity & Resilience Planning	Review internal Business Continuity and Resilience Planning in consultation with the newly established Resilience Working Group	31-Mar-2023	<div style="width: 30%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 30%	Currently ongoing.	Denise McDonnell	John Kelpie
C.AS2223.04.03	Deliver Emergency Planning Training to Elected Members	Delivery of Emergency Planning Training to Elected Members.	31-Dec-2022	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 0%	A number of training sessions organised and cancelled due to no attendance. Further session to be organised.	Denise McDonnell	John Kelpie
C.AS2223.04.04	Deliver Emergency Rest Centre Training to Key Staff	Delivery of Emergency Rest Centre Training to Centre Key Staff and Personnel.	31-Dec-2022	<div style="width: 30%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 30%	Currently ongoing	Denise McDonnell	John Kelpie
C.AS2223.04.05	Work with RCRG & NEPG to Improve Preparation for	Work with key partners and agencies within the Regional Community Resilience Group (RCRG) and the Northern Emergency Preparedness Group (NEPG) in relation to building resilience within the communities	31-Mar-2023	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 75%	Ongoing	Denise McDonnell	John Kelpie


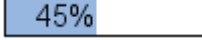
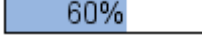

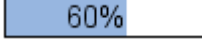
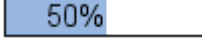
Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
	Extreme Weather Events	and to improve upon community preparedness for extreme weather events particularly within rural areas.					
C.AS2223.04.06	Work with Neighbourhood Renewal & Local Community Partnership Boards on Resilience Plans	Continue to work with the Neighbourhood Renewal and Local Community Partnership Boards in the development of resilience plans for each of the DEAs.	31-Mar-2023		Community Resilience Pilot commenced.	Denise McDonnell	John Kelpie
C.AS2223.04.07	DCSDC to Become a Member of the Making of Cities Resilient 2030 (MCR2030)	DCSDC to become a member of the Making Cities Resilient 2030 (MCR2030) programme to enhance and provide a better understanding of risk reduction, building resilience and to enhance progression along the resilience roadmap.	31-Dec-2022		Application not progressed due to other priorities	Denise McDonnell	John Kelpie
C.AS2223.05	Highest Levels of Health & Safety Systems	Establish and maintain the highest levels of health and safety systems and practices - Health & Safety	31-Mar-2023		Objective Progress	Denise McDonnell	John Kelpie
C.AS2223.05.01	ISO 45001 Awareness Training	Provide ISO 45001 awareness training for all service areas	31-Mar-2023		Ongoing – 8 more sessions planned for month of Jan 2023	Denise McDonnell	John Kelpie
C.AS2223.05.02	Report quarterly RIDDOR statistics	Continue to report quarterly RIDDOR statistics	31-Mar-2023		1 RIDDOR reportable incident for this quarter	Denise McDonnell	John Kelpie
C.AS2223.05.03	Retain ISO 45001 Certification	Retain ISO 45001 certification for the organisation (complete 2 successful external audits throughout the 2022-23 reporting period).	30-Sep-2022		External audit completed OCT 22 raised major NC and follow up audit completed in dec 22. Maj NC decreased to minor NC. Final audit for 2022-23 reporting period is March 2023.	Denise McDonnell	John Kelpie
C.AS2223.05.04	Update all ISO 45001 Corporate Forms & Procedures	Review and update all ISO 45001 corporate forms and procedures.	31-Mar-2023		Complete	Denise McDonnell	John Kelpie
C.AS2223.06	Efficient Service Delivery - Payroll	Establish and maintain efficient service delivery - Payroll	31-Mar-2023		Objective Progress	Denise McDonnell	John Kelpie


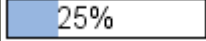
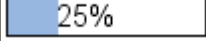
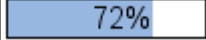
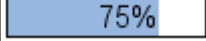
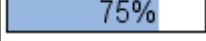

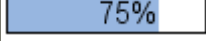
Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.AS2223.06.01	Ensure all Staff are Paid Correctly	Ensure that all staff are paid correctly in accordance with agreed terms and conditions.	31-Mar-2023		Ongoing	Denise McDonnell	John Kelpie
C.AS2223.06.02	Ensure Statutory Deadlines are Met	Ensure that all statutory deadlines are met.	31-Mar-2023		All payroll deadlines met to date – December 2022	Denise McDonnell	John Kelpie
C.AS2223.06.03	Design and Implement a New Payroll Structure	Review payroll processes in relation to submission of timesheets to increase efficiency.	31-Dec-2022		Ongoing	Denise McDonnell	John Kelpie
C.AS2223.06.04	Payroll Processes - Submission of Timesheets	Review payroll processes in relation to submission of timesheets to increase efficiency.	31-Dec-2022		Ongoing process – meetings being held to discuss	Denise McDonnell	John Kelpie
C.AS2223.06.05	Increase Electronic Payslips & P60s to 95%	Further increase the percentage of employees receiving electronic payslips and P60s to 95%	31-Mar-2023		Currently 90.25% of employees receive both email payslips and P60's. Ongoing process to increase this percentage to 95%	Denise McDonnell	John Kelpie

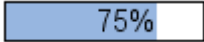



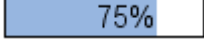
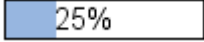
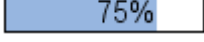
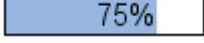
2.1 Lead Assurance Officer; 2.1 Lead Finance and Funding Officer

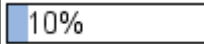
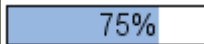
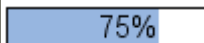

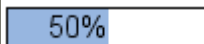
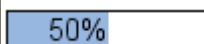
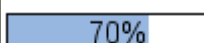

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.FF2223.03	Establish & Maintain the Highest Levels of Good Governance - CODA Operations Ltd	Establish and maintain the highest levels of good government - City of Derry Operations Ltd	31-Mar-2023	 76%	Objective Progress	Alfie Dallas; Denise McDonnell	John Kelpie
C.FF2223.03.01	Ensure Successful Delivery of £4.3m Funds for Public Service Obligation	Continue to work with the Department of Transport and Department of Economy to ensure the successful delivery of and drawdown of £4.3m funds for the Public Service Obligation for City of Derry Airport up to March 2023.	31-Mar-2023	 75%	Claims continue to be submitted and funds drawn down on a monthly basis	Alfie Dallas; Denise McDonnell	John Kelpie
C.FF2223.03.02	Secure Funding & Complete Procurement for London PSO Route	Secure funding from government and complete procurement process for continuation of London PSO route beyond March 2023.	31-Dec-2022	 80%	Tender process completed and currently liaising with DFT and DFE regarding funding	Alfie Dallas; Denise McDonnell	John Kelpie
C.FF2223.03.03	Work with Dept of Economy to Ensure CoDA Remains Compliant Following Brexit	Continue to work with the Department of Economy to ensure that the City of Derry Airport remains compliant with new State Aid requirements following BREXIT.	31-Mar-2023	 75%	Ongoing continued engagement. Subsidy control requirements adhered to.	Alfie Dallas; Denise McDonnell	John Kelpie
C.FF2223.03.04	Engage with Central Government for Completed Business Case Approval to Share Funding Burden	Engagement with Central Government to ensure approval of completed business case to provide the financial assistance required to share the funding burden and secure the future sustainability of the airport.	30-Sep-2022	 75%	Business case submitted April 2021. Initial £3m allocated for 2022/23. Further detailed engagement with Government Officials ongoing.	Alfie Dallas; Denise McDonnell	John Kelpie

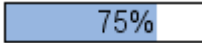
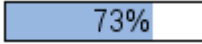
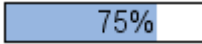

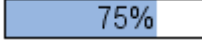
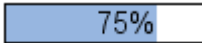
2.1 Lead Democratic Services & Improvement Officer

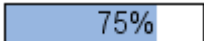
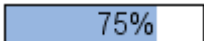

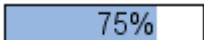
Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.DI2223	Democratic Services and Improvement SSU Service Plan 2022/23		31-Mar-2023		Service Plan Progress	Ellen Cavanagh	John Kelpie
C.DI2223.01	Deliver Improved Customer Satisfaction	Deliver improved customer satisfaction by improving customer support services and processes	31-Mar-2023		Objective Progress	Ellen Cavanagh	John Kelpie
C.DI2223.01.01	Progress Work Against the Customer Service Excellence Criteria	Progress work against the Customer Service Excellence criteria by delivering Customer Care training to all appropriately identified staff	31-Mar-2023		Telephone Handling video released. Updated Council directory uploaded by Sentel. Training schedule drafted for January.	Ellen Cavanagh	John Kelpie
C.DI2223.01.02	Carry Out Surveys to Assess Improvement in Customer Care & Call Handling	Carry out surveys, within 3 months of training completion to assess if improvement has been achieved in Customer Care and Telephone Handling.	31-Mar-2023		Response to video release was very poor so survey not worthwhile. Video can be issued again but SLT need to ensure staff view it. Survey will be completed once training in January is completed.	Ellen Cavanagh	John Kelpie
C.DI2223.01.03	Training Sessions on FOIs, EIRs and Complaints	Increase awareness of FOIs, EIRs and Complaints process by developing awareness/training sessions for all staff.	31-Mar-2023		1) FOI, EIR etc. training video has been drafted for release. 2) Training for new Waste Management staff carried out. 3) Refresher training included in January training schedule	Ellen Cavanagh	John Kelpie
C.DI2223.01.04	Assess Improvement in FOIs, EIRs and Complaints Awareness Post Training	Carry out surveys, within 3 months of training completion to assess if improvement has been achieved in FOIs, EIRs and Complaints awareness.	31-Mar-2023		Feedback received from training. All attendees stated that their understanding of the subject matter and processes had increased significantly.	Ellen Cavanagh	John Kelpie

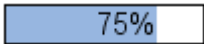
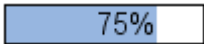
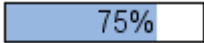
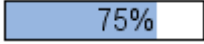
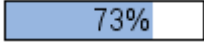
Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.DI2223.01.05	Develop Council Intranet Site to Provide GDPR & Customer Care Information	Develop Council Intranet Site (in liaison with IT) to provide a single source for all information regarding GDPR and Customer Care.	31-Mar-2023		Data Protection/GDPR documents uploaded. Customer Care documents uploaded.	Ellen Cavanagh	John Kelpie
C.DI2223.01.06	Model Complaints Handling Process Workshop (Once NIPSO Confirms)	Deliver new Model Complaints Handling Process Awareness sessions once NIPSO confirms process.	31-Mar-2023		Took part in focus group with NIPSO. Awaiting further update from NIPSO. The MCHP is scheduled to be introduced in March 23	Ellen Cavanagh	John Kelpie
C.DI2223.01.07	Review & Update Complaints Handling	Review and update complaint handling processes in line with regional guidance and good practice.	31-Mar-2023		This has been paused as MCHP is to become operational later in year	Ellen Cavanagh	John Kelpie
C.DI2223.02	Equality of Opportunity, Performance and Sustainable Development	Proactive and innovative delivery of the Council's aspirations for good decision making, equality of opportunity, performance and sustainable development (inc rural needs & climate change)	31-Mar-2023		Objective Progress	Ellen Cavanagh	John Kelpie
C.DI2223.02.01	Develop & Review Policies & Provide Training Where Required	Contribute to the development and review of policies as required.	31-Mar-2023		Ongoing	Ellen Cavanagh	John Kelpie
C.DI2223.02.02	Ensure Compliance with Integrated Impact Assessment Process	Ensure compliance with the updated Integrated Impact Assessment Process for all new and revised Council policies/services.	31-Mar-2023		Ongoing – template updated to reflect available Census 2021 data	Ellen Cavanagh	John Kelpie
C.DI2223.02.03	Deliver Policy Awareness Sessions	Deliver ongoing policy awareness sessions across the organisation to support the achievement of corporate objectives.	31-Mar-2023		Ongoing – safeguarding session organised for 21/2/23	Ellen Cavanagh	John Kelpie
C.DI2223.02.04	Produce "At a Glance" Versions of Key Policies	Produce Summary "At a Glance" Versions of Key Policies for Use Throughout the Council.	31-Mar-2023		Working with Age Friendly Officer to prepare Easy Read of Age Friendly Strategy	Ellen Cavanagh	John Kelpie


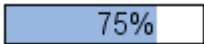
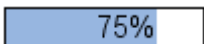
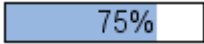
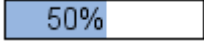
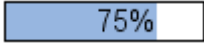

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.DI2223.02.05	Contribute to Achievement of Council's Statutory Improvement Duty	Contribute to the achievement of the Council's statutory improvement duty through the implementation and monitoring of the performance management system, including the provision of service plan reports and improvement objective progress reports as required.	31-Mar-2023		Continuous monitoring of Council performance and production of reports quarterly	Ellen Cavanagh	John Kelpie
C.DI2223.02.06	Produce an Annual Performance Improvement Plan	Produce an Annual Performance Improvement Plan	30-Jun-2022		Plan agreed at Council meeting on 30th June and published on website	Ellen Cavanagh	John Kelpie
C.DI2223.02.07	Produce an Annual Performance Report	Produce an Annual Performance Report	30-Sep-2022		Performance Report approved by Council and published by statutory deadline	Ellen Cavanagh	John Kelpie
C.DI2223.02.08	Achieve an Unqualified Audit in Respect of the Statutory PI Duty	Achieve an Unqualified Audit in Respect of the Statutory Performance Improvement Duty	31-Mar-2023		Achieved an unqualified audit	Ellen Cavanagh	John Kelpie
C.DI2223.02.09	Develop Council's Performance Management Framework	Continue to develop the Council's performance management framework by extending the use of Pentana software/portal to directorates and providing the necessary training and ongoing guidance.	31-Mar-2023		Pentana in continuous use. Q2 data has been updated and Q3 due for update in January.	Ellen Cavanagh	John Kelpie
C.DI2223.02.10	Develop 2 Toolkits to Assist with a Culture of Improvement	Develop at least 2 toolkits/guidance documents to assist in developing a culture of continuous improvement.	31-Dec-2022		2 training videos on subject of performance management produced for e-learning platform	Ellen Cavanagh	John Kelpie
C.DI2223.02.11	Ensure Best Practice is Rolled Out National & Regional Level	Continued involvement at a regional and national level to ensure that best practice is rolled out.	31-Mar-2023		LDSIO continues to represent Council on Regional WG and on APSE	Ellen Cavanagh	John Kelpie
C.DI2223.02.12	Co-Ordination Collection & Submission of APSE Performance Annually	Subject to review, co-ordinate the collection and submission of APSE performance benchmarking information on an annual basis or as required.	31-Mar-2023		Data collection is continuing and APSE performance training to be provided for staff	Ellen Cavanagh	John Kelpie

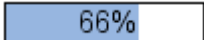

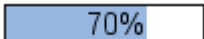


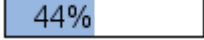
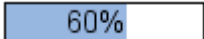
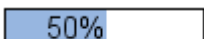
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C.DI2223.02.13	Collaborate with Council Key Services to Prepare Modern Slavery Statement	Work collaboratively with other Council key services and relevant partners to prepare a Modern Slavery statement and to jointly implement all related activity.	31-Mar-2023		Work is ongoing to identify relevant council partners and delivery mechanism	Ellen Cavanagh	John Kelpie
C.DI2223.02.14	Prepare Online Training for Rural Needs & Arranging Accessible Meetings & Events	Prepare online training modules on: Rural Needs Assessment & Equality Monitoring for Staff & Code of Practice on Arranging Accessible Meetings & Events.	31-Mar-2023		Awaiting guidance on monitoring from ECNI to prepare training module	Ellen Cavanagh	John Kelpie
C.DI2223.02.15	Liaise with HR Working Group to Ensure Equality is Included at the Earliest Stage of Policy	Work with the HR working group to ensure that equality considerations are included at the earliest stage of policy development - 100% of HR policies will have considered equality issues at development stage.	31-Mar-2023		Ongoing – Maternity Leave Policy amendments have been suggested	Ellen Cavanagh	John Kelpie
C.DI2223.02.16	Complete Audit of Inequalities	Complete audit of inequalities.	30-Jun-2022		Updating data to reflect most recent research and monitoring	Ellen Cavanagh	John Kelpie
C.DI2223.02.17	Hold 2 EAOG Meetings to Provide Updates & Seek Feedback	Hold at least 2 meetings of the Equality Assurance and Oversight Group to provide updates and seek feedback on progress of equality measures within the Community Plan delivery.	31-Mar-2023		1st meeting held in June 2022 – next meeting to be held in March 2023	Ellen Cavanagh	John Kelpie
C.DI2223.02.18	Develop Guidelines for Staff on Transgender/Non-Binary Customers Using Council Facilities	Contribute to Customer Care Policy Suite by developing guidelines for staff on rights of transgender/non-binary customers using Council facilities, to help their experiences.	31-Mar-2023		Draft prepared	Ellen Cavanagh	John Kelpie
C.DI2223.02.19	Achieve Certification from British Sign Language Charter	Achieve certification under the British Sign Language Charter to enhance communication with the d/Deaf community in Council Area.	31-Dec-2022		Feedback received from engagement events and draft action plan prepared – Deaf Awareness training and sign language training has also been provided for staff and elected members	Ellen Cavanagh	John Kelpie
C.DI2223.02.20	Monitor Usage of Video Relay System	Monitor usage of Video Relay System and proactively raise awareness of this	30-Apr-2022		This is monitored on an annual basis though Access and Inclusion Officer	Ellen Cavanagh	John Kelpie

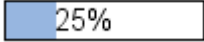
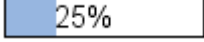
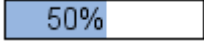
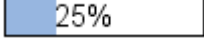
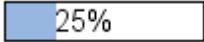
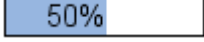
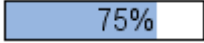
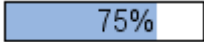
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	& Raise Awareness of this Tool	communication tool for the d/Deaf community.					
C.DI2223.02.21	Develop 2 Toolkits to Assist in Mainstreaming Equality Duties	Develop at least 2 toolkits/guidance documents to assist in mainstreaming equality duties.	31-Dec-2022		Currently under development	Ellen Cavanagh	John Kelpie
C.DI2223.03	Promote the Languages of Irish and Ulster Scots	Promote the languages of Irish and Ulster-Scots and enhance access to Council services and information in Irish	31-Mar-2023		Objective Progress	Ellen Cavanagh	John Kelpie
C.DI2223.03.01	Promote Information & Services in Irish Language - Action 100% of Service Requests	Promote access to information and services in the Irish Language in line with policy and legislative commitments; action 100% of service requests.	31-Mar-2023		100% of service requests for information and services actioned in full. Ongoing promotion of services via print, broadcast and social media.	Ellen Cavanagh	John Kelpie
C.DI2223.03.02	Review Customer Engagement Channels & Update DCSDC Webpages for Language	Undertake a review of customer-engagement channels and update DCSDC web-pages for language in line with customer needs.	31-Mar-2023		Audience engagement survey completed in Q2 and review of customer engagement channels complete. Website review complete and amendments forwarded to Marketing & Communications.	Ellen Cavanagh	John Kelpie
C.DI2223.03.03	Complete Annual Customer Satisfaction Survey & Implement Improvement Actions	Undertake annual customer satisfaction survey and implement all improvement actions arising from these to identify trends and areas for improvement.	31-Dec-2022		Annual customer satisfaction survey drafted December 2022 and due for issue January 2023.	Ellen Cavanagh	John Kelpie
C.DI2223.03.04	Grow the Digital & Hybrid Offer Via Social Media, Website, Cloud etc.	Continue to grow the digital and hybrid offer across a range of platforms (social media, cloud-based/web). Identify innovative, smarter approaches to service promotion, customer engagement and event hosting and review the success of these interventions on an annual basis.	31-Mar-2023		Ongoing promotion of services, events and opportunities via social media; facilitation of meetings and training events via cloud-based platforms. Ongoing development of video-based training packages for staff. Events offered predominantly in-person but occasional use of hybrid option. Social media engagement: Facebook Irish language page - 2,701 followers and 2.5k likes, Irish Language Twitter account - 926 followers. Ulster-Scots Twitter Account – 368 followers.	Ellen Cavanagh	John Kelpie

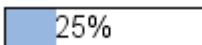
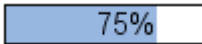
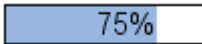
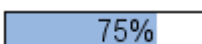
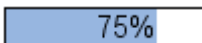
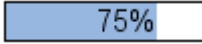
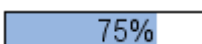
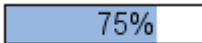
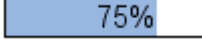
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C.DI2223.03.05	Develop 4 Projects to Promote Irish/Ulster Scots	Develop and deliver projects/initiatives to promote Irish/Ulster Scots - minimum 4 projects.	31-Mar-2023		1.Cross-border Irish language research project in partnership with Donegal County Council complete and awaiting approval by NWRDF board. 2. Cross-border Ulster-Scots research project in partnership with Donegal County Council (funding secured, awaiting approval from NWRDF to initiate). 3. Ongoing actions to support UNICEF CFC status 4. Irish Medium Schools Engagement Programme (ongoing). 5. My House of European History – partnership project with HMS & Parliament of Europe (complete)	Ellen Cavanagh	John Kelpie
C.DI2223.03.06	Deliver Events to Promote Irish/Ulster Scots	Deliver a programme of events to promote Irish/Ulster Scots, including Irish Language Week, Ulster Scots Language Week, Island Voices, Culture Night, UNESCO Decade of the Indigenous Languages (2022-23) - Minimum 5 events.	31-Mar-2023		1.Island Voices annual lecture series (Complete); 2. Ulster-Scots Language Week (Complete); 3. Irish Medium Schools' Engagement Day (Complete). 4. People & Place – Our Shared Placenames Event (Complete) 5. Programming underway for Seachtain na Gaeilge (Irish Language Week) 2023.	Ellen Cavanagh	John Kelpie
C.DI2223.03.07	Support & Facilitate the Irish Language Community Network Forum	Continue to support and facilitate the Irish Language Community Network Forum - Facilitate 3 meetings each year.	31-Mar-2023		One meeting held Sep 2022; 2 x additional meetings scheduled for Q4.	Ellen Cavanagh	John Kelpie
C.DI2223.03.08	Offer 4 Language Awareness Training Sessions	Offer 4 general language awareness training initiatives to Council staff/members in order to build capacity and enhance mainstreaming.	31-Mar-2023		Language Awareness Course (Irish & Ulster-Scots) offered to staff to mark European Day of Languages 26 Sep 2022; 2 x Ulster-Scots Language Awareness Courses offered as part of Ulster-Scots Language Week programme at Derry and Strabane offices – 21 & 25 Nov 2022. 3 x additional Language Awareness Courses (Irish & Ulster-Scots) scheduled for Q4. Short video training package on the Code of Courtesy for Staff (Irish/Ulster-Scots) in development	Ellen Cavanagh	John Kelpie

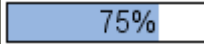
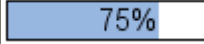
Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.DI2223.03.09	Provide Weekly Irish Language Training Course for Staff via Web Based Platforms	Provide weekly specialised Irish Language Training Course for staff across locations and/or using web based platforms at Derry and Strabane.	31-Mar-2023		Weekly classes at Basic and Intermediate level offered via WebEx by Irish Language Officer	Ellen Cavanagh	John Kelpie
C.DI2223.03.10	Identify Funding Opportunities to Maximise Irish/Ulster Scots Language Contribution to Social, Cultural and Economic Life	Identify funding and/or partnership working opportunities which help maximise the contribution that Irish and Ulster-Scots can make to social, cultural and economic life of the region.	31-Mar-2023		Funding secured from NW Regional Cross-Border Group to deliver Ulster-Scots Research Project (£20k); Match funding for Island Voices from TBUC/DCSDC Good Relations team (3k); secured match funding from Ulster-Scots Agency for Ulster-Scots Language Week (£2k approx.) Ongoing exploration of emerging opportunities.	Ellen Cavanagh	John Kelpie
C.DI2223.03.11	Work with Other Councils to Identify Best Practice in Promoting Irish/Ulster Scots	Work with other Councils in a regional capacity to identify best practice to the promotion of Irish/Ulster Scots. Facilitate and/or attend a minimum of 3 information exchange events/engagement meetings/events each year.	31-Mar-2023		Currently engaged in informal and formal networking opportunities with other Councils including via the Culture Teams forum with Donegal County Council and through ongoing engagement with Language Officers in other Councils. Cloud-based meeting opportunities are occurring in lieu of physical information exchange events/engagement meetings/events.	Ellen Cavanagh	John Kelpie
C.DI2223.03.12	Update Policies in Respect of Irish/Ulster Scots Linguistic Diversity	Update policies in respect of Irish, Ulster-Scots and Linguistic Diversity where appropriate and where new guidance/legislation requires it. Offer targeted policy training to key staff and departments.	31-Mar-2023		Training for key staff and departments ongoing as part of the Language Awareness Programme. Video training options in development to support staff to deliver on the Courtesy Codes for Irish and Ulster-Scots. Awaiting further guidance from OFMDFM re: anticipated policy updates in light of progress with NDNA language legislation.	Ellen Cavanagh	John Kelpie
C.DI2223.04	Ensure that Safeguarding of Children and Adults at Risk is Mainstreamed	Ensure that safeguarding of children and adults at risk is mainstreamed throughout all Council services by providing advice, guidance and direction	31-Mar-2023		Objective Progress	Ellen Cavanagh	John Kelpie

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.DI2223.04.01	Provide Safeguarding Policy Training to Managers & Provide Support	Provide Safeguarding Policy training to managers; provide support and advice to ensure implementation of the Council's Safeguarding policy and procedures throughout the organisation.	31-Mar-2023		E-learning module completed and will be ready for use by staff February 2023	Ellen Cavanagh	John Kelpie
C.DI2223.04.02	Monitor Effectiveness of the Revised Safeguarding Policy & Make Required Changes	Monitor effectiveness of the revised Safeguarding Policy and make amendments as required in line with best practice or legislative change.	31-Mar-2023		Positions of Trust training delivered in October 22 by NSPCC. The policy already covers this under sexual abuse. The corporate safeguarding training module will be updated to include positions of trust	Ellen Cavanagh	John Kelpie
C.DI2223.04.03	Represent the Council at Local Government Safeguarding Network	Represent the Council at Local Government Safeguarding Network	31-Mar-2023		Continued engagement with Local Government Safeguarding Network	Ellen Cavanagh	John Kelpie
C.DI2223.04.04	Maintain a Confidential Central Record of Safeguarding Incidents	Maintain a confidential central record of safeguarding incidents and referrals to ensure compliance with GDPR.	31-Mar-2023		Learning Log is updated as incidents occur	Ellen Cavanagh	John Kelpie
C.DI2223.04.05	Hold 2 Meetings of the Safeguarding Working Group Annually	Hold at Least 2 Meetings of the Safeguarding Working Group Annually	31-Mar-2023		A second meeting will be held in quarter 4	Ellen Cavanagh	John Kelpie
C.DI2223.04.06	Use Creative Approaches to Deliver Training for Staff	Use creative approaches to develop a range of training options for staff i.e. video training modules, toolbox talk style presentations, at a glance/summary versions of safeguarding topics.	31-Mar-2023		In December 2022 an updated prospectus of safeguarding training options was circulated to staff including face to face and video/digital options	Ellen Cavanagh	John Kelpie
C.DI2223.05	Support Services to Elected Members	Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their roles effectively	31-Mar-2023		Objective Progress	Ellen Cavanagh	John Kelpie

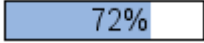
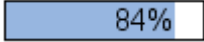



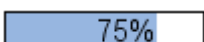

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C.DI2223.05.01	Member Development Group Meetings	Hold at least 3 meetings of the Member Development Group	31-Mar-2023		Meetings held on 17 May and 20 September 2022	Ellen Cavanagh	John Kelpie
C.DI2223.05.02	Provide Briefings to Reception staff	Provide 2 briefings to reception staff on section functions and services	31-Mar-2023		Briefings provided by ICSO on Telephony; Legacy Officer on Fuel Support Payment and HPPI on City Deal	Ellen Cavanagh	John Kelpie
C.DI2223.05.03	Induction Programme for newly Elected Members Following LG Election	Develop a comprehensive Induction Programme for newly Elected Members of the Council following the LG Elections in May 2023	31-Mar-2023		Draft Programme drafted and will be to be presented to EMDG in February 2023	Ellen Cavanagh	John Kelpie
C.DI2223.05.04	Physical Participation in Meetings - Covid Recovery	Provide options for Members to participate in physical Council and Committee meetings as the Covid pandemic recedes	31-Mar-2023		Hybrid committee and Council meetings in place; with Committee Members encouraged to attend Committee meetings physically and all Members encouraged to attend Council meetings. Committee meetings now alternating between the two Chambers.	Ellen Cavanagh	John Kelpie
C.DI2223.05.05	Reinstate Mayoral Engagements in the Guildhall - Covid Recovery	Reinstate all Mayoral engagements in the Guildhall where feasible	31-Mar-2023		Mayoral engagements reinstated with appropriate Covid controls in place where required	Ellen Cavanagh	John Kelpie
C.DI2223.06	Effective Handling and Processing of Information	Effective handling and processing of information that meets our legal obligations, protects people and represents good practice	31-Mar-2023		Objective Progress	Ellen Cavanagh	John Kelpie
C.DI2223.06.01	Introduce New Training Channels to Complete Mandatory Training	Introduce new channels for training staff who need to complete mandatory DPA/GDPR training with the aim of delivery to 100% of relevant staff.	31-Mar-2023		Data Protection refresher video released. Reminder to HoS that this needs to be viewed (via SLT)	Ellen Cavanagh	John Kelpie
C.DI2223.06.02	Introduce Tailored Awareness Sessions for All Staff	Introduce tailored awareness sessions for all staff with no access to online training or no need for full Data Protection/GDPR training due to role within Council.	31-Mar-2023		Data Protection refresher video released. Option in January training schedule for face to face for staff with no access to online training. Need SLT to push this.	Ellen Cavanagh	John Kelpie

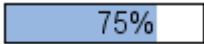
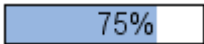
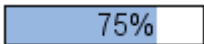
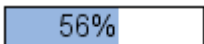
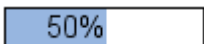
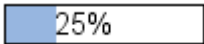

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.DI2223.06.03	Use Appropriate Feedback Mechanisms to Measure Staff Awareness	Use appropriate feedback mechanisms to measure staff awareness of Data Protection compliance requirements.	31-Mar-2023		Data protection Video released but viewing figures were poor. Need the backing of SLT to ensure this is effective	Ellen Cavanagh	John Kelpie
C.DI2223.06.04	Completion of GDPR Compliance Checks	Completion of GDPR compliance checks to ensure compliance with Regulation - these will be carried out on a regular basis within all work areas.	31-Mar-2023		Compliance Check template drafted. Once working group is approved by SLT checks can start	Ellen Cavanagh	John Kelpie
C.DI2223.06.05	Hold Regular Meetings with GDPR Working Group	Hold regular meetings with GDPR working group to review all work practices, policies and procedures to ensure GDPR compliance.	31-Mar-2023		Purpose of group identified and role they will play outlined. SLT need to provide nominees (some already identified)	Ellen Cavanagh	John Kelpie
C.DI2223.06.06	Introduce GDPR Compliance Action Plan	Introduce GDPR compliance action plan for all high risk Data Protection Areas.	31-Mar-2023		Action Plan has been drafted. Plan needs to be implemented with SLT buy in	Ellen Cavanagh	John Kelpie
C.DI2223.06.07	Carry Out Checks on How Hard Copies are Stored with a View to Reduce	Carry out a programme of checks on how hard copy information is stored with a view to reduce current levels and facilitate migration to electronic copies.	31-Mar-2023		Information Management Working Group will be set up to drive this forward	Ellen Cavanagh	John Kelpie
C.DI2223.06.08	Introduce a Process for Recording and Updating Access to Folders	Introduce a process, in liaison with IT, for recording and updating access to folders (information) so that GDPR is adhered to.	31-Mar-2023		IT have provided a current list of folders access. This now has to be checked to ensure all access is appropriate/removed if necessary	Ellen Cavanagh	John Kelpie
C.DI2223.06.09	Liaise with IT to Ensure Systems are Regularly Updated	Liaise with IT to ensure systems are regularly updated to ensure appropriate Data Protection.	31-Mar-2023		Ongoing process	Ellen Cavanagh	John Kelpie
C.DI2223.06.10	Update Council Website - Disclosure Log, Re-Use of Information and Publication Scheme	Continue to update Council website which includes Disclosure Log, Re-Use of Information and Publication Scheme Pages.	31-Mar-2023		Publication Scheme being reviewed and updated. Council Policies have been uploaded to Internet	Ellen Cavanagh	John Kelpie

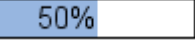
Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.DI2223.06.11	Extend Corporate File Plan to All Departments	Extend Corporate File Plan Structure to all departments once DSIU pilot is complete.	31-Mar-2023		Need to ensure DSIU plan is being used appropriately first	Ellen Cavanagh	John Kelpie
C.DI2223.07	Provide Fit for Purpose Central Office Facilities	Provide and maintain fit for purpose central office facilities in Derry and Strabane	31-Mar-2023		Objective Progress	Ellen Cavanagh	John Kelpie
C.DI2223.07.01	Proactive Approach to Health & Safety Obligations Under ISO 45001	Proactive approach to all Health and Safety obligations under ISO 45001 by carrying out regular checks on all compliance documentation and regular inspections of premises.	31-Mar-2023		Monthly & Quarterly inspections are being carried and any actions addressed.	Ellen Cavanagh	John Kelpie
C.DI2223.07.02	Maintain a Cost Effective Facilities Service	Maintain a Cost Effective Facilities Service	31-Mar-2023		Ongoing	Ellen Cavanagh	John Kelpie
C.DI2223.07.03	Implement a Robust Contractor & Visitor Management System	Implement a robust Contractor and Visitor management system using the functions of the Sign In app.	31-Mar-2023		Currently in discussions with PM & M&E re contractor control.	Ellen Cavanagh	John Kelpie
C.DI2223.07.04	Monitor Energy Use & Associated Costs	Monitor energy use and associated costs. By working in partnership with our Energy Management section, identify projects which could reduce both usage and costs.	31-Mar-2023		Ongoing review of energy usage through Wattics System. New BMS System now in operation.	Ellen Cavanagh	John Kelpie
C.DI2223.07.05	Improve Our Dynamic LED Lighting System	Improve our dynamic LED lighting system at Strand Road offices to enhance support to charitable organisations.	31-Mar-2023		Ongoing	Ellen Cavanagh	John Kelpie
C.DI2223.08	Provision of a Safe Environment for Staff and Visitors - Covid Recovery	Provision of a clean, safe, welcoming and comfortable environment for staff and visitors	31-Mar-2023		Objective Progress	Ellen Cavanagh	John Kelpie
C.DI2223.08.01	Continue to Provide Enhanced Cleaning Services Post Covid	Continue to Provide Enhanced Cleaning Services Post Covid	31-Mar-2023		Ongoing	Ellen Cavanagh	John Kelpie

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.DI2223.08.02	Ensure Appropriate Risk Assessments & Safe Systems of Work are in Place	Ensure Appropriate Risk Assessments & Safe Systems of Work are in Place	31-Mar-2023		Regular checks and audits on these documents. All updated at least annually.	Ellen Cavanagh	John Kelpie
C.DI2223.08.03	Continue to Rollout Best Practice in Managing Covid in the Workplace	Continue to Rollout Best Practice in Managing Covid in the Workplace	31-Mar-2023		Ongoing	Ellen Cavanagh	John Kelpie

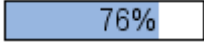
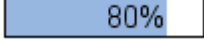
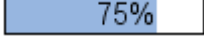
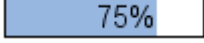
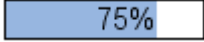

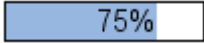
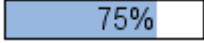
2.1 Lead Finance and Funding Officer

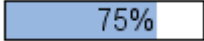
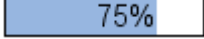
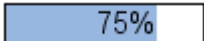
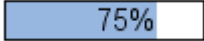
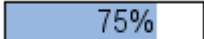
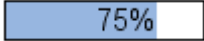
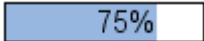
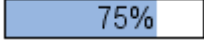
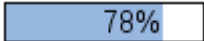
Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.FF2223	Finance & Funding SSU Service Plan 2022/23		31-Mar-2023		Service Plan Progress	Alfie Dallas	John Kelpie
C.FF2223.01	Establish & Maintain the Highest Levels of Good Governance - Strategic Finance	Establish & maintain the highest levels of good governance/ Establish & maintain efficient service delivery - Strategic Finance	31-Mar-2023		Objective Progress	Alfie Dallas	John Kelpie
C.FF2223.01.01	Preparation of Year End Accounts	Preparation of year end accounts and agreement of out-turn for 2021/22 by statutory deadline of 30th June 2022	30-Jun-2022		Outturn approved by GSP Committee in June 2022. Accounts submitted to Department by Statutory deadline.	Alfie Dallas	John Kelpie
C.FF2223.01.02	Work with NIAO to Ensure Audited Accounts are Signed Off	Work with NIAO to ensure audited accounts are signed off by statutory deadline of 30th September 2022.	30-Sep-2022		Audit completed. No issues identified. Approved by Audit Committee September 2022	Alfie Dallas	John Kelpie
C.FF2223.01.03	Completion of Rates Estimates for 2023/24 by 15th Feb 2023	Completion of rates estimates for 2023/24 by statutory deadline of 15th Feb 2023.	15-Feb-2023		District rate agreed by Council 13 February 2023	Alfie Dallas	John Kelpie
C.FF2223.01.04	Issue 10 Monthly Management Information Reports	Issue 10 monthly management information reports to Directorates and provide quarterly reports to Committee.	31-Mar-2023		Ongoing. Quarter 1,2 and 3 outturn reports approved by GSP Committee	Alfie Dallas	John Kelpie
C.FF2223.01.05	Keep Members and SLT Informed on Strength/Speed of Recovery	Commitment to keep members and SLT regularly informed (qtrly) and SLT on strength/speed recovery including comparative analysis with NI and other LGDs.	31-Mar-2023		Reporting to Members and SLT on post COVID measures and impact of cost of living/construction inflation on a quarterly basis.	Alfie Dallas	John Kelpie

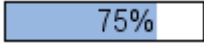
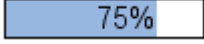

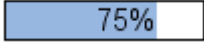
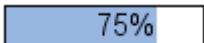
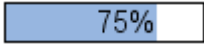
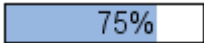
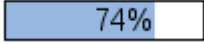
Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.FF2223.01.06	Dissemination of Key Economic Reports to Other Stakeholders in City & District (4)	Dissemination of key economic reports to other stakeholders in City and District (4).	31-Mar-2023		UUEPC Growth Forecast/Bank of England/Skills barometer information disseminated quarterly	Alfie Dallas	John Kelpie
C.FF2223.01.07	Bespoke Local Commentary on Local Claimant Count	Bespoke local commentary on economy as claimant count monthly/regional reports are published - Monthly (12).	31-Mar-2023		Analysis of NI claimant count distributed monthly.	Alfie Dallas	John Kelpie
C.FF2223.01.08	Support to Directorates on Key Issues	Ongoing support to directorates on key issues such as anti-poverty strategy, LDP Housing Growth Indicators, Training etc.	31-Mar-2023		Updates provided on inflation forecast/growth forecast/innovation zone/City Deals/Unity motion/Clipper evaluation and work ongoing	Alfie Dallas	John Kelpie
C.FF2223.02	Establish & Maintain the Highest Levels of Good Governance - Funding	Establish and maintain the highest levels of good governance - Funding	31-Mar-2023		Objective Progress	Alfie Dallas	John Kelpie
C.FF2223.02.01	Complete & Submit Outline Business Cases to Government for Transformative City Deal	Work closely with stakeholders and through established governance arrangements to complete and submit Outline Business Cases to Government for the Transformative City Deal and Inclusive Future Fund Investment package and establishment of formal governance arrangements.	30-Jun-2022		Formal governance arrangements established and in place. Draft business cases complete but need to be updated to reflect global cost pressures. Substantial work ongoing to complete final outline Business cases.	Alfie Dallas	John Kelpie
C.FF2223.02.02	Support PEACE PLUS Programme 2021-27 & Associated Project Proposals	Support the development of the PEACE PLUS Programme 2021-27 and the associated development of project proposals.	30-Sep-2022		Call to open in Winter 2022. Attended soft launch event of Theme 1.4 significant capital call. GSP Committee approval to further develop a number of projects in advance of call opening.	Alfie Dallas	John Kelpie
C.FF2223.02.03	Support Applications to UK Strategic Funds	Support the development and applications to UK Strategic Funds (UK Community Renewal Fund, UK Shared Prosperity Fund, UK Levelling-Up Fund Phase 2 and ROI Shared Island Fund) and ongoing engagement with Government in relation to other significant funding streams.	31-Mar-2023		Decision announced January 2023 no successful bids	Alfie Dallas	John Kelpie

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.FF2223.02.04	Engagement with Government to Explore Funding Support	Continue regional engagement with Government to explore future mechanisms of funding support to ensure sustainability of Local Government finances an support for less wealthy Councils.	31-Mar-2023		Regional engagement ongoing including submission of regional paper to Government re cost of living impact on Councils.	Alfie Dallas	John Kelpie

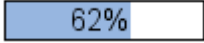
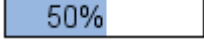
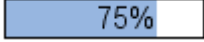
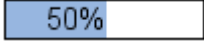
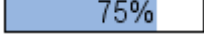
2.1 Lead Human Resources Officer

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.HR2223	Human Resources SSU Service Plan 2022/23		31-Mar-2023		Service Plan Progress	Paula Donnelly	John Kelpie
C.HR2223.01	Organisation Design and Effective Resourcing	Organisation design and effective resourcing	31-Mar-2023		Objective Progress	Paula Donnelly	John Kelpie
C.HR2223.01.01	Continue to Review Recruitment Processes	Continue to review recruitment processes in line with new legislation and good practice	31-Mar-2023			Paula Donnelly	John Kelpie
C.HR2223.01.02	Implement Disability Policy & Develop Initiatives to Attract Those with Disabilities to the Workplace	Implement Disability Policy and continue to develop initiatives to attract and encourage those with a disability into the workplace.	31-Mar-2023		-- enter new status update --	Paula Donnelly	John Kelpie
C.HR2223.01.03	Progress Substructure Reviews	Progress substructure reviews as required and ensure relevant employment processes are applied.	31-Mar-2023			Paula Donnelly	John Kelpie
C.HR2223.01.04	Review T&C's as Agreed by JCNC	Review terms and conditions as agreed by JCNC.	30-Jun-2022			Paula Donnelly	John Kelpie
C.HR2223.01.05	Research & Develop Pilot for 4 Day Working Week	Research and develop a pilot for a 4 day working week.	30-Sep-2022		Consultant appointed and report to GSP early in the new year	Paula Donnelly	John Kelpie
C.HR2223.02	Healthy Workplace	Healthy workplace	31-Mar-2023		Objective Progress	Paula Donnelly	John Kelpie

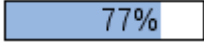
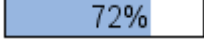
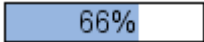

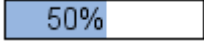


Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.HR2223.02.01	Promote a Healthy Work Environment via BeWell Initiatives	Continue to promote a healthy working environment through a range of BeWell initiatives.	31-Mar-2023		A range of initiatives progressing PD	Paula Donnelly	John Kelpie
C.HR2223.02.02	Review & Implement Initiatives to Reduce Absence	Continue to review and implement processes and initiatives to reduce absence.	31-Mar-2023		Ongoing	Paula Donnelly	John Kelpie
C.HR2223.03	Employee Relations and Staff Engagement	Employee relations and staff engagement	31-Mar-2023		Objective Progress	Paula Donnelly	John Kelpie
C.HR2223.03.01	Review Initiatives in Line with the Employee Engagement Strategy	Continue to review and progress initiatives and processes in line with the 5 categories outlined in the Employee Engagement strategy.	31-Mar-2023			Paula Donnelly	John Kelpie
C.HR2223.03.02	Plan & Deliver Annual Staff Engagement & Recognition Events	Plan and deliver annual Staff Engagement and Staff Recognition events.	31-Dec-2022		Event held in June 2022	Paula Donnelly	John Kelpie
C.HR2223.04	Employment Policy and Systems	Employment policy and systems	31-Mar-2023		Objective Progress	Paula Donnelly	John Kelpie
C.HR2223.04.01	Review HR Policies to Include: Hybrid Working, Domestic Violence, Emblems, Disciplinary & Maternity/Paternity Policies	Continue Programme of Review to Include: Hybrid Working Policy, Domestic Violence Policy, Emblems Policy, Disciplinary Policy & Maternity/Paternity Policy.	31-Mar-2023		Hybrid Working Policy and Domestic Violence Policy agreed and implemented	Paula Donnelly	John Kelpie
C.HR2223.04.02	Review HR Systems & Implement Improvements where Required	Continue to review HR systems and implement improvements where required.	30-Apr-2022			Paula Donnelly	John Kelpie
C.HR2223.05	Organisational Development	Organisational development	31-Mar-2023		Objective Progress	Paula Donnelly	John Kelpie

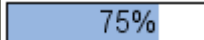

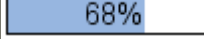
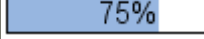
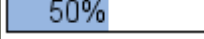
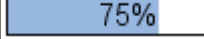
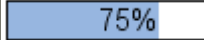
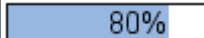
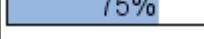
Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.HR2223.05.01	Review Induction Process for New Colleagues	Continue to review induction process for new employees.	30-Jun-2022		Dates confirmed for 6 sessions over July and August	Paula Donnelly	John Kelpie
C.HR2223.05.02	Embed PDP Process within the Organisation	Continue to embed PDP process within the organisation.	31-Mar-2023			Paula Donnelly	John Kelpie
C.HR2223.05.03	Review Leadership Training & Promote Relevant Development Programmes to Senior Managers	Review leadership training carried out to date and continue to promote relevant leadership development programmes for our senior managers.	31-Mar-2023		Next external audit due Sept 2022	Paula Donnelly	John Kelpie
C.HR2223.05.04	Develop Capacity Building Programmes for Line Managers	Continue to develop capacity-building programmes for line managers.	31-Mar-2023		To be completed month August	Paula Donnelly	John Kelpie
C.HR2223.05.05	Develop a Pilot Coaching/Mentoring Programme for Line Managers	Develop a pilot coaching/mentoring programme for line managers.	30-Sep-2022			Paula Donnelly	John Kelpie
C.HR2223.05.06	Continue Rolling Out ELearning	Continue Rolling Out ELearning	31-Mar-2023			Paula Donnelly	John Kelpie
C.HR2223.05.07	Review Compliance Training Processes & Courses	Review Compliance Training Processes & Courses	31-Mar-2023			Paula Donnelly	John Kelpie
C.HR2223.06	Employee Support - Covid Recovery	Continue to provide welfare and assistance services to support staff throughout the pandemic	31-Mar-2023			Paula Donnelly	John Kelpie

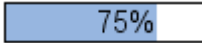
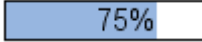
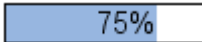
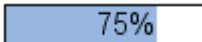
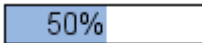
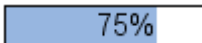
2.1 Lead Legal Services Officer




Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.LS2223	Legal Services SSU Service Plan 2022/23		31-Mar-2023		Service Plan Progress	Philip Kingston	John Kelpie
C.LS2223.01	Root and Branch Review of Council Constitution	Commence root and branch review of Council constitution	31-Mar-2023		Review of format and content of neighbouring Council's constitutions undertaken to consider best practice	Philip Kingston	John Kelpie
C.LS2223.02	Maintain Council Standing Orders	Maintain Council standing orders	31-Mar-2023		Reviewed and updated as required	Philip Kingston	John Kelpie
C.LS2223.03	Progress Implementation of Lexcel Accreditation	Progress implementation of Lexcel accreditation for Legal Services in Derry & Strabane.	31-Mar-2023		Initial review of resource required undertaken.	Philip Kingston	John Kelpie
C.LS2223.04	Maintain & Update Deeds Audit in Respect of Council Property	Maintain and update deeds audit in respect of Council property.	31-Mar-2023		Reviewed and updated as required	Philip Kingston	John Kelpie

2.1 Strategic Business Manager

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.SP2223	Strategic Projects SSU Service Plan 2022/23		31-Mar-2023		Service Plan Progress	Rachael Craig	John Kelpie
C.SP2223.01	Lead and Facilitate the Community Planning Process	Lead and facilitate the Community Planning process in the Derry City and Strabane District council region	31-Mar-2023		Objective Progress	Rachael Craig	John Kelpie
C.SP2223.01.01	Facilitate & Host 3 Meetings of Strategic Growth Partnership	Convene, host and facilitate at least 3 meetings of the Strategic Growth Partnership.	31-Mar-2023		2/3 meetings have been convened (17/06/22 (hybrid format) and 21/10/22 (face-to-face). A further meeting of the Strategic Growth Partnership is scheduled to be held in February 2023.	Rachael Craig	John Kelpie
C.SP2223.01.02	Publication of Reviewed Strategic Growth/Community Plan	Publication of a 'reviewed' Strategic Growth/Community Plan in line with Part 10, Section 69 of the Local Government (Northern Ireland) Act 2014.	30-Jun-2022		Complete – following approval by the Strategic Growth Partnership in June '22 the 'revised' Plan has been published and issued to key stakeholders.	Rachael Craig	John Kelpie
C.SP2223.01.03	Analyse Public Transport Provision Across the Council Area	Undertake analysis of public transport provision across the council area as a means of identifying transport poverty (particularly in rural areas) and access to services.	31-Mar-2023		Specification drafted. Procurement process paused awaiting confirmation of CP budget. Also being considered as part of the North West Transport Plan / deferred to DFI	Rachael Craig	John Kelpie
C.SP2223.02	Provide Comprehensive Secretariat Services	Provide comprehensive secretariat services for the North West Strategic Growth Partnership and North West Regional Development Group	31-Mar-2023		Objective Progress	Rachael Craig	John Kelpie
C.SP2223.02.01	Host 2 Meetings of the NW Strategic Growth Partnership	Host 2 meetings of the NW Strategic Growth Partnersip	31-Mar-2023		Meeting held on 30/11/22. Economic Growth and Investment thematic workshop held in Armagh on the 16.09.2022	Rachael Craig	John Kelpie

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
C.SP2223.02.02	Host 4 Meetings of the NW Regional Development Group	Host 4 Meetings of the NW Regional Development Group	31-Mar-2023		Meetings held on 07.07.22; 28.09.22; 13.12.22	Rachael Craig	John Kelpie
C.SP2223.02.03	Host Visit by An Taoiseach to Meet Members of the NWRDG	Host Visit by An Taoiseach to Meet Members of the NWRDG	30-Apr-2022		Meeting took place on 1st April 22	Rachael Craig	John Kelpie
C.SP2223.03	Administration of Spend for North West Development Fund	Administration of spend across the three Regional Development Pillars for the North West Development Fund	31-Mar-2023		Objective Progress	Rachael Craig	John Kelpie
C.SP2223.03.01	Commitment of €1m Irish Government Allocation to NWDF	Commitment of €1m Irish Government Allocation to NWDF	31-Mar-2023		Projects to the value of £529k have been approved. Approximately €610k	Rachael Craig	John Kelpie
C.SP2223.03.02	Compilation of ROI Claim 8 for Remaining NWDF Spend	Compilation of ROI Claim 8 for Remaining NWDF Spend for April 22-March 23 period	31-Mar-2023		1st Quarter completed April -June 22 2nd Quarter completed July – Sept 22	Rachael Craig	John Kelpie
C.SP2223.03.03	Liaise with Irish Government & Executive Office Regarding Funding	Liaise with Irish Government & The Executive Office regarding continuation of funding for NWDF.	31-Mar-2023		Ongoing. Requires Ministerial approval and Post Project Evaluation on the Northern side	Rachael Craig	John Kelpie
C.SP2223.03.04	Attend Accountability Meetings & Complete Post Project Evaluation	Attend Accountability Meetings & Complete Requirements for Post Project Evaluation.	31-Mar-2023		Tender spec codesigned. TEO Procurement process unsuccessful. List of key stakeholders to engage with issued to TEO on request	Rachael Craig	John Kelpie
C.SP2223.04	Effective Media Management and Communication Services	Continue to provide effective media management and communication services within all Directorates and support services of Council	31-Mar-2023		Objective Progress	Adele McCourt	John Kelpie
C.SP2223.04.01	Create Active PR, Media Coverage and	Create active PR and media coverage and social media engagement that generates	31-Mar-2023		Team continuing to produce proactive and informative content and increased messaging that is evident in media	Adele McCourt	John Kelpie

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
	Social Media Engagement	positive profile and coverage on all Council services, initiatives and events			evaluation reports presented through GSP committee.		
C.SP2223.04.02	Committee Meetings - Ensure Communication and PR Needs Are Planned in Advance	Attend all committee meetings to ensure communication of Council decisions is communicated, and meet on a regular basis with representatives of each directorates to ensure their communication and PR needs are met and planned in advance	31-Mar-2023		Team attending all committee meetings and Council meetings digitally. Team continue to engage with lead officers in advance to prepare for communication, campaigns and messaging.	Adele McCourt	John Kelpie
C.SP2223.04.03	Liaise Regularly With All Media Contacts	Continue to liaise regularly with all media contacts and look at opportunities to link in with regional and national media to extend awareness and recognition of Council activities, initiatives and events	31-Mar-2023		Regular phone and email engagement directly with local and regional media to secure media placements, interviews and develop positive relationships to help get messaging and service information to the public	Adele McCourt	John Kelpie
C.SP2223.04.04	Ensure Media Databases and Connections are Updated	Ensure all our media databases and connections are updated and that we regularly engage with our contacts to build on relationships and further develop links	31-Mar-2023		Our media contact lists and databases are updated regularly to reflect changes in the industry and to ensure we are maximising opportunities to engage with the public.	Adele McCourt	John Kelpie
C.SP2223.04.05	Continue Media Monitoring and Evaluation Service	Continue with our media monitoring and evaluation service to analyse data so we can maximise our media reach and coverage	31-Mar-2023		The media monitoring platform we are using allows us to collate data to analyse the positive impact of our messaging and our wide engagement with the public.	Adele McCourt	John Kelpie
C.SP2223.04.06	Develop and Increase Social Media Engagement	Continue to develop and increase our engagement within our social media platforms and update our social media skills through regular training	31-Mar-2023		We continue to use our corporate social media platforms to engage with the public and share all information on our services. We are looking at budget and training opportunities to upgrade social media skills and practices	Adele McCourt	John Kelpie
C.SP2223.04.07	Develop and Create Proactive Media Content	Continue to develop and create proactive media content to ensure positive placements, and continue with positive response times to all media queries	31-Mar-2023		This is ongoing work we are doing across all directorates to develop campaigns and media messaging to support all Council initiatives. The team continue to play a proactive role supporting the Mayor, responding to media queries and securing	Adele McCourt	John Kelpie

Code	Title	Description	Due Date	Progress Bar	Latest Status Update	Managed By	Assigned To
					positive media placements to promote the work of Council across all media.		
C.SP2223.04.08	Staff Newsletters	Issue 2 staff newsletters	31-Mar-2023		The latest edition of the staff newsletter was published in December and the next one planned for summer.	Adele McCourt	John Kelpie
C.SP2223.04.09	Information/Access to Services - Covid Recovery	Provide public health and service information/messaging as required	31-Mar-2023		Continue to engage on a monthly basis with NI Executive comms team and other Councils including the Health Trusts and PHA with regard to support for public health messaging	Adele McCourt	John Kelpie
C.SP2223.04.10	Collaborative Working - Covid Recovery	Continue to collaborate on regional groups to ensure effective management of the pandemic and mitigation against adverse impacts	31-Mar-2023		Continue to attend the Public Information and Media Working Group for Emergency Preparedness meetings for updates and actions.	Adele McCourt	John Kelpie

