



Corporate Plan 2022/23 & Performance Improvement Plan 2022/23

Contents

Section 1: Background

About this document

Engaging with our Citizens

How our plans fit together?

Derry City & Strabane District Council Community Plan

Section 2: The Corporate Plan 2022/23

Introduction

Our Mission

Corporate Objectives

Corporate Values

Cross Cutting Themes

Our Resources for 2022/23

Community and Strategic Capital Projects and City Deal

Aligning the Emerging Strategic Community Plan, Corporate Plan and Directorate Delivery Plans

Monitoring and Reporting Progress

Section 3: Performance Improvement Plan 2022/23

Introduction

Identifying our Improvement Objectives 2022/23

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

Sub Objectives

- To continue to develop and deliver a range of initiatives to mitigate the impacts of Covid19 and support economic growth
- To promote jobs through the Northern Ireland Business Start Up Programme and the Business Innovation and Growth Programme
- To assist companies seeking to take advantage of dual market access in both GB and EU
- To deliver high quality festival and events growing our visitor numbers
- Develop and deliver the Labour Market Partnership action plan

To assist a return to healthy lifestyles through regrowing participation in high quality leisure, sports and physical activity

Sub Objectives

- To re-engage and achieve user numbers of the Council's leisure facilities with a target of pre-Covid levels baseline user numbers and through retention and growth strategies achieve pre-Covid gym membership capacity
- To target underrepresented groups through inclusive leisure, sport and physical activity participation to lead more active lives
- Maintain current high levels of customer satisfaction/net promoter score
- To target participation by those living in deprived areas

To create a greener, cleaner more attractive district

Sub-Objectives

- To protect and promote our natural and built assets
- To protect and enhance our environment

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

Statutory Indicators

Publishing our Improvement Objectives

Reviewing and reporting on our progress

How to get involved

Section 4: Our Councillors

Contact Us

Section 1

About this document

This document is set out in four key sections:

- Section 1 sets out the context for our plans for 2022/23 and provides details of how we have engaged citizens and stakeholders in our planning processes, how our plans fit together.
- Section 2 relates to the Corporate Plan for Derry City and Strabane District Council for the year 2022/23. The Corporate Plan explains our priorities for the forthcoming year and how the Council will spend its budget in support of these priorities.
- Section 3 relates specifically to our Improvement Objectives for 2022/23
- Section 4 provides details of your local Councillors and contact details.

Engaging with our Citizens

One of the values set out in our first corporate plan in 2015/16 was our commitment to one unified Council with the needs of local communities and businesses at the core of what we do, and we have been working to achieve this since the inception of our new Council. Fundamental to achieving such an approach is proactive and meaningful engagement with our citizens and stakeholders. The Council initiated a co-design process to develop the draft community plan (Strategic Growth Plan) for the Derry City and Strabane District Council area. More than 5,000 citizen engagements were undertaken, including a citizen survey to 1,400 households, Section 75 focus groups, stakeholder plenaries, task and finish working groups and 8 local community planning groups.

Following on from this co-design process to develop our draft plan a significant and intense period of public consultation commenced over the summer and early autumn of 2017, the aim of which was to engage with key stakeholders and seek their views on the draft plan. 16 public consultation events were held across the council area with other engagements with interested stakeholders provided on request. 16,000 copies of a bespoke children's version of the Strategic Growth Plan were circulated to all primary school pupils in the City and District also seeking their views.

In total 206 responses were submitted as part of the public consultation on the draft Strategic Growth Plan/Community Plan. This significant feedback demonstrated an overwhelming support for the Growth Plan and the aspirations within it. The consultation evidenced and validated the approach to co-design and co-production as they supported the outcomes, indicators and actions within the plan and reinforced the key need for the transformative projects to deliver social, economic and environmental regeneration. Following amendment to take into consideration consultation feedback the final 'Strategic Growth Plan 2017-2032/Our Community Plan' was published in November 2017.

Since the publication of the Plan the focus has shifted towards implementation and the establishment of 8 Outcome Delivery Partnerships (ODPs) aligned to the 8 outcome areas of the Plan. These Partnerships comprise all the partners responsible for the delivery of actions within a particular outcome and will implement, deliver and report on the actions in the Strategic Growth Plan.

Whilst this Community Plan/Strategic Growth Plan takes a strategic view of the whole District, it is also important to connect to the needs and aspirations at a more local level within our neighbourhoods and communities. As part of the co-design process Eight Local Area Based Community Plans are also being developed. Local residents and our community planning partners have given their views on how public services can be better provided within local communities and have identified local actions to address these local needs, reduce inequalities and improve wellbeing. Implementation of the Local Area Plans will be overseen by Eight Area Based Locality Planning Groups.

In addition, we regularly seek views in relation to services, strategies, etc., despite the impact of Covid 19. However, in many cases our approach to citizen engagement has been modified to reflect a more varied, targeted and/or virtual approach.

How our plans fit together

The Council has many plans at strategic and operational levels, some of which are based on local needs and others that are required as a result of legislation.

The Strategic Community Plan for the Derry City and Strabane District Council area is the highest level plan. This strategy recognises that community planning is about people and organisations working together to improve services and to bring about sustainable improvements in the quality of life of local citizens, businesses and other stakeholders. As well as the Council, the community plan also involves the commitment and resources of multi-agency partnerships to deliver the community plan objectives.

Delivery of the vision and objectives set out in the Strategic Community Plan will be supported through the expression of objectives, priorities and actions in the Corporate Plan of Derry City and Strabane District Council (and the corporate plans of other stakeholder organisations). The Council's Corporate Plan captures our contribution to the Strategic Community Plan and the resources required are reflected in the Annual Rates Estimates.

Arising from the corporate plan, directorate delivery plans have been prepared to help ensure that those priorities set out at a corporate level are cascaded to individual directorates/services and actioned. Individual contributions to the delivery of directorate and team plans and ultimately the corporate plan are set out in personal development plans as part of our employee development and appraisal process.

The Council is also required to prepare an annual Improvement Plan containing improvement objectives, and must monitor its performance and publicise the information.

In addition to these corporate management plans, plans will also continue to be developed in relation to thematic/service specific issues, for example, our sports facility strategy. Furthermore, the local development plan (LDP) will guide the future use of land in the Council area and inform developers, members of the general public, communities, government, public bodies, representative organisations and other interests of the policy framework that is used to determine development proposals.

The LDP will take account of the Council's Community Plan providing a spatial expression to the community plan and thereby linking public and private sector investment through the land use planning system.

The planning and improvement framework set out above comprising the strategic community plan, corporate plan, performance improvement plan and directorate plans is augmented by a performance review framework which includes:

- At a district wide level – a two yearly Area Performance Report which measures the district's performance against the shared outcomes set out in the Strategic Community Plan
- At a Council level, an Annual Performance Report which sets out what we have achieved in the previous year and how we have met our performance improvement duty.
- At a directorate level, six monthly progress reports and directorate service delivery plans provide information on how we are performing.

The diagram below shows the key elements of the planning, improvement and performance review framework.

Corporate Planning, Improvement and Performance Review Framework

Derry City and Strabane District Council Area: Plans and Performance Review

"Inclusive Strategic Growth Plan 2017-2032" -Strategic Community Plan. The district's integrated plan captures the shared outcomes for the area.

Derry City and Strabane District – 2 yearly Area Performance Report. Measures the district's performance against the shared outcomes set out in the Strategic Community Plan

Council: Plans and Performance Review

Derry City and Strabane District Council – Corporate Plan 2022/23

The Corporate Plan captures the council's contribution to the 'Inclusive Strategic Growth Plan 2017-2032' -Strategic Community Plan. The resources required are reflected in the Annual Rates Estimates.

Improvement Plan 2022/23

Improvement Objectives 2022/23 for the forthcoming year

Annual Performance Report 2021/22
Sets out what we have achieved in the previous year and how we have met our performance improvement duty.

Directorate: Plans and Performance Review

Directorate Delivery Plans

Directorate delivery plans demonstrate how the Corporate Plan will be delivered and contains details about the work of the Directorate, its resources and how it is performing. Supported by six monthly progress reports.

Individual: Development Plans and Performance Review

Personal Performance and Development Reviews

This captures the individual's contribution to Directorate and team plans.

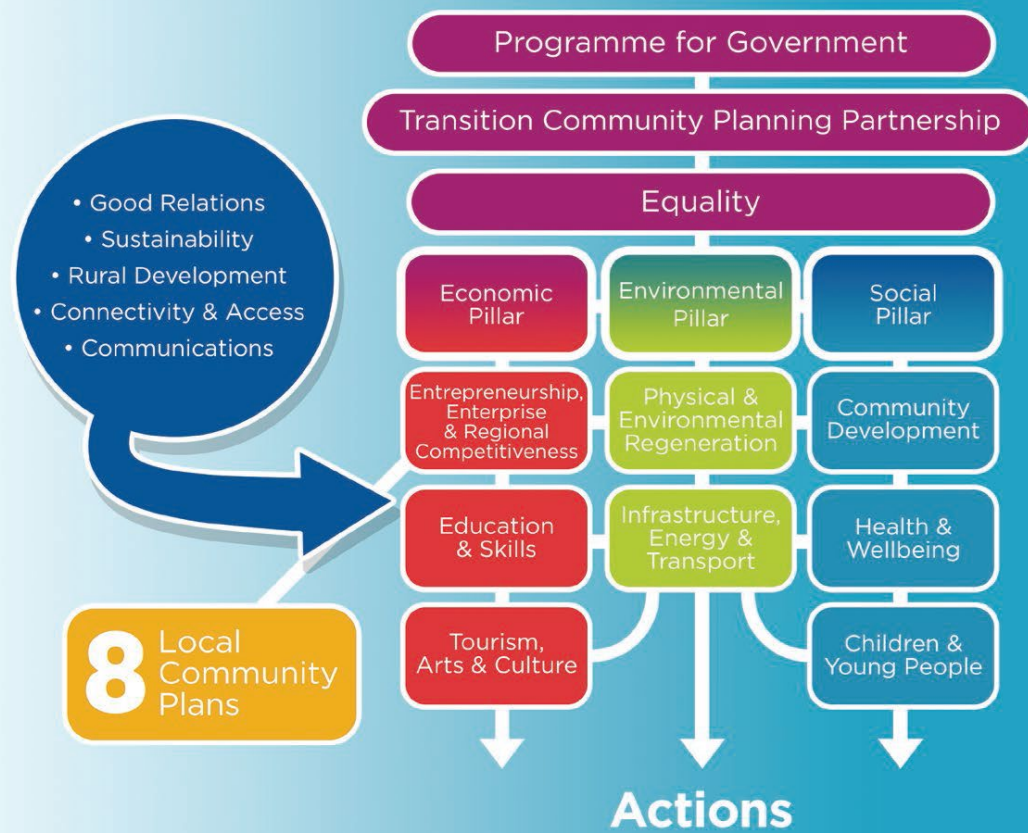
Derry City & Strabane District Council - Inclusive Strategic Growth Plan 2017-2032

Derry City and Strabane District Council has a duty under the Local Government Act (NI) 2014 to prepare a Community Plan to promote the economic, social and environmental wellbeing of its area and contribute to the achievement of sustainable development.

An extensive process of consultation involving approximately 5,000 citizen engagements was undertaken with local communities and organisations to shape the priority outcomes. Following this, the Community Plan entitled: 'Inclusive Strategic Growth Plan 2017-2032' - was issued in November 2017. This document identifies the priority outcomes which aim to make Derry City and Strabane District Council a place where there is:

A thriving, prosperous and sustainable City and District with equality of opportunity for all

The 8 priority outcome areas of the co-design process for the social, economic and environmental wellbeing pillars and the linkages to local community plans and the Programme for Government are set out in the diagram below. Our Corporate Plan and Improvement Objectives support these outcomes.



Section 2

Corporate Plan 2022-2023

Introduction

Corporate Plan 2022-2023 represents our priority outcomes as a Council for the next year. It reflects the Council led priorities set out in the Inclusive Strategic Growth Plan and identifies actions we will undertake above and beyond the everyday working of Council services.

The Strategic Growth Plan identifies eight priority outcomes under the pillars of economic, social and environmental well-being. Many of the Council's services will contribute towards achieving more than one of the priority outcomes identified, and it is important to recognise that achievement of each priority will contribute, in part, to the achievement of others. Some themes, such as equality and sustainability cut across each of the priority outcomes.

Our Mission

Derry City and Strabane District Council mission is committed to working to:

“Deliver improved social, economic and environmental outcomes for everyone.”

Corporate Objectives

To deliver on our mission, we will focus on four key objectives. These objectives are based on the organisational structure and have emerged following consultation with key partners and from consulting and involving senior council officers and staff.

Our corporate objectives are to:

- **Grow our business and facilitate cultural development.**
- **Protect our environment and deliver physical regeneration.**
- **Promote healthy communities.**

- **Provide effective and facilitative cross functional support services.**

These corporate objectives align directly to the well-being pillars identified within the strategic outcomes in the Community Plan, as set out in the diagram below.

Community Plan
Wellbeing Pillar and Priority Outcome Area

Social Well-being

- Community Development,
- Health and Well-Being
- Children and Young People

Economic Well-being

- Entrepreneurship, Enterprise and Regional Competitiveness
- Education and Skills
- Tourism, Arts and Culture

Environmental Well-being

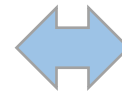
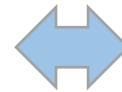
- Physical and Environmental Regeneration
- Energy, Infrastructure and Transport

Corporate Plan
Objectives

Promote Healthy Communities

Grow our business and facilitate cultural development

Protect our environment and deliver physical regeneration.



Provide effective and facilitative cross functional support services

Corporate Values

These corporate values will guide what we do, and our working relationships with each other, our residents and our partner agencies. Our Corporate Values define who we are and how we do business. These are the beliefs that guide our actions, set our direction and help us every day to plan for the future.

- One new unified Council with the needs of local communities and businesses at the core of what we do.
- A centre of excellence and innovation with a clear focus on outcomes and delivery.
- Working in partnership with statutory and community sectors to achieve economic, social and environmental regeneration.
- Driven forward by effective and ethical leadership and highly motivated and valued staff who have clear sense of purpose and place.
- Balancing urban and rural needs.
- Committed to clear and timely communication and celebrating our achievements.

Cross cutting themes

Our commitment to promoting equality

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 dependants

We are committed to fulfilling our obligations under Section 75 of the Northern Ireland Act 1998 throughout the Council and to allocating the necessary time, people and money to enable us to do so. We have developed a new Equality Scheme and are committed to implementing it effectively and in a timely way alongside implementing this Corporate Plan.

Without affecting our obligations mentioned above, when doing our work, we will also take into account the desirability of promoting good relations between people of different religious belief, political opinion or racial group.

We are also required by law to fully take into account the need to promote positive attitudes towards people with a disability and encourage the participation of people with a disability in public life. We are committed to fulfilling our disability duties and we set out how we intend to do this in our disability action plan.

Our commitment to sustainable development, rural needs and action on climate change

Sustainable development is based on balancing social, economic and environmental costs and benefits to ensure the best future for all. It is about looking at long-term and short term costs and consequences, and considering the world wide as well as the local aspects of decision. The accepted definition of sustainable development is:

“Development which meets the needs of the present without compromising the ability of future generations to meet their own needs.” (The Brundtland Report, 1987)

On 31st March 2007, public authorities became legally obliged to act in a way that best contributes to supporting sustainable development. Councillors and council staff have welcomed the duty of sustainable development. It is a major factor in all our decisions and is therefore one of the cross cutting themes running through every aspect of the Council’s work.

The Rural Needs Act (Northern Ireland) 2016 (the Act) came into operation for government departments and district councils on 1 June 2017. The Act requires policy makers and public authorities to have due regard to rural needs when developing and implementing policies and when designing and delivering public services. The Council is committed to addressing rural needs and during 2018/19 put in place additional processes and training to facilitate effective compliance with the legislation.

We are also committed to delivering our Climate Emergency Plan, under which new policies will be screened for their impact on Climate Change and if necessary, a more detailed assessment undertaken.

Our Resources 2022/23

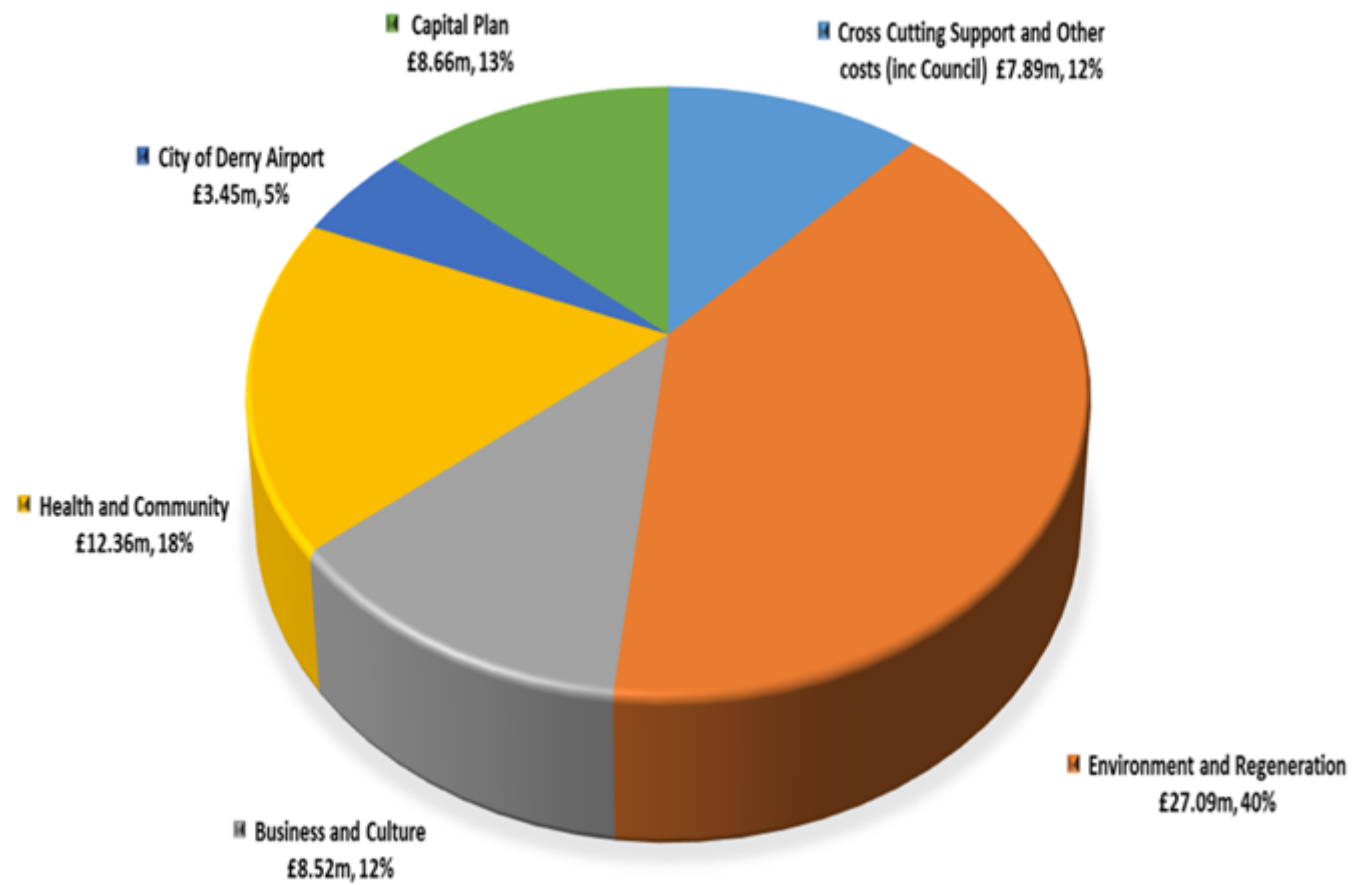
The Councils estimated revenue expenditure (net of specific grant income and fees and charges from council services) in 2022/23 will be £67.964m.

Net Revenue Expenditure

The following table and chart demonstrate how this money will be spent across each of our Service Directorates:-

Environment and Regeneration	£27.087m
Health and Communities	£12.358m
Business and Culture	£8.524m
Capital plan	£8.660m
City of Derry Airport	£3.445m
Cross Cutting Support and other costs (incl Council)	£7.890m
Total Net Expenditure	£67.964m

COUNCIL SPEND BY DIRECTORATE 2022/23



Total Income

For the financial year 2022/23, the net expenditure will be funded from the following sources of income-

District rates income (including de-rating grant)	£64.972m
Rates support grant	£2.268m
Transferring functions grant	£0.374m
Reserves	£0.350m

Total income	£67.964m
---------------------	-----------------

Rates Breakdown Per Household

The following table is based on the average property value and details what the average ratepayer in the Derry City and Strabane District Council will pay in 2022/23 compared to the N. Ireland Council average:

Domestic Ratepayer Examples Based On Average House Values

	Derry City and Strabane	NI Council Average
Average Property Value (£)	96,764	120,425
Average District Rate (£)-	510.86#	451.54 #
Average Regional Rate (£)	442.60	550.83
<u>Average Total Rates Bill for 2022-23 (£)</u>	955.01#	1,002.37 #

Estimated figures which will change slightly when the various Councils strike their rates. Central Government has confirmed regional rate will be frozen at its current level for 2022/23.

This year's District rates increase of 3.44% will mean an average increase of £16.97 per annum or 33p per week and will see the average domestic District rates bill increase to £510.86. Given that the regional rate has been frozen, overall rates bills will rise by 1.81% to an average of £953.45.

Non-Domestic Rates

Non-domestic rates are a rate for all business properties, such as offices, factories and shops, with bills based on the rental value of your property as at 1 April 2013 and as updated by the recent Reval 2020 exercise.

Non domestic valuation lists as updated following the recent Reval 2020 exercise can be found online at the attached link:-

<https://www.finance-ni.gov.uk/services/non-domestic-valuation-list>.

Non domestic ratepayers will also see District rates bills increase by 3.44% and with a freeze in regional rates, this will mean an overall 1.81% increase for 2022/23.

There are a range of reliefs available to business ratepayers. These include the following:-

- Small Business Rate Relief
- Small Business Rate Relief for small Post Offices
- Charitable Exemption for rates
- Sports and Recreation Rate Relief
- Residential Homes Rate Relief
- Industrial Derating

- Non-Domestic Vacant Rating
- Hardship Rate Relief
- Rural ATMs

More details can be found at the attached link:-

<https://www.nibusinessinfo.co.uk/content/help-available-business-rates>

Rates 2022/23

The 3.44% District rates increase has resulted from the following factors and impacts:-

Details	% District rates impact
Rate-base growth/provision	-1.23%
Rates Support Grant	-0.10%
Rates Support Grant baseline cut	1.18%
Pay awards and staff increments	1.78%
Statutory pressures and inflation	1.93%
Savings, efficiencies and income	-0.57%
Baseline rates position	2.99%
Additional service development/ growth proposals	0.45%
Rates position including growth proposals	3.44%

In addition to above, Council has also set aside funds in reserves as contingency for continued losses associated with the COVID pandemic as well as resourcing for City Deal and some other pressures.

Baseline Pressures Efficiencies and Inflation

As noted above, baseline pressures, efficiencies and inflationary related pressures have had an overall impact of 2.99% on this year's rates proposals, the key issues being as follows:-

Rate-base growth Council relies heavily on rates income to fund services with domestic rates income accounting for 39.32% of Council's total expenditure funding and non-domestic income (including de-rating grant) accounting for 41.23%. Positively, Council has experienced positive rate-base growth in recent years and has continued to do so during 2021/22 despite the pandemic. Council's domestic rate-base has grown by 2.07% due to continued new housing development, and Council's business rate-base has grown by a much smaller 0.33%, giving an overall average growth of 1.17% since the 2021/22 rates process. Non-domestic rates growth has been significantly impeded by successful appeals against Reval 2020 rates revaluations.

Council will continue to hold a provision of £400k (reduced from previous level of £450k) within its rates as well as a £1.9m reserve to mitigate against the significant risk associated with non-domestic revaluation appeals (which can be backdated until April 2020) as well as the ongoing risk to Council's rates income following the pandemic.

These will have a positive impact on this year's rates process of 1.23%.

Rates Support Grant This grant is in place to assist the less wealthy and more deprived and rural Councils provide parity of service provision with the more wealthy Councils. Council's share of the regional allocation (£15.865m) has increased from 18.61% to 19.02% with a positive impact for ratepayers of 0.10%.

Against this, a 25% cut was applied during 2021/22 which has reduced the regional allocation to £11.924m. This has resulted in a loss of income to Council of £750k and an associated 1.18% rates impact. Council is hopeful that this cut will be reversed once the Executive budget for 2022/23 has been agreed with any benefit being allocated to further progress Council's ambitious capital programme.

Pay awards and staff increments- Council provides employment for circa 1,000 people and salaries and wages costs account for £36.83m and represent a significant 48.14% of Council's overall gross expenditure budget. Staff pay awards are negotiated at a national level and Council is estimating that a 2.5% award will be implemented for 2022/23. This is a challenging estimate given that agreement has not yet been reached on the 2021/22 pay award. In addition, Council has also had to budget for the recently announced 1.25% increase to employer national insurance contributions.

These issues have had an overall rates impact of 1.78%.

Statutory pressures and inflation- With inflation running at 5.4% and projected to rise to further, a range of statutory pressures have significantly impacted on this year's rates. In particular, fuel/ insurance and utility costs which have seen very significant recent rises, waste budgets have had to be increased to reflect significantly rising volumes and contract costs, digital transformation costs have been provided for and provision has been made for costs associated with assuming the responsible manager role at Creggan Reservoir. These issues have had an overall rates impact of 1.93%.

Savings, efficiencies and income- In light of the wider challenges, significant effort has continued to drive further savings and efficiencies during this year's rates process. These efforts have realised a further £230k recurrent savings and bring efficiencies realised since amalgamation of the legacy Councils to over £4.1m per annum which has been reinvested in growth and new services. In addition, Council is in receipt of some additional grant funding in the areas of tobacco control, home safety and PCSP which will help offset recurrent pressures. These issues will have a positive rates impact of 0.57%.

Council recoups 14.53% of its costs from grants and income from services. This compares to an average of 20% across Northern Ireland. Despite significant inflationary increases and pay pressures, Council charges have remained frozen in recent years with additional costs associated with income generating services continuing to be fully borne by ratepayers. Ratepayers in this Council area therefore enjoy much cheaper access to Council services such as leisure, cemeteries and off street car parking. Council recoups 14.53% of its costs from grants and income from services. This compares to an average of 20% across Northern Ireland. Despite significant inflationary increases and pay pressures, Council charges have remained frozen in recent years with additional costs

associated with income generating services continuing to be fully borne by ratepayers. Ratepayers in this Council area therefore enjoy much cheaper access to Council services such as leisure, cemeteries and off street car parking.

Financial Impact of Covid Pandemic- In addition to the rate-base risk already highlighted, the pandemic continues to pose other significant financial risks in relation to ongoing service delivery and associated costs as well as service income generated from Council services. The pandemic continues to result in a loss of income from services and facilities (mainly leisure), exceptional expenditure, health and safety costs, sickness and overtime costs as well as an increase in waste management costs. Thankfully, this risk has been fully mitigated up until 31st March 2022 as a result of Department for Communities funding for financial losses and DAERA funding for additional waste management costs meaning that Council has been able to retain contingency plan and other savings in a COVID reserve totalling £2.96m to provide contingency for the ongoing risks into 2022/23.

Service Development and New Initiatives

Council has invested significantly in growth and new services since it came into being in 2015. A recurrent sum of over £5m has been invested in new services in that time funded in large part by Council's ongoing efficiency programme which has realised savings of almost £4m to date. This investment has been across all areas of Council, from its extremely ambitious capital programme to community services, tourism, festivals, Cultural venues and organisations, litter picking of rural roads, marketing and community planning.

Demand for Council services continues to grow and 0.45% of the rates increase will provide a number of new service development initiatives. As well as further investment into Council's ambitious capital programme, new recurrent funding of £120k has been provided to support District Electoral Areas in relation to Local Community Planning and £22k provision has been set aside for Council's share of costs associated with Sperrin Future Search project. In addition, £200k further funding has been earmarked in reserves for 2022/23 to facilitate continued ESF skills investment until 31/3/23, and rural capacity funding of £150k has been provided to provide support to the Local Growth Partnerships in the development of rural project external funding applications over the next 18 months.

With over £1.8m of our overall budget set aside for festivals and events, 2022/23 will see a resumed impressive cultural and festivals offering across the City and District. Commencing with the highly anticipated Illuminate festival in February, this summer will see the

welcome return of the Foyle Maritime Festival as part of its international programme of events, and plans are continuing for another hugely successful Halloween festival in October. In an attempt to aid recovery, Council has also added additional investment of £116k this year in response to the ever growing demand for new community festivals and events.

Community and Strategic Capital Projects and City Deal

The most significant area of growth investment and requirement for new investment going forward is Council's extensive and very ambitious capital plan as part of its' overall Strategic Inclusive Growth Plan. Council sets aside over 14% of its annual budget to progress capital investment and finance associated loan and revenue implications. Significant progress has been made as summarised in the table below:-

Details	External funding		Council funding secured	Balance	Total
	Secured	Targeted			
	£000	£000	£000	£000	£000
Projects completed by DCSDC	35,254	0	37,099	0	72,353
Projects approved including those awaiting letters of offer to complete their full funding package	53,690	4,472	15,826	440	74,428
Strategic and economic projects (including City Deal and IFF) fully funded or with funding source identified	236,251	9,540	991	0	246,782
Fully Funded and Approved Projects	325,195	14,012	53,916	440	393,563
Projects not yet fully funded	43	15,950	1,729	103,297	121,019
Strategic and economic projects not yet fully funded	198	79,970	2,753	96,743	179,664
Sub-Total: Projects not fully funded	241	95,920	4,482	200,040	300,683
TOTAL	325,436	109,932	58,398	200,480	694,246

The following key points will be noted:-

- The new Council has delivered on £72.353m of community and statutory capital investment projects since 2015 of which £35.254m has been secured from external sources. This includes recently completed projects such as Shantallow Community Centre, Melvin Arena upgrade, Newbuilding pitch improvements, Castlederg shared spaces and access improvements, Magheramason Play Park & MUGA as well as Sion Mills Play Park.
- Council has a further fully funded and affordable programme of £74.428m of community and statutory capital projects which is currently on the ground and being delivered across the Council District. £58.162m of this investment has been secured from external sources, representing substantial leverage on Council investment. This includes projects such as Sperrin Sculpture Trail, Castlederg Greenway, Galliagh Community Centre, Waterside Shared Village, Artigarvan football pitch as well as the recent significant announcement in relation to the securing of Levelling Up funding for Brandywell Sports Centre/ Daisyfield pitches, St Columbs Park Acorn Farm and Derg Active.
- Council is now working towards the delivery of a further £247m of significant strategic and economic projects (including City Deal and IFF) eg Strabane Canal Basin Regeneration, Central Riverfront / Walled City/ Queens Quay Regeneration, Strabane Public Realm, DNA Museum as well as an ambitious programme of innovation, digital and health investment. Funding and capital financing costs have been fully identified for these projects and Council is imminently anticipating Government sign-off on the DNA Maritime Museum and Strabane Public Realm project as the first phase of delivery. Recent recruitment has ensured that the additional staff resources required to complete the Outline Business Case process for the City Deal and IFF projects is now in place. These projects will see £991k of Council capital investment lever external funding of £245.791m (mainly through City Deal/ IFF) representing a very substantial £246 of external investment for each £1 of rates investment made by Council.
- Council has approved a medium term capital financing and funding strategy with a view to delivering a further £120m of capital investment (£100m strategic and economic projects and £20m community projects). The baseline District rates proposal (3.44%) includes £150k of new capital investment/ loan charge provision. Alongside this, should the regional recurrent rates support grant budget be restored to it's 2020/21 level of £15.865m by Department for Communities, Council will be entitled to a further £750k which will be added to Council's capital budget. These additional investments would obviously add significantly to Council's ability to further progress the targeted £120m of additional capital investment as set out above.

Strategic Growth Plan

Council will work right across the entire City and District, both urban and rural, with all of its partners and stakeholders, at a Cross Border level through the new North West Partnership arrangements, at National level with Government both North and South through the North West Strategic Growth Partnership and through its many contacts, connections and diaspora at European and International level to drive forward this North West City Region /Council area and to advance and progress all of the objectives of the City and District's Strategic Growth Plan

Aligning the Strategic Growth Plan, Corporate Plan and Directorate Delivery Plans

The Inclusive Strategic Growth Plan for the Derry City and Strabane District Council area represents the overall strategic planning framework for the area. Delivery of the vision and objectives set out in the Inclusive Strategic Growth Plan will be supported through the expression of objectives, priorities and actions in the Corporate Plan of Derry City and Strabane District Council and then cascaded through to the Directorate Delivery Plans.

These linkages facilitate the effectiveness of our approach in delivering the priorities set out in the Community Plan and our mission of delivering **“improved social, economic and environmental outcomes for everyone.”**

Information in relation to the actions, projects and plans that are being taken forward in 2022/23 can be found in the relevant Directorate Delivery Plans. These plans are available on the council's website at www.derrystrabane.com.

Monitoring and Reporting Progress

The implementation of the Corporate Plan is reported on a six monthly basis to the Senior Leadership Team and the Council's Governance and Strategic Planning Committee.

At a directorate level, each Director has overall responsibility for monitoring progress on the commitments identified in the Delivery Plans. Six monthly progress reports and directorate service delivery plans provide information on how we are performing. These reports are presented to the relevant Committees for consideration and are available via the Council's website:

www.derrystrabane.com.

In addition, the Council will publish a Performance Report by the end of September 2022, providing details of how we have performed in the 2021/22 year.

Section 3:

The Performance Improvement Plan 2022/23

Overview

Part 12 of the Local Government Act (NI) 2014 puts in place a framework to support continuous improvement in the delivery of council services, in the context of strategic objectives and issues that are important to those who receive those services. As near as possible, to the start of each financial year, (and no later than the end of June), the Council has an obligation under the Local Government Act (NI) 2014 to publish a Performance Improvement Plan. By producing this plan, residents can find out what we intend to do over the coming year and what they can expect to see if we achieve our Improvement Objectives.

The Improvement Objectives 2022/23 and the associated sub objectives have been reviewed in the context of operating in a Covid19 environment. These Objectives are:

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

Sub Objectives

- To continue to develop and deliver a range of initiatives to mitigate the impacts of Covid19 and support economic growth
- To promote jobs through the Northern Ireland Business Start Up Programme and the Business Innovation and Growth Programme
- To assist companies seeking to take advantage of dual market access in both GB and EU
- To deliver high quality festival and events growing our visitor numbers
- Develop and deliver the Labour Market Partnership action plan

To assist a return to healthy lifestyles through regrowing participation in high quality leisure, sports and physical activity

Sub Objectives

- To re-engage and achieve user numbers of the Council's leisure facilities with a target of pre-Covid baseline user numbers and through retention and growth strategies achieve pre-Covid gym membership capacity
- To target underrepresented groups through inclusive leisure, sport and physical activity participation to lead more active lives
- Maintain current high levels of customer satisfaction/net promoter score
 - To target participation by those living in deprived areas

To create a greener, cleaner more attractive district

Sub-Objectives

- To protect and promote our natural and built assets
- To protect and enhance our environment

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

Whilst this plan focuses specifically on our key Improvement Objectives, we are still seeking to bring about improvement in other areas. Planned improvements in our day to day business are set out in our Directorate Delivery Plans/Service Plans. All of our Directorate Delivery Plans / Service Plans can be accessed from our website.

Arrangements to promote continuous improvement

Under the 2014 Act, the Council must make arrangements to secure continuous improvement in its functions in terms of one or more of the following criteria:

- strategic effectiveness;
- service quality;
- service availability;
- fairness;
- sustainability;
- efficiency; and
- innovation.

As part of this duty, each year the Council will set itself “improvement objectives” and make arrangements to secure achievement of its improvement objectives. In determining these improvement objectives, the Council will consult the following:

- persons liable to pay rates in respect of hereditaments in the district;
- persons who use or are likely to use services provided by the council;
- persons appearing to the council to have an interest in the district

Once agreed, the Council will collect information during the year which will allow it to assess whether it has met these improvement objectives and will also measure its performance in regard to self-imposed performance indicators and standards.

In addition, the Council will collate information on and work to achieve any performance indicators and performance standards set by the Department for Communities.

In carrying out its year end assessment of performance, the Council will compare information across years and, where practicable, against the performance of other councils. The results of the assessment will help inform further improvement actions, as necessary.

Derry City and Strabane District Council will publish its performance assessment by 30th September in the financial year following that to which the information relates; or any date that is specified by the Department.

The Council is also committed to publishing an "Improvement Plan" setting out its improvement objectives as soon as is reasonably practicable after the start of the financial year to which the plan relates and no later than 30th June each year.

The Improvement Plan also contains details of statutory indicators and standards that the Council is required to meet.

Arrangements/ plans /actions that will be taken to ensure delivery of these obligations along with the Improvement Objectives are set out in the Directorate Delivery Plans and are subject to scrutiny. Progress in our improvement areas/objectives and our statutory indicators will be reviewed on an ongoing basis by the relevant Directors, and by the Council's Senior Leadership Team (quarterly reviews) and by Committees, using a wide range of evidence including update/service/project reports as well as performance reports (6 monthly). Our six monthly directorate performance reports can be viewed on the Council's website.

In the event of our performance standards not meeting our expectations, corrective measures will be identified and taken forward.

All of these actions/elements are set in the context of the Council's Corporate Planning, Improvement and Performance Review Framework which mainstreams these objectives within our planning, monitoring, review and reporting systems.

The Council is keen to engage with all stakeholders in delivering continuous improvement and welcomes all feedback and suggestions.

Identifying our Improvement Objectives

Whilst we are constantly striving to improve all our services, it is important for us to identify a small number of areas where we want to focus our attention in order to achieve significant improvements more quickly. These areas are called Improvement Objectives.

Listed below are the four specific areas we have identified as Improvement Objectives for 2022/23. An initial list of potential improvement objectives 2016-17 was informed by:

- Our emerging Community Plan objectives;
- Our annual directorate/ service planning process;
- Information on how Council services are performing including customer feedback where available and the Citizen Survey; and

- Our corporate risks.

These improvement objectives have been subsequently reviewed in the context of the Inclusive Strategic Growth Plan 2017-2032 (Our Community Plan), progress made / learning, feedback from the Northern Ireland Audit Office and consideration of the ongoing impacts of the Covid19 pandemic. In this context a new Improvement Objective has been identified relating to Covid19 recovery and amendments made three of our existing objectives to reflect the changing context. One of the improvement objectives remains unchanged.

These updated Improvement Objectives for 2022/23 will be subject to consultation to ensure that they meet the needs and aspirations of our stakeholders.

The five Improvement Objectives for 2022/23 are set out in the table below. This table also shows how each individual improvement objective relates to the improvement criteria set out in Part 12 of the Local Government Act (NI) 2014:

Improvement Objective	Criteria:	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
<p>To increase employment opportunities and economic growth through a range of measures including creating new business start-ups, supporting existing business and delivering visitor growth as a destination of choice.</p> <p><u>Sub Objectives:</u></p> <ul style="list-style-type: none"> • To continue to develop and deliver a range of initiatives to mitigate the impacts of Covid19 and support economic growth • To promote jobs through the Northern Ireland Business Start Up Programme and the Business Innovation and Growth Programme 		✓	✓	✓	✓	✓	✓	✓

<ul style="list-style-type: none"> • To assist companies seeking to take advantage of dual market access in both GB and EU • To deliver high quality festival and events growing our visitor numbers • Develop and deliver the Labour Market Partnership action plan 							
To assist a return to healthy lifestyles through regrowing participation in high quality leisure, sports and physical activity) <u>Sub Objectives</u> <ul style="list-style-type: none"> • To re-engage and achieve user numbers of the Council's leisure facilities with a target of pre-Covid levels baseline user numbers and through retention and growth strategies achieve pre-Covid gym membership capacity • To target underrepresented groups through inclusive leisure, sport and physical activity participation to lead more active lives • Maintain current high levels of customer satisfaction/net promoter score • To target participation by those living in deprived areas 	✓	✓	✓	✓	✓		✓
To create a greener, cleaner more attractive district <u>Sub-Objectives</u> <ul style="list-style-type: none"> • To protect and promote our natural and built assets • To protect and enhance our environment 	✓	✓	✓		✓	✓	✓
To deliver improved customer satisfaction by improving customer support services and processes		✓	✓	✓	✓	✓	✓

The Improvement Objectives are described in the following pages. For each objective we have identified a rationale, expected outcomes, actions we are going to take to make a difference and how we will measure progress.

Our Improvement Objectives will be delivered through dedicated plans that detail the relevant actions, success measures, resources, timescales and accountabilities for delivery. Risk registers will also be prepared to help mitigate against non- delivery.

Improvement Objectives 2022/23

Improvement Objective 1	<p>To increase employment opportunities and economic growth through a range of measures including creating new business start-ups, supporting existing business and delivering visitor growth as a destination of choice.</p> <p><u>Sub Objectives</u></p> <ul style="list-style-type: none"> • To continue to develop and deliver a range of initiatives to mitigate the impacts of Covid19 and support economic growth • To promote jobs through the Northern Ireland Business Start Up Programme and the Business Innovation and Growth Programme • To assist companies seeking to take advantage of dual market access in both GB and EU • To deliver high quality festival and events growing our visitor numbers • Develop and deliver the Labour Market Partnership action plan
--------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Lead Officer	Director of Business and Culture
---------------------	----------------------------------

<p>Why we selected this objective</p> <p>As part of the reform of local government, Councils were required to complete a Community Plan. This plan had to embody the entire community, voluntary, statutory and private sectors. DCSDC embarked on this process in June 2015 and have completed over 5000 community engagements and consultations as part of the development of the Strategic Growth Plan to 2032. The plan is separated into three pillars:-</p> <ul style="list-style-type: none"> • Social Wellbeing • Economic Wellbeing • Environmental Wellbeing

In turn each pillar has a number of themes, eight in total across the three pillars.

The focus on the need for employment opportunities came through very strongly throughout the consultation process. This year we decided to concentrate on all programmes that will support and deliver increased employment opportunities and/or economic growth in the city and district.

There are several supporting outcomes that have been agreed through the consultation process, namely:-

- Meaningful and rewarding employment is available to everyone
- We are more entrepreneurial, creative and business ready and have grown our economic base
- Our economy is better connected and more prosperous
- We are more specialised and innovative and have competitive advantage

These supporting outcomes are required in order to put in context the main outcome.

The main challenges that have been identified are:-

- Lack of activity to encourage entrepreneurial spirit within young people at 1st, 2nd and 3rd level education
- Marketing/rebranding exercise required at a City/Regional level and at event level
- Lack of promotion of B2B, B2C opportunities
- Lack of promotion of entrepreneurs & culture/city in general.
-

Opportunities:

- More engagement with local schools, colleges and university
- Having a society that makes entrepreneurship possible
- Encouraging motivation for entrepreneurship and embedding it within the culture of the education curriculum
- Providing strong awareness within the youth of what being an entrepreneur involves
- Requirement for a specialist forum for exchange and development and progression of new business ideas for potential entrepreneurs

As our economy emerges from the pandemic we will face new and unprecedented challenges in addressing existing economic limitations, in particular, a skills shortage in many of our key sectors.

What benefits citizens will see: Target Outcomes for 2022/23

The Outcomes that Council will be directly responsible for are as follows:

- Total jobs promoted – target 140 jobs promoted (statutory target)
- Go for It Programme – target 152 jobs promoted
- Business Innovation and Growth Programme – target 230 jobs created
- Skills Academies delivered in line with market demand
- Rural Business Investment Scheme – 130 new jobs
- Increasing Visitor Numbers (based on 2019 levels)

What actions are we taking to make a difference in 2022/23

- Provide programmes to increase employability
- Support creation of new sustainable jobs in the council area
- Strengthen the local business base by assisting businesses to become more competitive in indigenous and export markets
- Deliver Rural Development Business Support
- Continue to develop and implement measures as our economy emerges from the pandemic
- Work with our social economy partners to grow this sector

How will we measure progress?

- Numbers of jobs promoted through Northern Ireland Business Start Up Programme/Business Innovation and Growth Programme
- Number of jobs promoted via Go for It Programme
- Number of jobs created through Rural Business Investment Scheme*
- Number of visitors to the festival and events

* Progress will be reported on a quarterly basis to Business & Culture Committee

2021/22 Improvement Objective Achievements:

In 2021/22, we had an Improvement Objective which was “To increase employment opportunities and economic growth through a range of measures including creating new business start-ups, supporting existing business and delivering visitor growth as a destination of choice”. The pandemic has had a significant impact on the business and culture sector and the directorate adapted to provide support to business and redesign services to meet new needs created by the ever changing, and challenging environment. Despite this context, there were a number of key achievement which supported our Improvement Objective. These included:

Employment, Skills & Training

- Match funding awarded to five ESF projects - Women’s Centre, Triax, USEL, Conservation Volunteers & Job Directions The projects have secured a total £2.5m EU funding per year for 4 years and have all exceeded their into employment, into FE/HE targets
- Acted as Secretariat virtually to Education & Skills Delivery Partnership established to deliver on the Strategic Growth Plan
- Progressed actions for the Sub groups of the Education & Skills Delivery Partnership through virtual meetings:
 - Digital, Creative & Financial Services Technologies Sub Group
 - Advanced Manufacturing & Engineering Collaborative Network
 - Learning City Network
 - ESF Local Forum Set up the Interim Labour Market Partnership and progressed the year one Action Plan
- Set up the Interim Labour Market Partnership and progressed the year one Action Plan
- In conjunction with our Apprenticeship Forum we delivered our third apprenticeship marketing campaign ‘Get Paid, Get Qualified, Get Ahead’; produced an additional five new videos for our website www.getapprenticeships.me and participated in the NI Apprenticeship Week 7-11 February 2022 – 13 events held
- Launched www.homeground.me as part of Enterprise Week. A website designed to encourage and educate post primary young people about career pathways into the Digital, Creative & Financial Technologies sectors

- Commissioned a Marketing Campaign designed to support the Learning City Network priorities which will run from Oct 21 – Apr 22 and will culminate in a week long Lifelong Learning Festival.
- Submitted the Biennial Progress Report for UNESCO to maintain Derry and Strabane Learning City status.
- Celebrated in the Guildhall with the City of London the successful delivery of the Chartered Institute for Securities and Investment (CISI) Level 2 Award in the Fundamentals of Financial Services, the first professional qualification delivered in Northern Ireland to our post-primary sector, 94% pass rate achieved.
- Council and NWRC successfully delivered the fifth Software Fundamental Skills Academy at level 4 for 16 participants, who all secured employment
- Delivered a Hospitality Jobs Fair and a Virtual Jobs Fair
- Participated in and formally responded to the Review of Education and the Review of the Education Authority

Investment

- Derry City and Strabane City Region Raising ranked second in the FDI European Cities in the FDI European Cities of the Future 2022 category (fDi Intelligence division of the FT)
- Ireland North West investment strategy and action plan completed identifying sectors and investable opportunities for the cross border city region
- Hosting 7 no. inward investment visits to the city
- Securing 2 no. new investment projects for the city & district
- Supporting the creation of 57 new jobs in the city & district
- Commissioning of cross-border talent solutions project
- Delivering 'Come Home to Us' talent attraction campaign incorporating video collateral

Business Support & Growth

NI Business Start Up Programme

- 239 Business Plans Approved
- Statutory Jobs Target: 140 Actual Jobs promoted: 143

Start Up Accelerator Programme (December 21 – June 22)

- The Business Team secured £240K to fast track businesses on the road to success
- 19 clients have been recruited by end of March from a target of 50 selected via an application process
- 25 Needs Analysis Assessments carried out leading to a process to identify current strengths, areas of improvement needed and key actions identified for individual AAP (Acceleration Action Plan)
- 1:1 Mentoring for all recruited clients underway (25 hours per client x 50)
- Target: establish 2 incubation hubs. Actual: 3 incubation hubs have been established - 2 in Derry, Skeoge (Cityside) and Ebrington (Waterside) and 1 in Strabane, with 10 dedicated work stations in total

Business Innovation & Growth Programme

- 327 Businesses Recruited
- 728 jobs projected from the 327 recruited
- 618 mentoring days allocated to participants, 512 Mentoring Days Delivered (3,584 hours)
- 153 Digital Transformation Action Plans completed
- 11 Workshops Delivered to 122 participants
- 4 themed Programmes delivered to 78 participants - 1 Social Enterprise, 2 Export, 1 Procurement

Devise

- Immersive Technology Virtual Boot camp for Tourism SMEs – 15/06/21
- 1st Thematic Workshop – Digital Transformation during COVID-19 - 10th March 2022

Covid Recovery Start Up Grants

- 20 no. £500 Covid Recovery Business Start Up grants issued to new businesses equating to £10,000

DAERA TRIPSI Programme

- 56 Applications received

- 32 Applications approved at a value of £118,385.70 (the original funding secured from DAERA was £70k however, due to unprecedented demand for support, this was increased)

Walled City Market

Walled City Market was awarded Local Attraction of the Year 2022 for Northern Ireland, UK – Travel & Hospitality Awards

- 80 Trading Opportunities across 2021/22 during COVID-disrupted trading

Christmas Market (achieved in 2021 to 2022)

- 40 Trading Opportunities delivered Rural Markets (achieved in 2021 to 2022)

Rural Markets (achieved in 2021 to 2022)

- Eglinton 13th March 2022 – 13 traders
- Castlederg 26th March 2022 – 13 traders

Events

- Halloween 29 to 31 October 2021 – 14 traders

Enterprise Week

The tenth annual Enterprise Week 2022 took place between 7th – 11th March

- 23 events across the Derry and Strabane region. This year's programme adopted a hybrid format with a mix of in-person and online events to support local entrepreneurs and offer an opportunity to refocus post pandemic.
- 936 in person/ online attendees (1312 including on demand catch up services)

PEACE IV Programme

- £6.7 million PEACE IV Programme fully closed with submission of quarterly reporting, financial claims and thematic end reports. Exception of time-lag on audits by SEUPB and their Managing Authority. Very successful low audit rating maintained
- 6994 local people engaged in the PEACE IV Programme with 5887 successfully completing sustained cross-community engagement of a minimum of 6 months / 26 hours on peace and reconciliation programmes. This represents 121% of the contracted target figure overall i.e. Significant overachievement
- PEACEPLUS Pre-consultation awareness raising with an estimated 300 people and 40 meetings including Local Growth Partnerships, service areas within DCSDC, statutory agencies and public meetings from July 2021 – March 2022

- Establishment of PEACEPLUS Partnership Board in March 2022

Rural Development Programme Key Outputs:

- A total of £144,948 allocated for new projects in 2021/2022, bringing cumulative allocation for the entire Programme to 111 grants across 4 funding schemes totaling £6.18 million.
- The 111 projects delivered were a mix of:
 - Financial interventions directly with local, rural businesses [£2.5m]
 - Investment in community organisations [£1.7m]
 - Commitment to village improvements [£1.6m]
 - Development of rural cooperation across districts [£0.4m]
 - New FTE jobs projected - 130.5
 - New FTE created to 31/03/22 – 114 (98 F/T and 32 P/T [16 FTEs]). Target exceeded by 67% to date
 - Evaluation noted that 114 new FTE jobs assuming the median salary in DCSDC of £26,250 would be a gross of £2.35 million of additional salaries per annum and associated disposable income

Strabane BID

- Strabane Renewal Ballot, 69% Yes vote achieved from local businesses securing a second 5-year term from 2021-2026
- Full in-depth consultation conducted with BID members
- £42,973 In Strabane gift cards sold in 2021
- £100,000 gift card sales target achieved on 3rd December 2021
- Levy collection target exceeded by £9,000
- £7,500 redirected back into businesses via increased engagement, window competitions and Flower of Sweet Strabane planting initiative
- Upgrade of tree at The Tinnies to 30ft pre-decorated artificial, festive music playing in town and positioning of 3 no. 3D light up gift boxes in the town centre
- Strabane's first Christmas video commissioned and created as part of the festive campaign showcasing 10 local businesses
- Increased social media performance and engagement resulting in an increase to 7,800 social media followers

Marketing

Designed, developed, delivered and supported 128 marketing campaigns for council services, festival & events, Covid-19, funded programmes and cross cutting projects across 3 directorates and strategic support units. A 40% increase from 2020/21.

- Achieved a 23% increase in our overall online community size across all social media platforms (Facebook, Twitter, Instagram & LinkedIn) resulting in a total combined audience size of 303,701
- Secured a total of £98,650 of funding from:
 - TNI funding for Guildhall and Tower for domestic and international campaigns, delivered in partnership with Visit Derry, £70,000
 - TNI funding for The Alley Theatre marketing campaigns, £26,000
 - WRAP Funding for Recycling Calendars - £2,650
- Delivered funded recovery campaign with £80,000 DfC funding
- Following the successful 3½ year delivery of the marketing and communications service for the Go For It programme. DCSDC has secured a further 2 years marketing and communications service delivery lead on behalf of 11 Councils in NI for the new Go For It programme that commenced 1st April 2021.
- Delivered EMERGREEN Project using technology to improve citizen access to information and services about living more sustainably and enhancing our public service offering. This included the development of 3 key technologies:
 - New Waste & Recycling website with online booking system for RCs & e-commerce functionality
 - Bespoke Chatbot creation and integration onto website
 - Customised Derry & Strabane Recycling App
- Extended City Dressing scheme successfully implemented on 15 new sites across Derry City and Strabane town centre

Tourism

- Food Network maintained supporting 70 businesses with Covid recovery planning
- Secured £37,500 to deliver a Rural Tourism Experience Programme and marketing programme, supporting and developing 12 new experiences
- Supported 12 businesses through an Urban Experience programme to develop 5 new experiences

- 2 x City Deal Project approved – Walls Experience & DNA
- Secured €216,000 from European Travel Commission to promote Slow Adventure Experiences in US market
- Delivered North West Development Programme, product development supporting 15 businesses, grant aid programme, marketing and signage project
- 6 venues supported through the Heritage Animation & Visitor Servicing fund
- Secured £100,000 from Heritage Lottery Fund to deliver phase 2 of the Heritage Collaboration and Resilience Programme
- Secured £496,000 from Tourism Northern Ireland from the Market led product development programme which funded Illuminate, supported Spring Carnival and a Halloween experience at the VIC
- Assisted in the delivery of the COVID 19 Recovery Revitalisation Business Grant Scheme supporting 212 businesses
- Continued work of Sperrin Partnership with partner Council and secured three-year funding to continue the project led by project officer and administrative resource employed by DCSDC
- Completion of DCSDC element of the International Appalachian Trail Ulster Ireland Development Project (Capital Works & Marketing Activity Total Value: £352,939 with £243, 221 funding received from DAERA's NI Rural Development Programme)
- Commencement of contracted works for the Sperrins Sculpture Trail multi council partner initiative (Project Value: Approximately £1,897,000), completion of phase one, and move to phase two and construction. (Estimated completion date May 31st 2022)

Festivals and Events

- Unable to deliver full programme of events due to Covid restrictions but produced a blended mix of online and physical events for City of Derry Jazz and Big Band Festival, Cathedral Quarter, Summer Jamm, Halloween Derry and Strabane, Christmas Switch On Derry and Strabane, St Patricks Day Derry and Strabane
- Delivered in conjunction with the Tourism and Arts and Culture teams a new festival called Illuminate in February 2022
Advised and assisted the Unboxed Event About Us in March 2022
- Total event attendees 246,800 and Online views 780,000
- Delivered an innovative Inside Out Animation Programme across three weekends in June and July 2021 when guidance permitted

- Managed Headline and Community Festival funds with a total of £116,000 awarded through Community Festivals Funding and £205,000 awarded through Headline Events funding. Devised a flexible system of draw down due to Covid which saw most of the organisations avail of some funding
- Secured in 2021 £130,000 through Tourism Northern Ireland International Event Funding for Halloween
- Training to upskill the team in NEBOSH Occupational Health and Safety
- Led the development of a business engagement programme, working in collaboration with teams across Business and Culture, for Derry and Strabane town as part of the wider Business recovery programme
- Supported the development and managed the administration requirements for the Business Recovery Programme Grant aid initial application stage
- Renegotiated the partnership with Clipper Ventures race after the event was cancelled in July 2020. The race is due to return now in 2022 as part of the Foyle Maritime Festival
- Worked with Donegal County Council on joint cultural programme to mark the 1500th Anniversary of the birth of Colmcille/Columba

Arts and Culture

- Ongoing facilitation of the Co Delivery group to oversee the roll out of the Arts & Culture Strategy
- Securing of resources for the delivery of sub actions within the A&C Strategy including the Collaborative Resilience Programme, Cultural Branding initiative and Built Heritage Consortium.
- Delivery of Audience Development Plan for the NW including Families and Older People's programmes - Summer in the North West arts and culture digital marketing campaign, Summer Commissions NW Touring programme, Bealtaine and Positive Aging Month, Happy Days North West
- Delivery of Culture Night 21
- Pilot area based Business and Cultural sector collaboration addressing Covid challenges and supporting DfC Recovery programme. Including delivery of Cathedral Quarter Weekend festival.
- Grade B achieved in efficiency ratings for Alley Theatre building

- Delivery of first live performance spring programme for Alley Theatre since 2019 attracting 6,354 patrons since reopening 23rd October 2021 to 31st March 2022 with 47 shows attracting 50% average capacity (*Average capacity post Covid is 37% across NI - ref: Thrive*).
- Delivery of the annual plan for the Access & Inclusion Programme including:
 - Delivery of Accessibility Audit training regionally to all 11 councils using online and face to face training sessions.
 - Delivery and promotion of AIM toolkit to businesses in DCSDC, providing free training and online support and guidance to support improved access to services for the pan disability community.
 - Collaborative delivery of Disability Awareness Week including International day for People with Disabilities in partnership with FODC to provide programming which showcases the ongoing innovation and developments within the disability arts.
 - Develop and deliver in partnership with Western Trust Reconnect Events, Care for Carers programme and celebration of Autism Day using arts and culture activities and online workshops to provide a space and encourage people from the pan disability community and their carers to reconnect and come together post lockdown.
 - Supported Council in the achievement of the British/Irish Sign Language Charter by procuring Deaf Awareness Training and ISL/BSL for front of house staff within Arts and Culture Venues.
 - Delivery of a pilot project to deliver Makaton Training Level 1 to Arts and Culture Venues.
- Securing of external funding from the Department of Communities (DfC) for the delivery of access improvements to cultural assets within DCSDC including £27,000 investment for dual screen TV units within the Alley Theatre.
- Servicing of the MF and NWCI SLA arrangements including board representation and strategy development with regards to the latter.
- Ongoing oversight of the public artwork portfolio including contribution to creation of new artworks.
- Delivery of the Cultural Organisation Fund, Access Improvement Fund and Artist & Cultural Practitioner Fund

Museum & Visitor Services

- Delivery of the following exhibitions and events:
 - Jazz Festival recorded sessions (April / May 2021)

- Workers' Rights & Social Justice Week 2021 (26 April – 1 May 2021)
- Dividing Ireland travelling exhibition (July 2021 - May 2022) to following venues:
 - The Burnavon, Cookstown,
 - Enniskillen Castle, Fermanagh County Museum
 - The Strule, Omagh
- Colmcille Man & Myth (22 April – 5 Sept 2021/Tower Museum) – travelled to Donegal County Museum (Sept 2021 – April 2022).
- An Introduction to Flann O'Brien – A Man of Mystery (May 2021 – Feb 2022/Alley Theatre)
- Shirts, Singers & Sewing – A Shirt Factory Exhibition of the North West (1 May – 5 September 2021/Tower Museum) – travelled to Fashion & Textile Design Centre (Sept 2021-June 2022)
- Borderlands Exhibition (26th July – 19 August 2021/Alley Theatre)
- Return of Covid safe Mayors receptions (August 2021)
- Historical Urbanism Exhibition (17 September 2021 – 23 January 2022/Tower Museum)
- Virtual European Heritage Open Days and Culture Night (September 2021)
- Halloween Family events 7 Organ recital (October 2021)
- Derry Girls filming (November 2021)
- Board of Trade event (November 2021)
- Bloody Sunday 50th Anniversary Lecture & White Handkerchief Production (January 2022)
- Return to Covid safe music events in Main Hall – Hot House Flowers x 2, Luminate music events, Lore (February / March 2022)
- Return to Covid safe conference / events – Ambassador Circle, Food Summit, NWRDG (March 2022)
- Digitisation of following collections
 - Derry Trades Council (CC-TUC 1-6)
 - Strabane Cemetery volumes,
 - JN Gosset artwork,
 - Second World War posters

- U-Boat Book
- New partnership development with family history NGO Ireland Reaching Out <https://towermuseumcollections.com/genealogy/> to coordinate NI volunteers in assisting answering queries to the message board, adding guides (Genealogy Guides, Surname Histories, Passenger Lists for example) and profiling relevant collections and engagement programmes.
- New partnership development with 'My House of European History' (the Irish Language Unit) to profile the 'A Day in the Life' collections. <https://towermuseumcollections.com/a-day-in-the-life/>
- Additional art work (JN Gossett collection) added to the Art UK portal for research and print purchase <https://towermuseumcollections.com/artuk/>
- Successful grant funding from the National Archives Covid 19 Grant Programme, a programme for collections considered to be at risk – Northland Broadcast Audio-Visual collection
- Successful grant funding from the Northern Ireland Museums Council for Climate Change Exhibition
- Selected to take part in a BBC Radio4 series 'The Museums That Make Us' profiling the shirt factory heritage of the city <https://www.bbc.co.uk/programmes/m001549w>
- 3D Tour of Guildhall and Tower Museum created and ready for release
- Completion of new Guildhall website www.guildhallderry.com
- 4* TNI Grading for both Guildhall and Tower Museum
- Tower Museum and Harbour House licenced as wedding ceremony venues. 88 wedding ceremonies took place April 2021 – March 22 in GH, TM, HH
- 60 guest compliments received April 2021 – March 2022

Further information is available in the Business and Culture Directorate Delivery Plan 2022/23.

Improvement Objective 2	<p>To assist a return to healthy lifestyles through regrowing participation in high quality leisure, sports and physical activity</p> <p><u>Sub Objectives</u></p> <ul style="list-style-type: none"> • To re-engage and achieve user numbers of the Council’s leisure facilities with a target of pre-Covid levels baseline user numbers and through retention and growth strategies achieve pre-Covid gym membership capacity • To target underrepresented groups through inclusive leisure, sport and physical activity participation to lead more active lives • Maintain current high levels of customer satisfaction/net promoter score • To target participation by those living in deprived areas
--------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Lead Officer	Director of Health and Community
---------------------	----------------------------------

Why we selected this objective
<p>Derry City and Strabane’s Inclusive Strategic Growth Plan 2017- 2032 sets out the strategic community planning partnership’s vision for health and wellbeing and the overall outcome to support people live long, healthy and fulfilling lives. Four key areas for improvement have been identified: active ageing and more independent living; reduced health inequalities; increased physical activity; improved mental health.</p> <p>Engaging users in leisure, sport and physical activity has become an increasing priority at World, National, Governing body and local level. Notably at a Northern Ireland level both the Department for Communities and Sport NI have published new strategy documents and in addition APSE has published a report on Securing the Future of Public Sport and Leisure Services. All of these confirm the need for increased physical activity levels in order to address individual and societal health and wellbeing benefits.</p> <p>The World Health Organisation (WHO) strategy paper sets out a global action plan which includes a focus on physical activity as a leading factor in health and wellbeing in the European Region, with particular attention to the burden of non-communicable</p>

diseases (NCD) associated with insufficient activity levels and sedentary behaviour. The global action plan More Active People For A Healthier World 2018-30 provides a framework for a whole of society approach. It aims to cover all forms of physical activity throughout the life course. The WHO recognise that physical activity is proven to help and prevent NCD's such as heart disease, stroke, diabetes and breast and colon cancer. It also helps hypertension, overweight and obesity and can improve mental health, quality of life and wellbeing. The key target is to reduce world physical inactivity by 10% by 2025 and 15% by 2030 through delivery themes of Active Societies to achieve a shift in both supporting and valuing all people being regularly active, according to ability and across the life course; Active Environments; Active People; and Active Systems.

The four pillars of the WHO guidance are reflected in the International Society for Physical Activity and Health (ISPAH) "Eight Investments that Work for Physical Activity" which can be used to clearly show potential interventions and touch points within which public sport and leisure services can play an important role, e.g. Sport and recreation for all, community wide programmes, whole out of school programmes, public education, including mass media. Importantly the guidance underlines that there is no single simple way of driving up physical activity levels. Instead it recognises the complex interrelationship of factors that often cut across areas of responsibility and accountability between statutory partners, with a very strong emphasis on collaboration.

The UK Chief Medical Officers Physical Activity Guidelines have been updated and draw upon global evidence to present guidelines for different age groups covering the volume, duration, frequency and type of physical activity required across the life course to achieve health benefits. Evidence supporting the health benefits of regular physical activity has become more compelling and the report sets out the overall impact on the health, social, environmental and economic benefits for communities and wider society: as detailed below:

THE OVERALL IMPACT OF SPORT AND PHYSICAL ACTIVITY ON...



The **Department for Communities** has published the 10-year Sport and Physical Activity Strategy, 'Active Living' – More People, More Active, More of the Time' which sets out the framework for Northern Ireland. It seeks to promote:

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

The key themes and goals of this Strategy build upon the work the Sport Matters Strategy has delivered between 2009-2019 and sets a direction for Sport and Physical Activity that is based around inclusion, engagement, community, excellence, partnership, collaboration and shared spaces that collectively maximise the benefits of more people, being more active, more of the time. The Strategy reflects the significant impact that the COVID-19 pandemic has had, and will continue to have on society and the importance of ensuring that there is a focus on recovery in terms of both the wider sport sector and the role the sector can play to help communities recover. That includes the role sport and physical activity will play in the collective effort to manage the physical and mental health challenges that the COVID-19 pandemic has created and exacerbated.

Additionally, it recognises the inter-related nature of physical literacy and lifelong involvement in sport and physical activity at all levels. The focus on physical activity emphasises the importance of being active for social, health and recreational purposes as well as for competitive involvement.

The benefit of having a more physically active society is significant given the positive impacts it has on the health and well-being of our communities. It will also contribute to the challenges society in general faces when tackling matters such as obesity prevention, healthy lifestyles to guard against critical illness and to the promotion of good mental health.

The Sport and Physical Activity Framework

Programme for Government Outcomes and Indicators

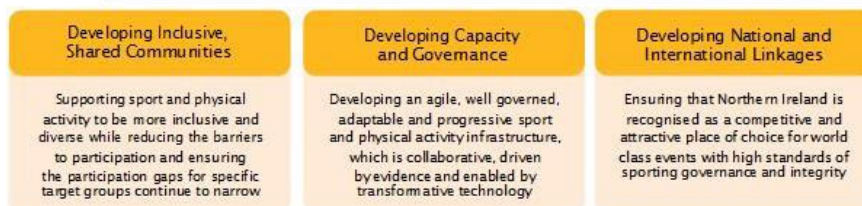
VISION

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

KEY THEMES



CROSS-CUTTING PRINCIPLES



DEPARTMENTAL CROSS - CUTTING THEMES



Sport NI has published a new corporate strategy which acknowledges that the value of sport individually and societally has become so much more apparent as a result of Covid. The emotional, mental, physical wellbeing derived from participating in sport is seen as an important element of Covid recovery and regrowth. The value of sport including health, education and social cohesion can be achieved through people participating and sustaining participants in sport and recreation. Councils partnership working with SportNI and others can support the delivery vision:



The **APSE** report concludes that:

'Although the word leisure can conjure up images of optional activities, public sports and leisure services are in fact a service that fundamentally supports the health of the nation, enabling people to live longer, prevent or manage health conditions and boost mental health. The more deprived an area is the more dependant the community are on public sports and leisure provision.'

Council has a specific role in providing a range of publicly accessible, universal and targeted services and activities. Nine key sites provide for a breadth of activities which offer opportunities for participation across the District. The range of facilities include 3 swimming pools, 7 sports centres, athletics tracks, tennis courts, sports pitches, multi-use games area, pontoon and a variety of community infrastructure. In addition, Council works in partnership with local sports clubs who provide opportunities along the sporting pathway from grassroots participation to elite athletes; engagement and inclusion including participation by vulnerable groups, women, children and young people, disabled and ethnic minorities; improved physical and mental health. Some 200+ clubs are active across the Council area.

Public sport and leisure are integral to Covid recovery and are essential to expanding the reach of services and helping to address health inequalities. Opportunities to develop the services needed by the community will be delivered through partnership and collaboration with WHSCT, PHA, Sport NI and DfC including those which enhance the preventative offer for physical and mental health.

Securing the future of public sport and leisure services (published on behalf of APSE, CLOA, LGS) highlights the range of activity across the life span which can actively contribute to better health and the UK Chief Medical Officers Activity guidelines sets out an exemplar on how commonly delivered sports and physical activity can improve muscle function, bone health and balance as detailed in the diagrams below:



pre-natal
swim classes



creche
facilities



swimming
lessons



school
holiday clubs



teenage
activities



multi-sports
clubs and
fitness classes



fitness and
wellbeing for
older people

PLUS exercise programmes for
















long term
health conditions



cancer
patients



overweight
individuals

Type of sport, physical activity or exercise	 Improvement in muscle function	 Improvement in bone health	 Improvement in balance
 Running	★	★★	★
 Resistance Training	★★★	★★★	★★
 Aerobics, circuit training	★★★	★★★	★★
 Ball Games	★★	★★★	★★★★
 Racquet Sports	★★	★★★	★★★★
 Yoga, Tai Chi	★	★	★
 Dance	★	★★	★
 Walking	★	★	☆
 Nordic Walking	★★	?	★★
 Cycling	★	★	★

★★★ Strong effect ★★ Medium effect ★ Low effect ☆ No effect ? Not known

Table: Types of activities that can help maintain or improve aerobic capacity, strength, balance and bone health and contribute to meeting the physical activity guidelines

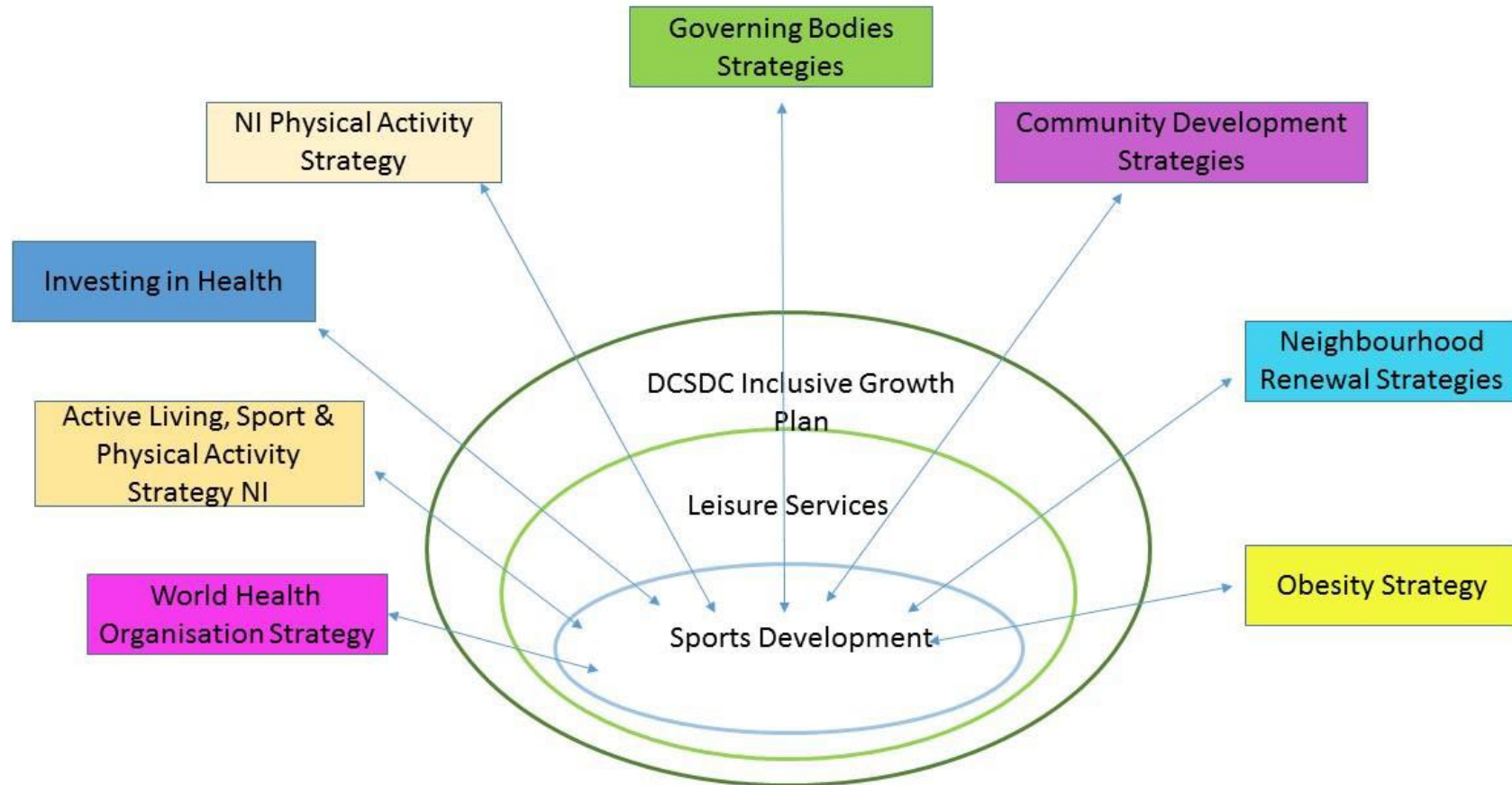
Examples of the types of targeted programmes in addition to universal open participation at key leisure and sports sites delivered by Council which can contribute to these wider outcomes include:

- MacMillan – Prehabilitation Model
- Water Safety and Activity Programme
- Cross Border Sports Programme
- Disability Hub at Foyle Arena
- NW Sporting Pathways
- Fundamental gymnastics programme
- School swimming programme
- Virtual Challenges
- NW Rugby programme
- Active Citizens programme

In February 2022 a public survey was undertaken across the council area to establish views on participation in sport and physical activity:

- 93.5% agreeing there is a need for investment in Council facilities.
- In terms of the impact on users 55-60% of users identified positive benefits across the categories of general health, physical health and mental health and 7.16% identifying improvement to a specific medical condition.
- Swimming, gym use and sports e.g., football remain the most popular activity.
- Walking remains the highest other physical activity participated in with 57.83%, followed by jogging and running at 14.46% and cycling at 6.63%.
- Participation trends vary from 9.94% inactive, 50.29% fairly active and 39.77% active.
- The top 3 health and wellbeing objectives identified for 2022: 45.88% wanting to improve general health, 31.18% wanting to lose weight, 8.82% wanting to improve mental health.
- 86.47% identified as very or quite important the encouragement and support given by staff to assist meet health and wellbeing objectives.
- Some 76.47% were prepared to allocate more time to health and wellbeing through sport, exercise and being active.

Strategy Map: How we will deliver our Outcome Improvement Objective



--

What benefits citizens will see: Target Outcomes for 2022/23
<p>Re-engagement of users in Council leisure facilities</p> <p>Underrepresented groups will lead more active lives</p> <p>High levels of customer satisfaction will be maintained</p> <p>Increased participation by those living in deprived areas</p>

What actions are we taking to make a difference in 2022/23
<ul style="list-style-type: none"> • Publish a physical activity, wellbeing and sport strategy • Deliver the 'Healthy Towns Programme' • Deliver 'MacMillan Move More Support Programme' for participants living with or beyond cancer • Deliver 'Get Wet' water safety programme • Roll out 'Coach Education Programme' • Achieve Sport and Physical Activity targets for targeted programmes • Achieve participation completion rate for 'Physical Activity Referral Programme' targeting those with health risks relating to obesity, diabetes or musculoskeletal conditions • Achieve 'Athlete Support Membership' target of 60 participants • Progress Melvin Multi-Sport Hub Development to Design Stage 4 and identify funding opportunities • Achieve pre Covid-19 leisure user visitor numbers (paid visits) • Achieve NET GAIN within active membership base through membership promotion • Increase use of online booking facilities including Leisure App by 20%

- Roll out of RISE Gymnastics Programme
- Deliver the newly developed Women In Sport programme
- Continue works on the Levelling Up Funded projects – Derg Active and Daisyfield
- Ongoing facility improvements being completed
- 3 events to be hosted in St Columbs Park Stadium in partnership with Council Events Team

How will we measure progress

	Improvement Objective Reference	Performance Measure/Indicator	2022/23 Target
	HC1A	Leisure user visitor numbers (paid visits)	1.1 million paid visits
	HC1B	No of participants per year for sports development targeted programmes	5,000
	HC1B	Number of completed Physical Activity Referral Programme (PARP) targeting designated special populations – those with obesity, diabetes or musculoskeletal conditions	550
	HC1B	Number of participants in MacMillan Move More Programme % of participants reporting improvement against indicators of fatigue, tiredness, energy, self-care, amount of exercise before programme and support for the programme	100
	HC1B	Number of athletes enrolled in the Elite Athlete Membership Scheme	60

	HC1B	Number of participants in the Coach Education Programme and CPD Courses to support Coach and Club development	100	
	HC1D	User satisfaction/net promoter score	50	
	HC1D	Average Quarterly Mystery Visit Score across all leisure facilities	85%	

2021/22 Improvement Objective Achievements:

Despite the significant impacts of the pandemic on leisure facilities, during 2021/22 we achieved the following in relation to the related improvement objective **“To assist develop healthy lifestyles through increased participation in high quality leisure and sports activities”**:

- Melvin Multi Sport Hub - Conditional letter of offer received from Sport NI to progress to planning and design stage
- Healthy towns partnership programme delivered across the district with 35 groups involved in programme delivery and 22 walk/cycle programme leaders trained
- GP Referral Programme delivered using a hybrid model of outdoor classes and face to face sessions when guidelines permitted
- MacMillan Move More Programme to assist people living with, and beyond cancer delivered via online challenges. Extension to funding was secured for a further 27 months up until April 2024
- Couch to 5K/8K, cycling initiatives, Junior Sports programmes, Santa Run, Fit February, Summer Scheme and various fitness initiatives all delivered
- Athlete Support Scheme supported 47 coaches
- Successful reintroduction of Learn to Swim and schools swim programme
- Coach education and CPD courses delivered with 170 participants
- Delivery of Active Citizenship funding to 5 NRAs, this included sport and activity programmes, targeting children, older people and small scale programmes
- Achieved 80% retention (across all leisure sites) of recurring membership revenue (pre-Covid)

Further information is available in the Health and Community Directorate Delivery Plan 2022/23.

Objective 3	To create a greener, cleaner more attractive district <u>Sub-Objectives</u> <ul style="list-style-type: none">• To protect and promote our natural and built assets• To protect and enhance our environment
--------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Lead Officer	Director of Environment and Regeneration
---------------------	------------------------------------------

Why we have selected this objective
This improvement objective relates directly to the Strategic Growth Plan objective that we live sustainably – protecting the environment, under the theme of Physical and Environmental Regeneration. This was a key theme that emerged during the significant engagement process carried out as part of the development of the Strategic Growth Plan. The improvement objective will allow us to pull together the actions that will demonstrate that we are protecting and enhancing our local environment and the partnership approach that we have taken to maximise effect.

What benefits citizens will see: Target Outcomes for 2022/23
<ul style="list-style-type: none">• An enhanced public realm and built environment• Provision of additional greenways for active travel and modal shift• A reduction in the amount of biodegradable waste sent to landfill• An increase in the percentage of household waste recycled and composted• More accessible, Covid safe public spaces

What actions are we taking to make a difference in 2022/23

- We will continue to implement the Green Infrastructure Action Plan
- We will continue to implement the Council Pollinator Plan
- We will progress delivery of regeneration plans
- We will progress the development of a new strategic West Bank cemetery for Derry City
- We will progress the construction of new greenways
- We will progress the construction of new community centres/play areas
- We will begin to implement the Regional Energy Strategy
- We will begin to implement the Climate Adaptation Plan
- We will begin to work with partners to promote and facilitate the availability of Covid safe public spaces

How will we measure progress

Improvement Objective Reference	Performance Measure/Indicator	2022/23 Target
BC1	Total number of applications processed by Building Control	Demand Led
EN1	Energy Consumption (Kwhrs)	18,828,343
	Energy Consumption (Value)	£1,175,053
ES1	Percentage of household waste arisings sent for preparing for reuse and recycling (including composting)	50%

ES2	Biodegradable local authority collected municipal waste sent to landfill – (tonnes) - reduce	
ES3	Total amount of local authority collected waste which has been collected by a district council	
CD1	Value of capital projects completed on site	£10,000,000
PL1	Improve average processing time based on Dfl Statutory target of 15 weeks non-legacy local planning applications	Less than 15 weeks
PL2	Improve average processing time of Council Received Major/Strategic Planning Applications based on Dfl Statutory target of 30 weeks	Less than 30 weeks
PL3	Improve closure times of Enforcement Cases by 39 weeks based on Dfl Statutory target of 70%	70%
	Total number of local and major planning applications received	Demand led

During 2021/22, we achieved the following in relation to our Improvement Objective:

Building Control

- Full plan applications processed, including sub sites = 1077
- Building Notice applications processed = 2520
- Regularisation applications processed = 264
- Site inspections undertaken = 7994

- Property Certificates processed = 2448

Energy

- Completion of the second phase of a council wide programme to install real-time monitoring of energy usage of all council's buildings. - Second phase completed and commissioned on schedule
- Installation of an innovative energy control system, HEATBOSS in Harbour House to optimise comfort conditions in individual rooms. Project formed part of a pan European learning partnership funded by the EU (SMARTRenew Project) - Heatboss system installed, commissioned and training given to local staff
- Continued with the process of attaining a council wide third party certified ISO50001 Energy Management Standard through regular monthly meetings with Building Managers and Maintenance Department. - This is an on-going process with regular monthly meeting taking place with individual premise managers
- Completion of the Regional Energy Strategy in conjunction with Donegal County Council - completed and developing a Regional Energy Agency to deliver the strategy

Environment

- Uninterrupted delivery of Refuse Collection including Bulky Waste Collection throughout pandemic with Health and Safety adjustments made ensuring the safety of all operatives
- Ongoing promotional activity in terms of Covid 19 implications across all service areas, anti – litter and fly tipping promotions, greenways, play, waste and recycling etc.
- Completed the purchase of lands at Mullennan for the development of a new Municipal Cemetery
- Secured Planning Permission for extension to City Cemetery
- Ensured that Council properties and facilities remained in full compliance with statutory requirements e.g. EICR, Fire, Legionella Management etc.
- 27 Fixed Penalty Notices issued for littering / indiscriminate dumping
- 2,299 incidents of fly tipping reported and investigated
- Completed installation of toilet disposal unit at Foyle Rd for use by visiting camper vans
- Completed refurbishment works at Victoria Bridge community centre
- Health and Safety improvements to six number play area

- Repairs to disabled angling access platform at Vaughan's Holm
- Resurfacing and installation of paths to facilitate extension to burial capacity at Mountcastle Cemetery
- Repainting of street furniture within Derry and Strabane.
- Building Improvements to Derry Road Offices
- Installation of LED lighting and improvements to pathways at Let The Dance Begin (Tinneys)
- New Festive Lighting installations installed at Derry and Strabane town centres, additional installations erected across the district
- Winner of Ulster in Bloom – City Category
- Replacement riverside fence at Prehen Walkway
- Painting of 14 sports pavilions
- Refurbishment of 4 pavilions at Prehen, St Columbs Park, Strathfoyle and Leafair
- Internal painting at Foyle Arena

Capital Development

Capital Projects Completed or Nearing Completion on Site (approx. £10.5m value of contracts)

- Completion of new £1.6m DCSDC/DfC funded Galliagh Community Centre, Derry
- Completion of new £300k play park at Eglinton
- Nearing completion of new £6.1m SEUPB/DCSDC funded shared space community sports facility at Irish Street/Top of the Hill, Derry
- Nearing completion of new £800k DDA compliant river access pontoon at Prehen slipway.
- Nearing completion of new £600k Route 2 Muff to Border of the £16.3m Northwest Greenways project.
- Completion of over £1.0m of new rural village community access, play and leisure facilities at Newtownstewart, Sion Mills, Newbuildings and Castlederg.
- Completed construction approx. £100k of temporary accommodation and boat storage facilities at Prehen Boat House

Capital Projects Commenced on Site (approx. £10.5m value of contracts)

- Commenced construction of new £3.2m DfI/DCSDC funded Strathfoyle Greenway, Derry.

- Commenced construction of new £2.4m Urban Village funded New Gate Theatre & Cultural Hub in the Fountain estate, Derry.
- Commenced construction of new £1.7m extension to City Cemetery, Derry
- Commenced construction of new £2m tourism sculpture trail in the Sperrins.
- Commenced construction £350k of three new Covid Recovery parklets along riverfront and Waterloo Place, Derry
- Commenced construction of £230k new car park and pedestrian access from Ebrington to St Columb's Park, Derry
- Commenced second phase of £600k Clooney Masterplan with environmental improvement works at Nelson Drive and form Ebrington PS site.
- Commenced installation of £50k inclusive play equipment at Strathfoyle play park

Capital Projects Attaining Design Milestones (approx. £180m value of projects progressed)

- Appointed design team and developed a draft concept place-making masterplan for the £60m Central River & Walled City Regeneration Programme of the Derry~Strabane City Deal
- Appointed design team and developed a draft concept place-making masterplan for the £78m Strabane Regeneration Programme of the Derry~Strabane City Deal
- Resecured planning permission for £12m City Deal funded maritime themed DNA Museum at Ebrington, Derry
- Secured planning approval for £3.5m NI Section of North West Greenways - Route 2 Muff to Pennyburn
- Secured planning permission for £300k new Gatelodge at St Columb's Park, Derry
- Submitted planning applications for the £6.8m PEACE IV cross community Riverine Project, Strabane~Lifford
- Completed RIBA Stage 4 technical design of a £6.2m public realm scheme within Strabane town centre.
- Commenced procurement of contractor for new £4.6m Daisy Fields Community Sports Hub, Brandywell, Derry
- Commenced site preparation for new £6.2m Levelling Up Funded Acorn Farm development at St Columb's Park, Derry
- Completed RIBA Stage 3 design for new £1.5m DCSDC/SNI funded multi-sports centre, Melvin Leisure Centre, Strabane
- Completed RIBA Stage 3 design for new £1m community allotments and play park at Ballynagard, Derry
- Completed RIBA Stage 4 concept design for new £2m Urban Villages funded Gasyard interpretive visitor centre, Derry.
- Selected artist for new £1.0m+ public realm and Factory Girls artwork, Harbour Square, Derry
- Completed RIBA Stage 4 design for new £1.0m DfI/DCSDC funded Strabane North Greenway, Ballymagorry

- Completed RIBA Stage 3 concept design for design of £185k replacement 'Foot Stick' pedestrian footbridge, Learmount, Park, County Derry
- Developed RIBA Stage 3 concept design for new strategic cemetery at Mullenan Road, Derry
- Design team appointed for the £2m Urban Villages Realm Project connecting the Bogside/Fountain areas in Derry
- Commenced procurement of design team for £6.5 LUF funded Derg Active Sports and Parks programme of projects

Regeneration

- Continued delivery of the DfC/DAERA/DfI-funded Covid-19 Recovery Revitalisation Scheme in Derry City & Strabane Town Centres
 - **Derry** - Phase I: Ferryquay Street/Diamond Environmental Improvement Scheme completed; Phase II - Bishop Street Parklets at tender stage; Phase III Environmental Improvement Schemes at Waterloo Place & Riverside – contractor appointed and on site
 - **Strabane** – Castle Street Environmental Improvement Scheme contractor appointed; Abercorn Square EI scheme completed; Environmental Improvement Works & lighting to 'Let the Dance Begin' art installation (Tinnies)
- Delivery of the DfC-funded £225k Strabane Revitalisation Shopfront Enhancement Scheme - 17 properties completed and enhanced
- Derry City Centre Revitalisation Shopfront Enhancement Scheme total of £1.2m of DfC funding secured and contractors appointed to deliver schemes on Carlisle Rd (56 Properties) & Spencer Rd (68 Properties)
- Covid Recovery Rural Small Settlements Programme - £2.24m of DfC/DAERA/DfI funding secured to design & deliver a series of physical regeneration and active travel interventions within 9 rural settlements within the DCSDC area
- Strabane Town Centre Commercial Property Facade Painting Scheme - funding application (£200k) submitted to enhance 36 commercial properties along Derry Road/Market Street
- Project Monitoring and Consultative protocols completed in order to assist the implementation phases of the Sion Mills Regeneration Masterplan
- City Centre Visitor Orientation Way-Finding Audit & Design Toolkit: Draft design toolkit & external stakeholder engagement completed
- Preparation of the Boom Hall Regeneration Brief Partner Selection Process

- Clooney Terrace Cannon Environmental Improvement Scheme – DfC funding secured (£144k), planning application submitted, design team appointed to prepare tender packs
- Completion of the RDP-funded (£140k) environmental improvement schemes four rural villages – Park, Claudy, Killeter & Clady

Planning

Council have issued 15 major planning applications in 2021/22 including the following approvals:

Residential

- Proposed residential development of 131 apartments, 229m² of community floor space (including cafe, library, hair salon and gym), 44 parking spaces, communal amenity space and other facilities at Tillie & Henderson site, Derry City
- Development of 55 apartments 41 units within 4 new build blocks and the refurbishments of 117 (GradeB2 listed building) and 118 Ebrington Barracks to provide 14 no. units) including, access road, associated car parking and landscaped communal areas at Ebrington, Limavady Road
- Proposed development of 444 dwellings comprising a mix of 138 detached, 208 semi-detached, 37 townhouses, and 61 apartments; associated domestic garages; public open space including landscaping, new equipped children's play area; SuDS pond; Local Neighbourhood Centre comprising 2 retail units, creche, business space and gym; along with all associated site and access works at Lands situated to the South East of the A2 Clooney Road, (lands forming part of the H30 Housing Zoning in the Derry Area Plan 2011)
- Redevelopment of former school site to provide proposed retirement development to incorporate: retention of existing buildings at site frontage to provide a community hub building, Community Services Buildings and site warden building; demolition and redevelopment of remaining buildings to provide 57 bed care home and 53 semi-independent living units within the existing built footprint; remodel former school tennis courts to provide residents amenity/allotment area; remodel former tarmacked hardstanding to provide formal landscape area; remodel site path network; and all associated access, parking, drainage and landscape enhancement works at former Thornhill College site, Culmore Road

- Proposed residential development comprising 60 dwellings and 10 apartments with associated private amenity space, landscaping, public open space, site works and access arrangements from Mount Carmel Heights (70 social housing units in total) at Evish Road/Mount Carmel Heights, Strabane

Community

- Proposed Greenway – construction of a 3m wide shared pedestrian and Cyclist Greenway Path from Bay Park as far as Culmore Country Park. The greenway is a mix of shared use (carriageway/greenway) and new greenway path construction. Proposals also include landscaping new path lighting, adjustments to existing road lighting and boundary treatments

Retail

- Redevelopment of site involving the demolition of existing buildings and erection of supermarket and retail units, access, landscaping and associated site works at Strabane Retail Park, Strabane

Education

- Erection of new school for Ardnashee School and College with associated playgrounds, ball courts, car parking, landscaping and site works at Northland Road

Minerals

- Sand and gravel quarry including internal haul road and associated site works at Longland Road, Donemana
- Proposed sand and gravel quarry operations. Approx. 230m SSE of 193 Lisnaragh Road Donemana Tyrone

Commercial/Industrial

- Proposed erection of pre-cast concrete production unit including four proposed pre-casting beds (in addition to two existing/in situ to be retained), yard and 2.4m palisade fence. Cross Concrete Flooring Ltd 15 Fawney Road Derry

Other significant applications approved include

- Extension of the existing cemetery by construction of an additional 950 plots, with an associated access road extended from the existing cemetery site at Derry City
- Extension to and reconfiguration of building to accommodate arts and culture centre comprising performance space, multi-use, art & tuition rooms, dance studio, offices, cafe & ancillary spaces and associated site works at Hawkin Street, Derry

Local Development Management

Council have issued approximately 950 local planning applications in 2021/22 including the following approvals:

- Ebrington
 - Proposed change of use from former officers' mess to office accommodation along with internal alterations, addition of lift shaft and flat roof extension at Building 85 & 85a Ebrington, Limavady Road, Londonderry, BT47 6HH
 - Change of use, refurbishment, remodelling and extension of existing guard house building No.10 at Ebrington Square and minor elevational works to building No.10A Ebrington Square to provide office accommodation incorporating meeting rooms and associated facilities at building No.10 Ebrington Square, Ebrington, Derry at Building 10 and 10a Ebrington Square, Ebrington, Derry, BT47 6GZ
 - Alterations and Extension of former military building to provide a bar/restaurant, landscaping and associated works at Building 40 Ebrington Square, Ebrington, Derry, BT47 6FA

Tourism

- Proposed construction of a timber footbridge over the River Faughan - Brackfield Wood, Approx. 150m South West of No. 250 Glenshane Road, BT47 3SN

Local Development Plan

- Completed 11 Topic-based Papers and held 4 sessions with Senior Officers to consider LDP Representations & Counter Reps
- Completed 10 Topic-based Round Table Discussion (RTD) Meetings with Members and Planning Committee (& NIHE CEx) to consider, resolve issues and agree responses to LDP Representations & Counter Reps, between April and October 2021
- Prepared a formal document: Schedule of Proposed Changes to LDP draft Plan Strategy (dPS)

- Prepared 4 formal Assessment Addendae documents: Sustainability Appraisal(SA), Habitat Regulations Assessment (HRA), Equality (EQIA) and Rural Needs (RNIA)
- Held a formal Consultation on the above 5 documents, between December 2021 and February 2022
- Officer Assessment of all Comments received in relation to the Proposed Changes Consultation, reported to Planning Committee
- Prepared / updated 100+ documents, ready for formal Submission of the LDP dPS to DfI Planning and PAC
- Undertook 3 Monitor projects - of Housing, Economic Development Land and City / Town Centres Occupancy
- Prepared and Published a Revised Statement of Community Involvement (SCI) in October 2021
- Prepared and Published a Revised LDP Timetable document in November 2021
- 3 x Tree Preservation Orders (TPOs) issued and 133 tree-related queries dealt with

Further information on the work progressed in relation to the improvement objective is given in the Environment and Regeneration Service Plan for 2022/23.

Objective 4	To deliver improved customer satisfaction by improving customer support services and processes.
--------------------	--------------------------------------------------------------------------------------------------------

Lead Officer	Lead Democratic Services and Improvement Officer
---------------------	--------------------------------------------------

Why we have selected this objective
The Council's mission is to deliver improved social, economic and environmental outcomes for everyone. This is supported by corporate values, including to be 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, 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.

Why we have decided to keep this as an improvement objective for 2022/23

We have carried this improvement objective forward as:

- The Covid 19 pandemic has continued to create challenges and opportunities in terms of how we engage with our citizens. Access and communication channels, processes and personnel have had to adapt to changing conditions in order to build customer confidence and service usage.
- We value our stakeholders and recognise the importance of providing accessible, customer focused services
- We recognise that more work is required to achieve improved processes / satisfaction levels
- We wish to work towards a recognised framework for customer excellence

What benefits citizens will see: Target Outcomes to be achieved in 2022/23

- Accessible, responsive, customer orientated services
- Covid safe facilities and services
- Evidence of customer engagement and high customer satisfaction
- Effective call handling

What actions are we taking to make a difference in 2022/23

- Progress work against the Customer Service Excellence criteria by delivering Customer Care training to all appropriately identified staff

- Progress work against the Customer Service Excellence criteria by delivering telephone training to all appropriately identified staff
- Carry out surveys, within 3 months of training completion to assess if improvement has been achieved in Customer Care and Telephone Handling
- Develop Council intranet site (in liaison with IT) to provide single source for all information for GDPR and Customer Care
- Increase awareness FOIs, EIRs, SARS by developing and providing awareness/training sessions for all
- Carry out surveys, within 3 months of training completion to assess if improvement has been achieved in FOI, EIR & Complaints awareness
- Deliver new Model Complaints Handling Process awareness sessions once Northern Ireland Public Service Ombudsman confirms process
- Review and update complaint handling processes in line with regional guidance / good practice
- Provide 2 briefings to reception staff on section functions and services
- 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 build on relationships and further develop links
- Continue to roll out best practice in managing Covid in the workplace and provide enhanced cleaning services post Covid
- 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 member satisfaction with member support services; develop and implement improvement actions as necessary

How will we measure progress

- Telephony - Average time to answer external call (seconds) (Council overall)
- Telephony - % abandoned external calls
- % compliance with FOI, EIR, SAR target timelines

- % access support requests facilitated for Council run meetings / events met
- % satisfaction with Irish language services
- Number of formal complaints received
- Number compliments received
- Number of facilities with improved environment for those with a sensory impairment

To date during 2021/22, we achieved the following in relation to this Improvement Objective:

- Throughout the pandemic, continued to deliver all key services and to adapt service delivery arrangements to ensure that the public could safely access services remotely and in person
- Provided uninterrupted central switchboard cover throughout the pandemic
- Continued to adapt the Council's event programme for digital audiences including Culture Night, the Island Voices Autumn Lecture series, Ulster-Scots Language Week and Irish Language Week
- Continued to grow and develop our digital engagement with Irish/Ulster-Scots audiences; our Irish Language Facebook platform Fóram Phobal na Gaeilge now has 2,559 followers and our Irish language Twitter presence @foramphobal has 849 followers. Our Ulster-Scots language promotion page on Twitter @fairfaaye currently has 314 followers
- Improved staff awareness of policies relating to customer care
- Achieved high satisfaction levels in a number of areas including for the provision of Elected Member support services and for the provision of Irish Language Services
- Council signed the British/Irish Sign Language Charter, committing to consulting with the deaf community on a regular basis, and ensuring access to information and services
- Council's Video Relay System was launched during Deaf Awareness Week (3rd to 9th May 2021). This enables d/Deaf people to independently communicate with Council via a British or Irish Sign Language interpreter in real time through the Council website
- Virtual training modules on Equality Impact Assessments and Code of Practice for Producing Information have been prepared to allow for training to continue during COVID in the absence of physical training sessions
- Successful in reassessment for the NI Charter Plus Councillor Development Award

- Effective servicing of Council and Council committees virtually during the Covid Pandemic
- Annual improvement plan and performance reports produced within deadlines and Unqualified audit in respect of the Council's Improvement Duty
- Revised the Safeguarding Policy and developed an easy-read "Safeguarding Guide for Members of the Public"
- Achieved a 23% increase in our overall online community size across all social media platforms (Facebook, Twitter, Instagram & LinkedIn) resulting in a total combined audience size of 303,701
- Utilised council's website and social media channels to signpost businesses to the sector specific guidance developed by our Environmental Health Department and to help inform of other government guidance aimed at tackling the coronavirus pandemic
- Delivered EMERGREEN Project using technology to improve citizen access to information and services about living more sustainably and enhancing our public service offering. This included the development of 3 key technologies:
 - New Waste & Recycling website with online booking system for RCs & e-commerce functionality
 - Bespoke Chatbot creation and integration onto website
 - Customised Derry & Strabane Recycling App

During 2021/22 we had an improvement objective **"To develop and implement a dynamic recovery plan that provides a proactive response to the challenges presented by Covid19 and which supports and enhances social, economic and environmental well-being in the Council area."**

In terms of 2022/23 Covid recovery commitments have been mainstreamed and are reflected in our directorate delivery plans where appropriate. In 2021/22 we achieved the following in relation to the above improvement objective:

- Continued to deliver all Council services safely and effectively through the use of alternative/amended channels
- Provided safe public access to all Council premises
- The Council's Environmental Health Department:
 - Provided guidance and support to relevant businesses on the Covid Certification Scheme

- The Health and Safety and Consumer Protection Team (acting as “relevant persons” under The Health Protection (Coronavirus Restrictions) Regulations (Northern Ireland) 2021) provided information and support to workplaces, including 3,516 coronavirus related advisory/compliance visits – an increase of over 900%.
 - 3,400 local businesses were contacted by email or letter providing direct support and advice on the coronavirus restrictions
- The Council’s Environmental Health Service and Community Relations Team worked together on the development of bespoke coronavirus guidance for the Chinese community
- The Council promoted the Covid Reassurance Scheme, designed to support local, economic recovery and revitalisation whilst respecting the public health controls needed to maintain public health and minimise community transmission of Coronavirus – at June 2021, 61 businesses had signed up to the Covid Reassurance Mark
- The Council entered into an Information Sharing Agreement with the PSNI to facilitate the effective enforcement of the coronavirus regulations
- The Council continued to lead on a range of COVID 19 response initiatives delivered since the beginning of the pandemic. (A total of £1.6M has been allocated to date for a range of programmes including Resilience Plans, Recovery Plans, Access to Food and Fuel, Financial Inclusion and Volunteering). During 2021/22 The Council allocated funding to support communities as they recover from the effects of the Covid pandemic:
 - The Community Venues Fund £92,400
 - The Community Support Fund £94,258.41
 - The Grass Roots Community Development Grant Support Programme £136,619.59
 - The Sports Club Covid Recovery Support Programme £80,000
- The Council continued to deliver the DfC funded Recovery & Revitalisation Programme including:
 - Streetscape improvements
 - Derry – Ferryquay Street/Diamond Environmental Improvement Scheme completed; Bishop Street parklets at tender stage; contractor on site at Waterloo Place and Riverside for Environmental Improvement Scheme
 - Strabane – Contractor appointed for Castle Street Environmental Improvement Scheme; Abercorn Square Environmental Scheme completed; Environmental Improvement works and lighting to ‘Let the Dance Begin’ art installation (Tinnies)
 - Business support grant scheme

- Marketing support
- Animation support
- The Council delivered the DfC funded £225k Strabane Revitalisation Shopfront Enhancement Scheme, with 17 properties completed and enhanced
- The Council secured £1.2m of DfC funding for the Derry City Revitalisation Shopfront Enhancement Scheme and appointed contractors to deliver schemes on Carlisle Road (56 properties) and Spencer Road (68 properties)
- The Council secured Covid Recovery Rural Small Settlements Programme funding from DfC/DAERA/DfI of £2.24m to design and deliver a series of physical regeneration and active travel interventions within nine rural settlements in the Derry City and Strabane District Council area
- Enterprise Week was held in March 2022 as a blended digital event, offering local businesses opportunities for post-pandemic innovation and growth

Statutory Indicators:

In addition to the four Performance Improvement Objectives identified, Derry City and Strabane District Council is also committed to meeting the following seven statutory performance indicators / standards.

Ref	Statutory Indicator	Standard to be met (annually)
ED1	The number of jobs promoted through business start-up activity (Business start-up activity means the delivery of completed client led business plans under the Department of Enterprise, Trade and Investment's Regional Start Initiative or its successor programmes.)	140*

P1	The average processing time of major planning applications. [An application in the category of major development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015(a)]	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks.
P2	The average processing time of local planning applications. [Local applications means an application in the category of local development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015, and any other applications for approval or consent under the Planning Act (Northern Ireland) 2011 (or any orders or regulations made under that Act)]	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks.
P3	The percentage of enforcement cases processed within 39 weeks. [Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (Northern Ireland) 2011 (or under any orders or regulations made under that Act). (b).]	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint
W1	The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse). [Household waste is as defined in Article 2 of the Waste and Contaminated Land (Northern Ireland) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013(b)]	50%
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled. [Local authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]	No current target
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings. [Local authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district council]	No current target

*under review

Publishing our Improvement Objectives

Our Improvement Plan containing Improvement Objectives for 2022/23 is published on the Council's website at www.derrystrabane.com. Members of the public will also be able to access this information at the Council's offices and can comment on our Improvement Objectives by emailing us at: improvement@derrystrabane.com. Details of the Improvement Objectives will also be circulated to stakeholders who have participated in the community planning process for the Derry City and Strabane District Council area, where this is permissible.

Reviewing and reporting on our progress

Our Improvement Objectives are a legal requirement under the Local Government Act (NI) 2014. It is important to review our progress and report to Elected Members and the public on improvements which have been achieved and where we need to do better. Progress in our improvement areas/objectives and statutory indicators will be reviewed on an ongoing basis by the relevant Directors, and by the Council's Senior Leadership Team (quarterly reviews) and by Committees, using a wide range of evidence including update/service/project reports as well as performance reports (6 monthly). Our six monthly directorate performance reports can be viewed on the Council's website.

Performance information, as identified in the table "how we will measure progress" and in relation to the statutory indicators will be collated from a range of sources.

In addition to publishing our Improvement Objectives at the start of the financial year, we also publish an annual Performance Report by the end of September to give a complete picture of our performance over the previous year, detailing how well we met our improvement objectives and performed against the statutory indicators / standards. In terms of this assessment, where possible, we will look at how performance compares with previous years and with other councils. In the event, of our performance standards not meeting our expectations, corrective actions will be identified and an improvement plan put in place.

We will report our performance against these (2022/23) Improvement Objectives in September 2023.

How to get involved

We are keen to get your feedback on any of the issues covered in this document and in particular on the relevancy of our Improvement Objectives. You can also propose new Improvement Objectives, or make comments on the existing ones by emailing the Council at: improvement@derrystrabane.com. Alternatively, you may contact us by phone on 028 71 253 253, Ext 4266.


We also have a dedicated Equality Assurance and Oversight Group which provides the opportunity to engage directly with council officers regarding the Council's activities. If you have any queries or would like to become a member, please email: equality@derrystrabane.com or simply contact the Equality Officer on 028 71 253 253, Ext 6705.

The consultation web pages publish all current consultation being undertaken by the Council, and give information about how people can participate.





Section 4

Our Councillors






PARTY	NAME	ADDRESS
Ballyarnett	District Electoral Area	
SDLP	Councillor Angela Dobbins (Deputy Mayor) 	22 Belvoir Park, Culmore, Derry, BT48 8PQ Email: angela.dobbins@derrystrabane.com Mobile: 07709147751
SF	Councillor Sandra Duffy (Mayor) 	c/o Mayor's Office, The Guildhall, Derry, BT48 6DQ Email: sandra.duffy@derrystrabane.com Phone: 02871 376508 Mobile: 07800506328
SDLP	Councillor Rory Farrell 	20 Lawrence Hill, Derry, BT48 7NY Email: rory.farrell@derrystrabane.com Mobile: 07751699295
AONTU	Councillor Emmet Doyle 	143 Lone Moor Road, Derry, BT48 9LA Email: emmet.doyle@derrystrabane.com Mobile: 07706955545




SF	Councillor John McGowan 	40 Clarendon Manor, Derry BT48 7TH Email: john.mcgowan@derrystrabane.com Mobile: 07360000733
SDLP	Councillor Brian Tierney 	46 Glencaw Park, Derry, BT48 8LR Email: brian.tierney@derrystrabane.com Mobile: 07731309734
Derg	District Electoral Area	
SDLP	Councillor Steven Edwards 	17 Brookvale, Strabane, Co Tyrone, BT82 9PS Email: steven.edwards@derrystrabane.com Mobile: 07842501692
UUP	Alderman Derek Hussey 	38 Garvetagh Road, Castlederg, Co Tyrone, BT81 7QH Email: derek.hussey@derrystrabane.com Mobile: 07774246223
DUP	Alderman Keith Kerrigan 	22 Shanog Road, Castlederg, Co Tyrone, BT81 7QS Email: keith.kerrigan@derrystrabane.com Phone: 02881678587 Mobile: 07783036388

		
SF	Councillor Kieran McGuire 	29 Crilly Park, Killeter, Castlederg, BT81 7DX Email: kieran.mcguire@derrystrabane.com Mobile: 07971008246
SF	Councillor Ruairi McHugh 	74 Hillview Park, Castlederg, Co Tyrone, BT81 7PR Email: ruairi.mchugh@derrystrabane.com Mobile: 07751576632
Faughan	District Electoral Area	
ALL	Councillor Rachael Ferguson 	112 Butlerswharf, Strathfoyle, Derry, BT47 6SR Email: rachael.ferguson@derrystrabane.com Mobile: 07515058848
SF	Councillor Paul Fleming 	19 Rose Court, Waterside, Derry BT48 2DU Email: paul.fleming@derrystrabane.com Mobile: 07923390605

UUP	Alderman Ryan McCready 	c/o Member Services, Council Offices, 98 Strand Road, Derry BT48 7NN Email: ryan.mccready@derrystrabane.com Mobile: 07496593146
SDLP	Councillor Jim McKeever 	6 Tamneyreagh Park, Eglinton, Derry, BT47 3WD Email: jim.mckeever@derrystrabane.com Mobile: 07812203362
IND	Alderman Graham Warke 	c/o Member Services Officer, Council Offices, 98 Strand Road, Derry, BT48 7NN Email: graham.warke@derrystrabane.com Mobile: 07975709326
Foyleside	District Electoral Area	
IND	Councillor Sean Carr 	8 Abbey Park, Derry, BT48 9DS Email: sean.carr@derrystrabane.com Phone: 02871263388 Mobile: 07751189051
SF	Councillor Conor Heaney 	23 Oranmore Park, Creggan Road, Derry, BT48 0JP Email: conor.heaney@derrystrabane.com Mobile: 07738236308
SDLP	Councillor Shauna Cusack	7 Lowry's Lane, Derry, BT48 0LS




		Email: shauna.cusack@derrystrabane.com Mobile: 07919962169
SDLP	Councillor Lilian Seenoi-Barr 	c/o Member Services Officer Council Offices, 98 Strand Road, Derry, BT48 7NN Email: lilian.seenoi-barr@derrystrabane.com Mobile: 07880207223
PBP	Councillor Shaun Harkin 	74 Norburgh Park, Derry, BT48 0RQ Email: shaun.harkin@derrystrabane.com Mobile: 07960404137
Sperrin	District Electoral Area	
SDLP	Councillor Jason Barr 	7 Tamworth Grove, Strabane, Co Tyrone, BT82 8HN Email: jason.barr@derrystrabane.com Mobile: 07549355296
IND	Councillor Raymond Barr 	3 Dennett View, Burndennet, Strabane, Co Tyrone, BT82 0BU Email: raymond.barr@derrystrabane.com Phone: 02871841681 Mobile: 07775920088
SF	Councillor Michaela Boyle	1a Melvin Road, Strabane, Co Tyrone, BT82 9PP Email: michaela.boyle@derrystrabane.com


		Mobile: 07706191865
DUP	Alderman Allan Bresland 	41 Millhaven, Sion Mills, Strabane, Co Tyrone, BT82 9FG Email: allan.bresland@derrystrabane.com Phone: 02881658579 Mobile: 07711129452
DUP	Alderman Maurice Devenney 	19 Rosslea, Newbuildings, Londonderry, BT47 2AQ Email: maurice.devenney@derrystrabane.com Mobile: 07916009985
IND	Councillor Paul Gallagher 	13 Gartan Avenue, Strabane, Co Tyrone, BT82 9AZ Email: paulm.gallagher@derrystrabane.com Mobile: 07872638565
SF	Councillor Dan Kelly 	100 Hollyhill Road, Knockinarvoer, Glenmornan, Co Tyrone, BT82 0HY Email: dan.kelly@derrystrabane.com Mobile: 07518696233

The Moor	District Electoral Area	
SDLP	Councillor John Boyle 	3 Caradale Park, Derry, BT48 0NU Email: john.boyle@derrystrabane.com Mobile: 07748192198
IND	Councillor Gary Donnelly 	c/o Member Services, Council Offices, 98 Strand Road Derry, BT48 7NN Email: gary.donnelly@derrystrabane.com Mobile: 07802648444
SF	Councillor Patricia Logue 	c/o Member Services, Council Offices, 98 Strand Road, Derry, BT48 7NN Email: patricia.logue@derrystrabane.com Mobile: 07851313583

SF	<p>Councillor Emma McGinley</p> 	<p>15 Mulroy Gardens, Derry, BT48 9QP Email: emma.mcginley@derrystrabane.com Phone: 07718266155</p>
PBP	<p>Councillor Maeve O'Neill</p> 	<p>13 Dunmore Gardens, Derry, BT48 9NJ Email: maeve.oneill@derrystrabane.com Mobile: 07840034407</p>
Waterside	District Electoral Area	
UUP	<p>Alderman Darren Guy</p> 	<p>41 Rosssdale, Kilfennan, Londonderry, BT47 5RD Email: darren.guy@derrystrabane.com Mobile: 07751310133</p>
SF	<p>Councillor Christopher Jackson</p> 	<p>16 Tamneymore Park, Derry, BT47 2EG Email: christopher.jackson@derrystrabane.com Mobile: 07841697856</p>
DUP	<p>Alderman Drew Thompson</p> 	<p>61 Sperrin Park, Londonderry, BT47 6NG Email: drew.thompson@derrystrabane.com Mobile: 07720892170</p>

--	--	--

ALL	Councillor Philip McKinney 	c/o Member Services, Council Offices, 98 Strand Road, Derry BT48 7NN Email: philipmckinney@derrystrabane.com Mobile: 07367488526
SDLP	Councillor Sean Mooney 	92 Victoria Gate, Waterside, Derry, BT47 2TQ Email: sean.mooney@derrystrabane.com Mobile: 07517341736
DUP	Alderman David Ramsey 	40 Gortin Manor, Newbuildings, Londonderry, BT47 2TF Email: david.ramsey@derrystrabane.com Phone: 028 71343856 Mobile: 07725623897

SDLP	Councillor Martin Reilly 	161 Waterfoot Park, Caw, Derry, BT47 6SY Email: martin.reilly@derrystrabane.com Mobile: 07812162488
------	---------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Contact Us

We have tried to take into account the views we have received when preparing this Corporate Plan and Improvement Plan. If you wish to comment on any of these proposals, please contact us using the contact details below:

Derry City and Strabane District Council
98 Strand Road
Derry
BT48 7NN,
or
47 Derry Rd
Strabane
BT82 8DY

Tel: (028) 71 253 253

E: improvement@derrycityandstrabanedistrict.com

Website: www.derrystrabane.com

Find us on Facebook [derrycityandstrabanedistrictcouncil](#)

Twitter @dcsdcouncil