

Directorate Delivery Plan 2025/26

Strategic Planning & Support Units

Derry City and Strabane District Council

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Section One: Directorate Profile / Summary

1.1 Purpose of Directorate

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

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

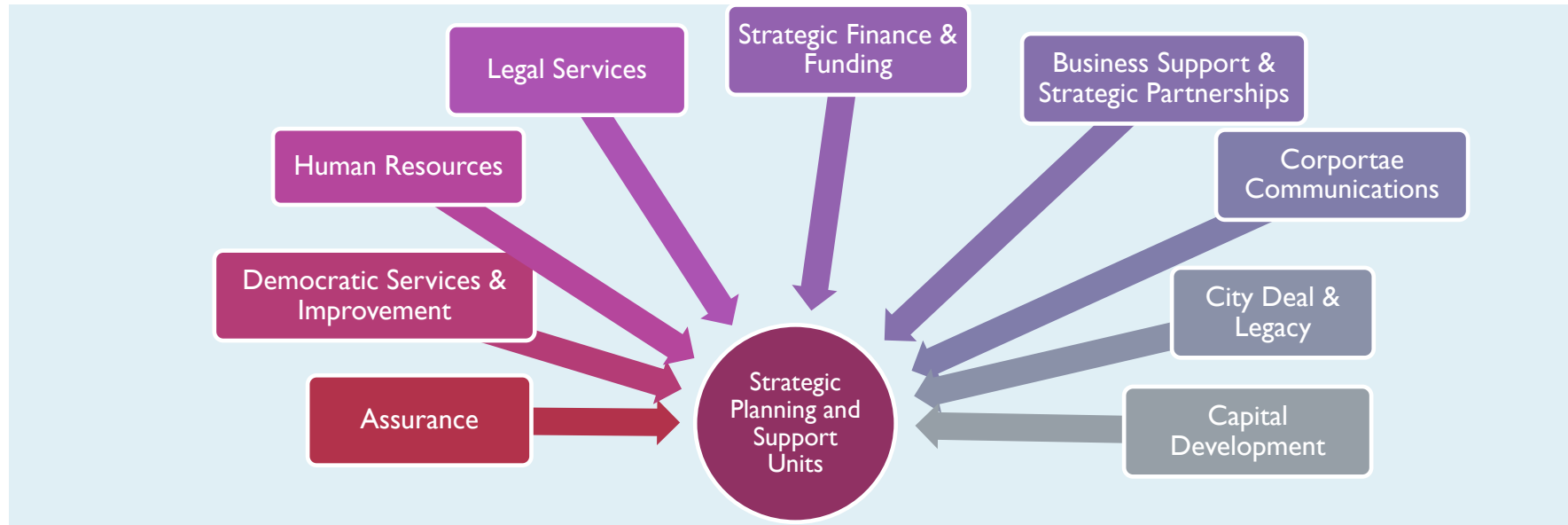
- Grow our business and facilitate cultural development.
- Protect our environment and deliver physical regeneration.
- Promote healthy communities

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

- Contribute to the strategic direction of the Council by providing specialist, professional advice and support to the Chief Executive, Directors and Elected Members.
- Develop policies and relationships which deliver the strategic objectives of the Council in line with its values and core behaviours.
- Lead and contribute to cross-functional projects, bringing creative solutions from the relevant areas.
- Contribute to sectoral and professional working groups in the relevant professional areas.
- Work closely with other Lead Officers to bring integrated cross-functional support to core service delivery units.
- Provide the strategic lead for convergence, transformational change and continuous improvement in the relevant areas.

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

1.2 Services Provided



Assurance Strategic Support Unit includes the following services:

Corporate Health & Safety

The Corporate Health & Safety Section is responsible for:

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

Insurance

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

Internal Audit

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

Payments & Receipts

- The Accounts Payable section is responsible for ensuring that all supplier payments are made in accordance with agreed procedures and within a timely manner.
- The Accounts Receivable section is responsible for ensuring that all income due to Council is collected in a timely manner and accounted for in accordance with relevant procedures.

Payroll

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

Procurement

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

Resilience

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

Risk Management

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

Business Support and Strategic Partnerships Section

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

This team comprises a Strategic Business Manager and two dedicated strategic project officers. The team also includes the Chief Executive's Personal Assistant and two administration support officers. The team provides a range of corporate support services such as the co-ordination of Senior Leadership Team meetings, the Council's Governance and Strategic Planning Committee and hosting of corporate stakeholder engagement events.

Corporate Communications Section

The section is responsible for providing Corporate Communication, Public Relations and Media Management services to all Directorates and Support Services including the Mayor's Office and the City of Derry Airport. The section is responsible for creating public awareness and encouraging participation in all Council services, initiatives and events. The section is responsible for media management and is the main point of contact for all media outlets to source information on Council

services and decisions. The service works with local, regional and national media using a range of media tools and platforms to effectively communicate details relating to Council services, initiatives and events.

The section provides communications advice and support to Council officers, the Mayor and elected members and works closely with the media to maintain a positive and proactive profile for the Council. The section is responsible for managing all media queries, writing and issuing all press releases and editorial content. The section manages Council photo calls, creates content copy and delivers on media campaigns as well as facilitating media briefings and FAM trips.

The unit also provides a media monitoring and media evaluation service to analyse media coverage and to ensure maximum reach across a wide geographic area. Daily media clipping reports on media placements and media outreach are collated that reflect the value of Council projects and initiatives in the media and to provide a value in terms of AVE. The section also manages the Council's Corporate and Mayoral social media platforms and uses them to get Council's Corporate messaging and objectives out to a wider audience. The unit is also responsible for producing an internal Staff newsletter and working closely with Council stakeholders and partners in terms of communicating Council's key objectives and priorities.

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

- **Democratic Services Team**

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

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

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

- **Reception / Customer Services Team**

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

▪ **Information and Services Support Team**

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

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

▪ **Facilities Team**

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

▪ **Policy, Performance and Improvement Team**

This section is responsible for the co-ordination and implementation of Council's Equality Scheme, along with responsibility for developing and mainstreaming the Council's response to the Equality and Disability Duties. This includes providing specialist advice and support in the development of policy and engagement with stakeholders.

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

- Access to Council information and services in Irish;

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

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

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

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

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

Human Resources and Organisational Development Strategic Support Unit

The key focus of this Unit relates to:

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

- Attendance Management

Legal Services Strategic Support Unit

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

Legacy

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

Strategic Finance and Funding Strategic Support Unit

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

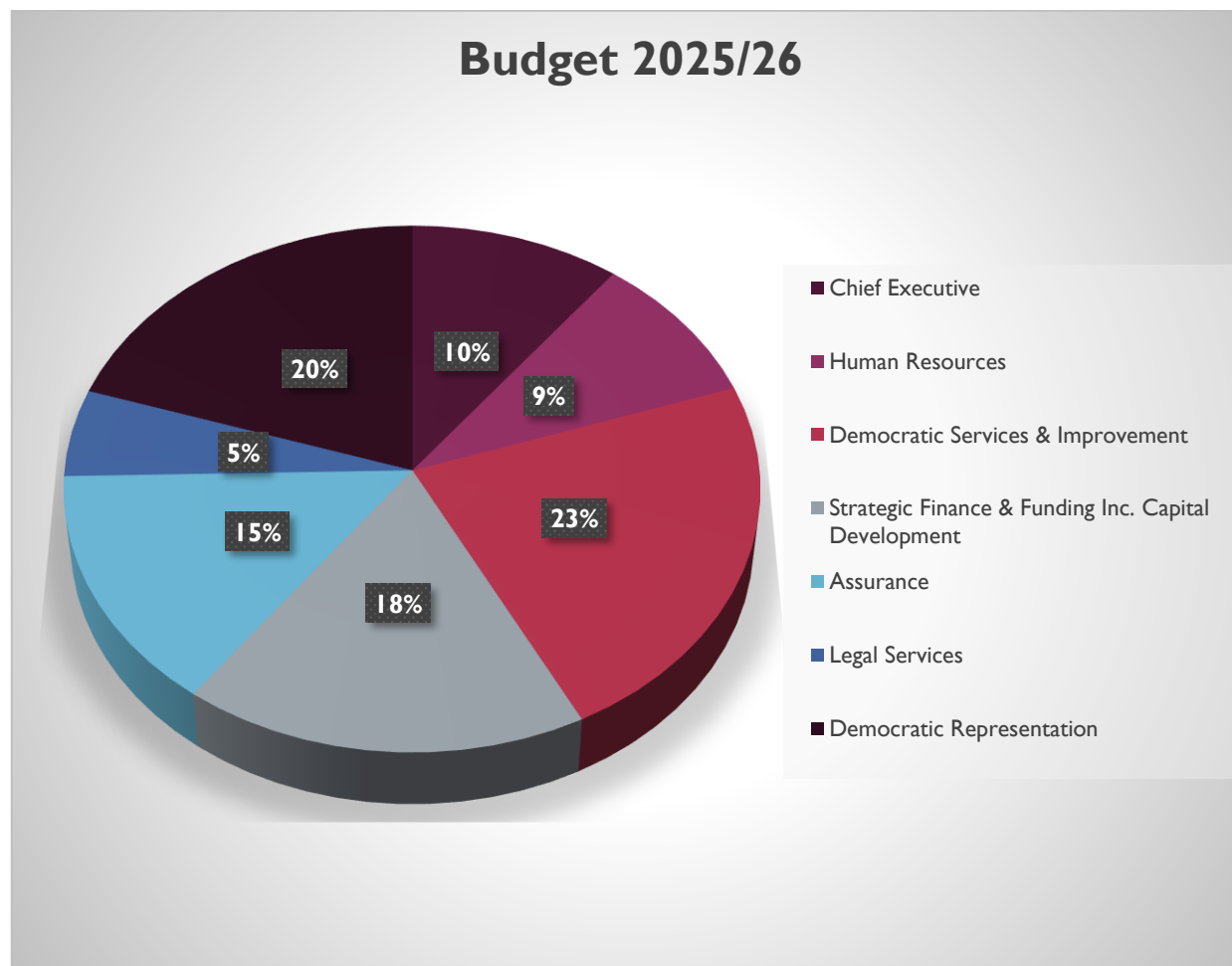
Capital Development

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

1.3 Summary of Resources

Financial Resources

The Directorate has a net budget of £10,016,150 representing 12.24% of the Council's overall net expenditure budget of £81,850,422. for the 2025/26 year. A breakdown of these resources by service area is provided in the diagram below



Section Two: Achievements 2024/25

2.1 Highlights

Assurance

- Maintained ISO 45001 Health & Safety Management System Accreditation
- Reduction in the number of RIDDOR incidents from previous year.
- ISO 45001 awareness training delivered to all key service areas.
- Continuously reviewed & updated all Health & Safety Risk Assessments and Safe Systems of Work to ensure that staff and members of the public feel safe using Council premises and facilities.
- All Health & Safety procedures and templates updated during 2024/2025.
- Continued to respond effectively to all emergencies within the City & District.
- Council continues to coordinate the development, review and implementation of Local Government Civil Contingencies policies and protocols locally and sub-regionally.
- Continued to ensure that all employees and Elected Members were paid in a timely manner. Ensured that all Payroll statutory returns were completed and submitted within required deadlines.
- Completion of planned audit work based on the approved audit plan and completion of unplanned work as required in order to provide appropriate levels of assurance to the Chief Executive, the Assurance, Audit & Risk Committee and the Northern Ireland Audit Office
- All audit recommendations accepted by management and presented to the Assurance, Audit & Risk Committee for review and assurance purposes
- All Final Audit Reports issued within 2 weeks of receipt of management response
- External Peer Review completed of the Internal Audit Section to determine compliance with the Public Sector Internal Audit Standards
- Ongoing review of Debt Management
- Completion of Annual Governance Statement and all associated governance documents
- Continued management of Council's Self-Insurance Programme
- Ongoing review of the Corporate Risk Register and Service Risk Registers across Council to provide assurance in relation to risks to meeting objectives
- Led on the procurement process for a number of significant projects across all directorates
- All tenders now processed via E Tenders NI
- Suppliers continued to be paid in accordance with agreed terms and conditions
- Audit Committee training, Emergency Planning training and Health & Safety training delivered to Elected Members

City of Derry Airport

- 100% funding secured from the Department for the Economy to fund the PSO route up to March 2025

- Ongoing liaison with the Department of Transport and Department for Economy to ensure the successful delivery of and drawdown of £4.3m funds for the Public Service Obligation route up to March 2025.
- Subsidy control assessment successfully completed for PSO funding and annual operating subvention provided to CODA from Council.
- £3m funding confirmed from Department for Infrastructure towards operational subvention costs 2024/25.
- Completion of Competition and Markets Authority subsidy control assessment for £12m proposed operating subvention support from Department for Economy 2025/26- 2028/29. Positive report received from Competition and Markets Authority.
- Ongoing liaison with Northern Ireland Departments regarding business case approval and sign-off for continued £12m airport operational subvention support from Government to reduce Council funding burden.

Strategic Finance and Funding

- Year-end accounts for 2023/24 completed and audited in line with required timeframe with no Priority 1 audit recommendations identified
- Rolling revaluation of all Council properties completed as part of year-end accounts
- Rates estimates for 2025/26 completed and agreed by statutory deadline of 15th February 2024 resulting in 4.92% District rates increase for ratepayers in the District
- Council approval of updated capital funding strategy in respect of Council's strategic leisure and other community projects as part of rates process including 1.5% new rates investment secured- £100m funding now in place towards strategic leisure projects and further £10m community investment funding identified.
- £5.384m Contingency fund maintained to cover unbudgeted pressures and risks during 2024/25 and into 2025/26
- Continued financing of projects previously earmarked to be funded by borrowing from cashflow/ capital and revenue savings meaning approximately £9m of loans no longer need to be drawn down saving circa £4.4m in loan interest over the life of the relevant assets
- Positive outturn position reported at Quarter 3 meaning Council is on target to achieve £1m required savings agreed as part of revised reserves reduction strategy.

- Approval of new treasury management policy and loans being issued to other Councils to provide security of Council investment- on target to secure £1m interest on Council investments for 2024/25.
- City Deal/ Inclusive Future Fund Financial Deal signed September 2024.
- Regular updates provided to Council on key growth indicators and statistics
- Collection of economic data through use of new 'smart' counters across District to inform business support plans including monitoring of Ebrington site. Additional baselining completed at 6 new regeneration sites.
- Collation of economic information and DfC and DE data and links to statistical toolkit on DCSDC site.
- Background research and development of compendium of information in relation to Council Unity Motion for consideration by Council and other stakeholders. Completion of consultation exercise on Unity including independent analysis by Academics
- Assistance to DCSDC planners with submission/response to LDP – appearance in front of Planning Commissioner. Acknowledgement by Planning Commissioner that our submission formed key part of evidence base.
- Monthly & supplementary Community Funding Bulletins issued to members and a broad range of community and voluntary organisations and partners across the district with vital up-to-date funding horizon scanning.
- Ongoing Open4Community funding portal training sessions and support delivered for staff and community and voluntary groups and partners.
- Council's continued investment in the Open4Community funding portal has leveraged at least £4.5m for community groups throughout the district to date.
- Co-ordinated the successful submission of Council's bid for £780,464 UK SPF Communities and Place funding.
- Ongoing engagement with the Ministry for Housing Communities and Local Government to progress Council's £20m Long-Term Plan for Towns Funding.

City Deal & Legacy

- Financial Deal signed September 2024 with a £290m financial package
- Governance Arrangements reviewed and agreed for the delivery phase of the City Deal/IFF Programme
- Programme Managers and Project Officers agreed for all the City Deal/IFF projects

- Benefits Realisation Group established to develop a collective approach and framework to recording and managing benefits for individual projects and the overall City Deal/IFF programme
- Codesign of an approach to develop a local anti-poverty action plan
- Extensive stakeholder engagement on local poverty issues and potential interventions for pathways out of poverty
- Publication of a draft anti-poverty action plan for consultation
- Review of the 23/24 DfC £441k Hardship Fund
- Continued engagement with the City Deal Team to embed inclusiveness and addressing poverty within the City Deal/IFF outline business cases
- Cross departmental engagement on the development of a Sustainable Procurement approach and circular initiatives which also assist with alleviating poverty
- Support to the Rural Issues Group and escalation of strategic issues on rural challenges and opportunities
- Management of external support to assist the three rural Local Growth Partnerships to design and submit applications for rural capacity support
- Management of the Rural Technical Assistance Programme, supporting 22 small capital projects across the three rural DEAs on their project feasibilities
- Supporting cross departmental working on rural issues.

Corporate Communications (for 9-month period 2024-25 – March to December)

The section secured more than 10,000 media placements across a wide range of media platforms including print, online, broadcast media to the value of £43m in free PR coverage that showcases all Council services, initiatives, and events.

During this period the team dealt with almost 1,000 press queries from various media outlets during the 9-month period. The team were responsible for developing 485 press releases and editorial features and continued to work closely with strategic partners in terms of sharing messaging.

The team are responsible for creating creative video and social media content on the Council corporate platforms and works closely with the mayor's office to create bespoke content for the Mayoral social media platforms.

During this nine-month period the team created over 10,000 social media posts and saw wider engagement across all our social media platforms. The team continued to work closely with its media contacts to build on those relationships to secure as many positive placements and proactive content across the Council area and wider NI region as possible.

The team also produced a Staff newsletter that is circulated to all staff across the Council.

Democratic Services

- The reintroduction of hybrid Council and Committee Meetings
- Raised £16,191.90 (Month 9) for the Mayors Charity
- Facilitated no. 5250 Citizens engagement with the Mayor (month 9)
- No. 478 Mayor's Receptions arranged to recognise individuals/groups (month 9)
- £10,000 external funding obtained for the Mayors Youth Initiative
- No 13 training courses scheduled for Elected Members (month 9)

Policy, Performance, Equality Languages and Improvement Team

- Achieved a 95% customer satisfaction rating in respect of Council's Irish language services. 100% of respondents said they would use the service again. 100% said they would recommend the service to others;
- Partnered with The Ulster-Scots Agency to deliver Ulster-Scots Language Week 2024 which included a hybrid programme of events including international speakers and a series of short films and schools events
- Partnered with the office of the NI Children's Commissioner and CCEA to develop Irish and Ulster-Scots versions of NICCY's Child Rights Awareness animation
- Social media engagement with Irish/Ulster-Scots audiences continues to grow; our Irish Language Facebook community Fóram Phobal na Gaeilge now has 2,793 Followers. Our Ulster-Scots X account has 431 followers.
- Delivered a series of rural-based placenames awareness events as part of Council's annual Age-Friendly programme (Oct 2024)
- Audit of Inequalities, Equality Action Plan and Disability Action Plan developed
- Annual Equality Progress Report submitted to Equality Commission
- Annual Rural Needs Report submitted to the Department of Environment and Rural Affairs
- Performance Improvement Plan issued by the statutory deadline
- Annual Performance Report issued by statutory deadline
- Unqualified audit in respect of Performance Improvement Duties.

Information Management and Services Support

- Implemented the Northern Ireland Public Service Ombudsman complaints handling process (CHP)

- Monitored and reported on the CHP to identify improvement opportunities in our services areas
- Delivered refresher complaint handling training to 41 staff across council as part of the implementation of the new complaints handling process
- Delivered refresher freedom of information training to new and frontline staff
- Delivered refresher data protection to new and frontline staff
- Delivered telephony etiquette training to reception staff
- Continued to engage with other Councils on best practice approaches to customer care (complaints handling, data protection and freedom of information) to enhance performance

Facilities Management

- Pro active monitoring of energy costs in both offices.
- Successful in all H&S and compliance following an internal ISO 45001 internal audit of Derry Rd Offices.
- Planning, procuring & fitting out 2 new offices within Strand Rd for New City Deal Team.
- Delivery of upgraded Conference Room Facilities at Strand Rd.

Strategic Partnerships

- Developed and submitted two concept notes for a further iteration of the North West Development Fund to the North South Ministerial Council secretariat.
- Secured an additional €500,000 from the Irish Government to cover NW Regional Development activities to September 2026.
- Hosted four North West Regional Development Group Meetings – June/Sept/Dec/March
- Full & final commitment of North West Development Fund spend of €6m
- Submission to Review of Ireland 2040/National Planning Framework to reposition the North West City Region
- Developed written evidence to the Northern Ireland Economy Committee on regional balance
- Met with the DFI Minister in April 2024 to lobby for regional infrastructural investment in roads, rail and air connectivity.

- Developed a presentation on the NW Activities to the International Centre for Local and Regional Development Conference in Belfast
- Convened, hosted and facilitated 3 meetings of the Strategic Growth Partnership and 3 meetings of the Local Growth Partnership's Strategic Engagement Forum.
- Developed and secured agreement on a forward work plan for the review and statement of progress cycles for the Strategic Growth Plan to 2045.

Business Support

- Developed and edited the City Deal Financial Deal Document and led on event planning for the successful Financial Deal event in September 2024
- Prepared a strategic narrative for the Magee Taskforce Action Plan
- Prepared a corporate consultation response for the Draft Programme for Government
- Developed governance arrangements and co-chair arrangements for the Long Term Plan for Towns Board
- Arranged the delivery of a wide range of deputations to Governance and Strategic Planning Committee covering topics and issues in relation to key council/committee motions
- Serviced 21 Senior Leadership Team Meetings and monitored implementation of circa 210 actions.
- Provided a comprehensive secretariat support service for the Chief Executive's Office.

Legal Services

- Delivery of training to members on governance, planning and standing orders
- Represented Council in a range of judicial review proceedings including in relation to Mineral Prospecting Licences, Planning issues and regulatory matters
- Represented Northern Ireland Councils in relation to the public inquiry into the Covid response.
- Represented Council on the Law Society of Northern Ireland Climate Justice Group
- Review of planning protocol and standing orders to reflect changes/clarifications arising from judicial decisions and new legislation e.g. in relation to remote meetings.
- Continued second phase digitisation of council's property portfolio

Human Resources

- Transfer of former DOE employees to Council terms and conditions achieved.
- A range of health and wellbeing initiatives progressed including, women and mens health weeks, procurement of new Employee Assistance Programme and Healthcare Cash Plan
- New e-learning system developed and promoted to all employees.
- Apprentice opportunities progressed and nominated for Public Sector Employer in Partnership with a Training Provider award.
- Hybrid Working Arrangements reviewed and policy revised.
- Staff Recognition event held in December 2024
- A range of compliance and capacity building programmes developed and delivered for all levels of employees
- Continued good working relationships with Trade Unions

Capital Development

Capital Projects Completed or Nearing Completion on Site (approx. £23M value of contracts)

- Completion new £4.6m LUF/DCSDC funded Daisyfield Community Hub and Pitches, Derry
- Completion of the following LUF/DCSDC funded Derg Active Programme projects: new play park in Castle Park, public realm renewal in Castlederg town centre and new greenways at Dergview, with combined value of £3m
- Completion of new £3.5m SEUPB funded North-West Greenways (NI) - Route 2 Pennyburn to border at Muff, which also represents the completion of the overall €35m North West Greenways (NI) programme
- Completion of new £2.3m Pennyburn pedestrian~cycle bridge and linking greenways
- Completion of new £3m DCFC/DCSDC collaborative project for new North Stand at Brandywell, Derry
- Completion of new £2.8m Urban Villages funded extension to Gasyard community centre, Derry
- Completion of new £1.0m public realm and Factory Girls artwork scheme, Harbour Square, Derry
- Completion of new £1.0m DfI/DCSDC funded Strabane North Greenway, Ballymagorry
- Completion of three new Rural Covid Recovery projects in Claudy, Learmount and Newtownstewart (at £1m cost)
- Completion of new Passive House accredited £440k LUF/DCSDC funded Gate Lodge project at St Columb's Park, Derry

- Completion of new £185k replacement 'Foot Stick' pedestrian footbridge and pathways Learmount, Park, Co, Derry

Capital Projects Commenced or Continuing on Site (approx. £10M value of contracts)

- Construction commenced on DCSDC/SNI funded new £3.3m Multisport Hub extension to Melvin Sports Complee, Strabane
- Construction well advanced on new £5.45m LUF/DCSDC funded Acorn Farm project at St Columb's Park, Derry
- Construction has commenced on new £1.3m community allotments and play park at Ballynagard, Derry

Capital Projects Attaining Key Delivery Milestones (approx. £280m value of projects progressed)

- Commenced procurement of contractor for DCSDC/DfC funded £7.3m public realm scheme in Strabane town centre
- Contractor appointed to commence the new £4m strategic cemetery at Mullenan Road, Derry
- Contractor appointed for LUF/DCSDC funded £3.5m Derg Active Mitchell Park floodlit combined full size soccer and GAA training 3G synthetic pitch, Castlederg
- Contractor appointed for recarpeting and netting over of existing MUGA at Patrician Villas, Strabane.
- Completed tenders for procurement of main building contractor and specialist fit-out contractor for £14.8m City Deal funded Museum at Ebrington
- Commenced procurement of new design team for £90m Templemore Lesiure Centre
- Commenced procurement of new design team for £40m Strabane Lesiure Centre
- Commenced procurement of design team for phased delivery of £10m Urban Villages and others funded 'Realm' project in the Derry Bogside/FountainUrban Village
- Continued RIBA Stage 4 design for new £2.7m Glenview Community Centre
- Planning approval secured for new £625k Springhill Community Pavilion, Strabane
- Financial Deal attained for the £78m Derry~Strabane City Deal, Strabane Regeneration Programme and commenced design brief for the consultant team for the Public Realm and Enabling Works project.

- Commenced closing out of timebound 'Matters in the Interest of Safety' (MIOS) recommendations in the Section 10 inspection reports for the two Creggan Reservoirs, which will enable council to achieve departmental Responsible Reservoir Manager status for reservoirs upon new lease being signed between DCSDC and Creggan Country Park.
- Colaborating with DCFC on the installation of a pitch sprinkler system at the Brandywell Stadium
- Colaborating with DCFC on submitting a £10m funding application for the extension of the Mark Farren Stand and various other ground enhancement works, at the Brandywell stadium.
- Colaborating with DCFC on the creation of a Football Academy pavilion building and pitches adjoining Templenore Sports Complex, Derry
- Secured SEUPB Peace Plus funding for €16.7m Riverine project in collaboration with Donegal County Council.

2.2 Progress Update

At Quarter 3, the Directorate had completed 72% of the actions identified in the 2024/25 Delivery Plan (as opposed to 68% for the previous year). It is anticipated that further progress will be achieved by the end of Quarter 4. Details for the full 2024/25 year will be provided in the Annual Performance Report.

Section Three: Improvement Planning and Performance

The Directorate has set a number of improvement objectives for 2025/26 which aim to bring about improvement in one or more of the following improvement criteria:

- Strategic effectiveness (SE)
- Service quality (SQ)
- Service availability (SA)
- Fairness (F)

- Sustainability (S)
- Efficiency (E)
- Innovation. (I)

These improvement objectives may relate to improving the quality of life of our citizens (**outcome improvements**) and/or **service improvements** that will help bring about the delivery of more effective, quality and customer focussed services.

An overview of these objectives and the work we will be undertaking in 2025/26 is set out in paragraphs 3.1 – 3.3 below, under the headings of:

- 2025/26 Directorate Improvement Objectives (Outcome Improvement Objective, and Other Service Improvement Objectives)
- Mainstreaming the Equality and Disability Duties, Rural Needs and Climate Change

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

3.1 2025/26 Directorate Improvement Objectives

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

Community/Corporate Plan Objective	Directorate Outcome / Improvement Objective / Service Objective 2025/6	Link to Improvement Criteria **
	Outcome Improvement Objective	

Provide effective and facilitative cross functional support services – Democratic Services and Improvement	<p>Deliver improved customer satisfaction by improving customer support services and processes</p> <p>Sub Objectives</p> <ul style="list-style-type: none"> • To monitor and report on the Complaints Handling Process within all service areas • To provide accessible services / information. 	SQ, SA, F
	Other Service Delivery Objectives	
Provide effective and facilitative cross functional support services – Assurance	Establish & maintain the highest levels of good governance – Risk Management	SQ, SA, E
	Establish & maintain the highest level of purchase & payment systems and practices	SQ, S, E
	Establish & Maintain the highest levels of good governance – Insurance	SQ, SE, SA, E
	Establish & Maintain efficient service delivery – Emergency Planning & Resilience	SQ, SA, E
	Establish & maintain the highest levels of health & safety systems and practices – Health & Safety	SQ, E
	Establish & maintain efficient service delivery - Payroll	SQ, SA, E
	Establish & maintain efficient service delivery - Income	SQ, S, E
Provide effective and facilitative cross functional support services – Strategic Finance	<p>Establish & maintain the highest levels of good governance/</p> <p>Establish & maintain efficient service delivery - Strategic Finance</p>	SE, S, E

Provide effective and facilitative cross functional support services – Democratic Services and Improvement	Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their roles effectively	SE, SQ, SA, F, E, I
	Proactive and innovative delivery of the Council's aspirations for good decision making, performance and sustainable development (including rural needs and climate change)	SE, F, S, I
	Ensure that safeguarding of children and adults at risk is mainstreamed throughout all Council services by providing advice, support and guidance	SQ, SA
	Delivery of Council's Equality Scheme and Disability Duties	SQ, F, I,
	Promote the languages of Irish and Ulster-Scots and enhance access to Council services and information in Irish	SQ, SA, I
	Ensure effective information management, complaints handling and premises management	SQ, SA, S, E
Provide effective and facilitative cross functional support services – Business Support and Strategic Partnerships	Lead and facilitate the Community Planning process in the Derry City and Strabane District council region	SE, SQ, F, S, I, SA
	Provide comprehensive secretariat services for the North West Strategic Growth Partnership and North West Regional Development Group	SE, SQ, F, S, I, SA
	Administration of spend across the three Regional Development Pillars for the North West Development Fund	SE, SQ, F, S, I, SA
	Provide strategic support to the Chief Executive, Council and Senior Leadership Team	SE, SQ, F, S, I, SA

Provide effective and facilitative cross functional support services - Communications	Provide effective media management and communication services across all Council Directorates, the Mayor's Office and support service areas	SQ, SA, F, E
Provide effective and facilitative cross functional support services – Capital Development	Deliver the Strategic Capital Programme	SE, SA, S
Provide effective and facilitative cross functional support services – Human Resources	Organisation Design and Effective Resourcing	SQ, S, F
	Healthy Workplace	SQ, S
	Employee Relations & Staff Engagement	SQ, S, I
	Employment Policy & Systems	SQ, F
	Organisational Development	SQ, E, I, S
Provide effective and facilitative cross functional support services – Legal Services		SE, F, SQ
Provide effective and facilitative cross functional support services - Legacy	Establish & maintain the highest levels of good governance – Rural Issues Group and Anti-Poverty Task and Finish Group Establish & maintain efficient service delivery	SE, S, E
Legacy/City Deal-IFF Programme	Establish & maintain the highest levels of good governance – (i) City Deal/IFF, (ii) Rural Issues Group and Anti-Poverty Task and Finish Group Establish & maintain efficient service delivery	SE, S, E

** Service Effectiveness (SE), Service Quality (SQ), Service Availability (SA), Fairness (F), Sustainability (S), Efficiency (E) , Innovation (I)

3.2 Outcome Improvement Objective

The Strategic Planning and Support Services Unit will be continuing its focus on the following outcome improvement objective

which is contained in our Performance Improvement Plan namely:

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

Sub Objectives

- To monitor and report on Complaints Handling Process within all service areas
- To provide accessible services / information.

This objective was selected in recognition of:

- The Council's mission is to deliver improved social, economic and environmental outcomes for everyone. This is supported by our corporate values, including being a centre of excellence and innovation with a clear focus on outcomes and delivery.
- In delivering on these aspirations, Derry City and Strabane District Council recognises that today's citizens and stakeholders expect a high level of services and to be able to deal with the Council across a multitude of communications channels, including phone, e-mail, the Web, mobile devices and social media, as well as in person at our offices/facilities.

- 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.
- Access arrangements, communication channels, and engagement processes have continued to evolve. In order to continue to build customer confidence and service participation, we need to ensure that we continue to provide new, effective, and innovative ways of engaging with our citizens.
- We value our stakeholders and recognise the importance of providing accessible, customer focused services
- We recognise that delivering improved procedures / satisfaction levels is an ongoing process
- We have further work to carry out to ensure that we have an effective interface with the public.

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

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

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

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

As part of its integrated policy screening process, the Council, in addition to equality screening, gives consideration to rural needs data protection and climate change.

During the year we will review our Equality Scheme. We will deliver on our Equality Action Plan and our Disability Action Plan.

3.4 Improvement Delivery Plan

In order to deliver our Directorate outcome and/or service improvement objectives we have identified a number of key activities, as set out below. These actions represent part of the work that will be progressed by the Directorate during 2025/26.

Ref	Directorate Outcome/ Service Improvement Objective	Key Activities/Actions/Sub-actions/milestones	Target Date	Lead Officer
	Outcome Improvement Objective			
DI1	Deliver improved customer satisfaction by improving customer support services and processes	<ul style="list-style-type: none"> • Monitor and regularly report on the Complaints Handling Procedure to enhance performance on time limits, effective resolutions, and performance improvement through lessons learned • Review and enhance the visibility of the complaints handling process to ensure that no barriers to participation exist • Continue to deliver training and support resources for staff dealing with customers • Continue to carry out surveys, within 1 month of training completion (for all training) to assess if improvement has been achieved • Enhance the Council website to provide an effective source for Council information including Data Protection and Customer Care • Continue to increase awareness of FOIs, EIRs, SARs by providing awareness/training sessions 	March 26	LDSIO

		<ul style="list-style-type: none"> • 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 • 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 • Engage with key stakeholders including Section 75 groups in developing policies and plans and seek to improve our approach • Review feedback and monitoring systems to ensure that information is available on impacts and outcomes 		
	Other Service Delivery Objectives			

AS1	Establish & maintain the highest levels of health & safety systems and practices – Corporate Health & Safety	<ul style="list-style-type: none"> Continue to improve upon the ISO 45001 system to ensure that all procedures and templates are updated for 2025/26. Develop ISO 45001 online training module with assistance from HR for members. Develop and implement audit module on H&S online system Develop and implement health and safety portal on health and safety online system to manage and make available H&S documentation to all staff in Derry/Strabane Continue to record and report RIDDOR incidents per quarter 	June 25	LAO
			Aug 25	LAO
			Aug 25	LAO
			Dec 25	LAO
			Mar 26	LAO
AS2	Establish & maintain efficient service delivery - Income	<ul style="list-style-type: none"> Continue to develop Procedures Manual for Income Section Continue to review and enhance processes regarding Aged Debtors and Aged Debt Reporting. 	Mar 26	LAO
			Mar 26	LAO
AS3	Establish & maintain efficient service delivery - Insurance	<ul style="list-style-type: none"> Ongoing Management of DCSDC's Insurances including Self Insurance Programme and Claims Management Fund and provision of a claims management service for all areas of Council Desktop Valuation of Exhibitions and All Risks to be completed 	Mar 26	LAO
			Mar 26	LAO
			Dec 25	LAO

		<ul style="list-style-type: none"> Collaborative Insurance Tender with 2 other Councils to be carried out target date 31/12/2025 		
AS4	Establish & maintain the highest levels of good governance – Internal Audit	<ul style="list-style-type: none"> Delivery of planned audit work based on approved audit plan and completion of unplanned audit work as requested by Management & Elected Members to allow completion of the Annual Governance Statements for Derry City and Strabane District Council 	Mar 26	LAO
		<ul style="list-style-type: none"> Deliver Audit Committee Training to Members as required 	Mar 26	LAO
		<ul style="list-style-type: none"> Target of 90% audit recommendations accepted by management 	Mar 26	LAO
		<ul style="list-style-type: none"> Target of 90% to complete and issue of Final Audit Reports within 2 weeks of receipt of management response 	Mar 26	LAO
		<ul style="list-style-type: none"> Delivery of Internal Audit Annual Plan for CoDA Operations Ltd 	Mar 26	LAO
		<ul style="list-style-type: none"> Deliver further sessions of Fraud Awareness Training to DCSDC and CoDA Operations Ltd 	Mar 26	LAO
		<ul style="list-style-type: none"> Continue to provide Ad hoc advisory support in relation to Audit & Governance issues throughout the organisation. 	Mar 26	LAO
		<ul style="list-style-type: none"> Preparation of the Annual Governance Statement and associated Governance documentation 	June 25	LAO

		<ul style="list-style-type: none"> Carry out a gap analysis of the new Internal Audit standards and develop actions for compliance if required 	Mar 26	LAO
AS5	Establish & maintain the highest levels of good governance / Establish & maintain the highest level of efficient service delivery – Procurement & Payments	<ul style="list-style-type: none"> Review and implement New Procurement Bill into Council Procurement processes (dependant on introduction of Bill) Establish purchasing structures and develop cross-departmental group to agree processes for online ordering and procurement Implementation and roll out of new purchase to pay system Increase percentage of invoices to be paid within 30 days to 95% Increase percentage of invoices to be paid within 10 days to 58% Pay suppliers within agreed terms and ensure statutory deadlines are met 	Feb 25 – Mar 26	LAO
			Mar 26	LAO
			Mar 26	LAO
			Mar 26	LAO
			Mar 26	LAO
AS6	Establish & maintain efficient service delivery - Payroll	<ul style="list-style-type: none"> Ensure that all staff are paid correctly in accordance with agreed terms and conditions Ensure that all statutory deadlines are met Continue to review payroll processes across the Council in relation to submission of timesheets to increase efficiency 	Mar 26	LAO
			Mar 26	LAO
			Mar 26	LAO
			Mar 26	LAO

		<ul style="list-style-type: none"> • Further increase the percentage of employees receiving electronic payslips and P60s to 100% • Continue to develop Procedures Manual for Payroll Section 	Mar 26	LAO
AS7	Establish & Maintain efficient service delivery – Resilience	<ul style="list-style-type: none"> • Review Council's Integrated Emergency Plan (IEP) and Activation Protocol in line with TEO's NI Civil Contingency Framework (Building Resilience Together) • Work in partnership with the Northern Emergency Preparedness Group (NEPG), and Subgroups, to ensure an effective preparedness, response and recovery. • Continue to support Community Resilience Groups across the district, including the codesign of Community Resilience Plans • Development of a draft Corporate Business Continuity Plan 	Mar 26	LAO
			Mar 26	LAO
			Mar 26	LAO
			Mar 26	LAO
AS8	Establish & maintain the highest levels of good governance – Risk Management	<ul style="list-style-type: none"> • Continuously review and update Service Risk Registers throughout the year. • Review and update the Corporate Risk Register quarterly at SLT 	Mar 26	LAO
			Mar 26	LAO

BSP1	Lead and facilitate the Community Planning process in the Derry City and Strabane District council region	<ul style="list-style-type: none"> • Convene, host and facilitate at least 3 meetings of the Strategic Growth Partnership and provide update reports to GSP • Convene and facilitate at least 3 Strategic Engagement Forum meetings with the Local Growth Partnerships • Publish a Statement of Progress/performance report on the progress of the Strategic Growth Plan • Provide quarterly reviews to maintain and update the growderrystrabane.com website as the online repository for open information in relation to community planning 	Mar 26	SBM
			Mar 26	SBM
			Mar 26	SBM
			Mar 26	SBM
		<ul style="list-style-type: none"> • Raise awareness of Community Planning/Strategic Growth Plan • Attendance at 10 Community Planning Officer network and regional meetings 	Mar 26	SBM
			Mar 26	SBM
BSP2	Provide strategic support to the Chief Executive, Council and Senior Leadership Team	<ul style="list-style-type: none"> • Servicing of circa 11 Governance and Strategic Planning Committees, ensuring deputation schedule is implemented and action points issued and completed • Servicing circa 20 Senior leadership team meetings and monitoring implementation of actions arising from meetings • Format and issue of all letters to perm secretaries/officials arising from Notice of 	Mar 26	SBM
			Mar 26	SBM
			Mar 26	SBM

		<p>Motions following 11 Council meetings and following up on responses</p> <ul style="list-style-type: none"> • Preparation of 11 SOLACE report packs • Professionally managing the Chief Executive's diary, correspondence and meeting requests – ensuring no stage 2 customer complaints in relation process and or customer care 	<p>Mar 26</p> <p>Mar 26</p>	<p>SBM</p> <p>SBM</p>
BSP3	Provide comprehensive secretariat services for the North West Strategic Growth Partnership and North West Regional Development Group	<ul style="list-style-type: none"> • Host 4 meetings of the NW Regional Development Group: 100% delivery of actions • Arrangement of core codesign group meetings: 100% delivery of actions arising • 100% feedback to Council committees on progress of the North West Strategic Growth/Regional Development Process 	<p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p>	<p>SBM</p> <p>SBM</p> <p>SBM</p>
BSP4	Administration of spend of the North West Development Fund.	<ul style="list-style-type: none"> • To secure NI Match Funding to the Irish Gov €500,000 contribution. • To develop spend profile based on funding available and report <20% variances quarterly 	<p>Mar 26</p> <p>Mar 26</p>	<p>SBM</p> <p>SBM</p>
CD1	Development of second phase of £3.5m Levelling Up Funded Derg Active projects, including further public realm work and Castle Park enhancements	<ul style="list-style-type: none"> • Works to be substantially complete on site. 	<p>Jan 2026</p>	<p>HoSCP</p>
CD2	Development of new £5.8m Levelling Up Funded Acorn Farm	<ul style="list-style-type: none"> • Works to be complete on site. 	<p>Dec 2025</p>	<p>HoSCP</p>

	development at St Columb's Park, Derry			
CD3	Development of new £3.4m Levelling Up Funded Derg Active: Mitchell Park floodlit 3G pitch, Castlederg	<ul style="list-style-type: none"> • Works to be complete on site. 	March 2026	HoSCP
CD4	Development of new £1.3m community allotments and play park at Ballynagard, Derry	<ul style="list-style-type: none"> • Works to be complete on site. 	Jan 2026	HoSCP
CD5	Development of new £3.3m DCSDC/SNI funded multi-sports centre, Melvin Leisure Centre, Strabane.	<ul style="list-style-type: none"> • Works to be substantially complete on site. 	March 2026	HoSCP
CD6	Development of project for resurfacing and netting over of existing MUGA at Patrician Villas, Strabane	<ul style="list-style-type: none"> • Works to be complete on site. 	March 2026	HoSCP
CD7	Development of new £14.8m City Deal funded maritime themed DNA Museum at Ebrington, Derry	<ul style="list-style-type: none"> • Works commenced on site 	January 2026	HoSCP
CD8	Development of £5m Urban Villages funded~DCSDC delivered 'Realm' project in Bogside/Fountain area, Derry	<ul style="list-style-type: none"> • Appoint a design team and complete detailed design for first phase of works 	March 2026	HoSCP
CD9	Development of package of regulatory safety works at Creggan Country Park reservoirs, Derry	<ul style="list-style-type: none"> • Completion of extent of Section 10 recommended safety works in line with stipulated deadlines 	March 2026	HoSCP
CD8	Development of new £40m Leisure Centre, Canal Basin, Strabane	<ul style="list-style-type: none"> • Submit planning application for new leisure centre. 	March 2026	HoSCP

CD9	Development of new £90m Templemore Sports Complex, Derry	<ul style="list-style-type: none"> Complete planning stage design for new centre 	March 2026	HoSCP
CD10	Development of £7.2m Public Realm & Enabling Works project as part the City Deal Strabane Regeneration Programme of projects	<ul style="list-style-type: none"> Procure design team 	March 2026	HoSCP
CD11	Development of £7.2m Strabane Town Centre Public Realm Scheme	<ul style="list-style-type: none"> Procure contractor 	March 2026	HoSCP
CD12	Development of a new £5.2m strategic West Bank cemetery for Derry City.	<ul style="list-style-type: none"> Works to be well advanced on site 	January 2026	HoSCP
CD13	Co-development £11m Riverine shared space community park project, Strabane	<ul style="list-style-type: none"> Commence procurement of contractor/s 	March 2026	HoSCP
CD14	Development of SIF/UV funded New Gate Apartments, Fountain, Derry	<ul style="list-style-type: none"> Commence works on site 	December 2025	HoSCP
CD15	PEACEPLUS funded £250k refurbishment of war memorials in Derry, Castlederg, Sion Mills and Strabane	<ul style="list-style-type: none"> Appoint specialist conservation architect led design team 	March 2026	HoSCP
CD16	PEACEPLUS funded £200k environmental improvement works to historic cemeteries across district.	<ul style="list-style-type: none"> Commence procurement of contractot 	March 2026	HoSCP
CD17	Continue to colaberate with DCFC on the creation of a Football Academy pavilion building and pitches adjoining Templenore Sports Complex, Derry	<ul style="list-style-type: none"> Achieve and agreed design that compliments evolving design for new Templemore Sports Complex 	March 2026	HoSCP
CD18	Continue to colaberate with DCFC on submitting a £10m funding	<ul style="list-style-type: none"> Submission of funding application 	March 2026	HoSCP

	application for the extension of the Mark Farren Stand and various other ground enhancement works, at the Brandywell stadium.			
CD19	Continue to colaberate with DCFC on the installation of a pitch sprinkler system at the Brandywell Stadium	<ul style="list-style-type: none"> • Completion of works on site 	January 2026	HoSCP
CD20	Installation of new Council boundary welcoming signage	<ul style="list-style-type: none"> • Secure Planning and commence installation 	March 2026	HoSCP
CD21	Programme of improvements and extensions to cemeteries in Waterside Derry, Mountcastle & Castlederg	<ul style="list-style-type: none"> • Appoint design consultants 	March 2026	HoSCP
CD22	Recarpeting and netting over of existing MUGA at Patrician Villas, Strabane	<ul style="list-style-type: none"> • Complete works on site 	January 2026	HoSCP
CO1	Corporate Communications	<ul style="list-style-type: none"> • Continue to provide effective communication and media support services for all Council Directives and support services. 	Mar 26	MPRO
		<ul style="list-style-type: none"> • Produce proactive and informative content across a range of platforms to promote Council services, initiatives and events. 	Mar 26	MPRO
		<ul style="list-style-type: none"> • Actively engage with media to secure media placements and interviews to share information on Council services, initiatives and 	Mar 26	MPRO

		<p>events and develop positive media relationships to identify opportunities to profile the role of Council.</p> <ul style="list-style-type: none"> • Log all media queries and endeavour to respond within deadlines where possible, • Continue to work closely with Council stakeholders and partners in terms of communicating Council's key objectives and priorities and working collectively to develop positive media opportunities for the City and District. • Update and review all media databases to ensure they reflect changes in the industry and to ensure we are maximising media opportunities. • Continue to use appropriate social media channels to engage with the public. • Provide quarterly media monitoring and evaluation reports and analysis through the GSP committee. 	<p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p>	<p>MPRO</p> <p>MPRO</p> <p>MPRO</p> <p>MPRO</p> <p>MPRO</p>
DI1	Deliver improved customer satisfaction by improving customer support services and processes	<ul style="list-style-type: none"> • Monitor and regularly report on the Complaints Handling Procedure to enhance performance on time limits, effective resolutions, and performance improvement through lessons learned 	Mar 26	LDSIO

		<ul style="list-style-type: none"> • Review and enhance the visibility of the complaints handling process to ensure that no barriers to participation exist 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Continue to deliver training and support resources for staff dealing with customers 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Continue to carry out surveys, within 1 month of training completion (for all training) to assess if improvement has been achieved 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Enhance the Council website to provide an effective source for Council information including Data Protection and Customer Care 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Continue to increase awareness of FOIs, EIRs, SARs by providing awareness/training sessions 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • 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 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • 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 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Provide Safeguarding Policy training, support, and advice to ensure the implementation of the Council's Safeguarding Policy and Procedures throughout the organisation 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Continue to grow the digital offer across a range of platforms (social media, cloud-based/web). Identify innovative smarter approaches to service promotion, customer 	Mar 26	LDSIO

		<p>engagement and event hosting, and review the success of these interventions on an annual basis</p> <ul style="list-style-type: none"> Engage with key stakeholders including Section 75 groups in developing policies and plans and seek to improve our approach Review feedback and monitoring systems to ensure that information is available on impacts and outcomes 	<p>Mar 26</p> <p>Mar 26</p>	<p>LDSIO</p> <p>LDSIO</p>
DI2	Proactive and innovative delivery of the Council's aspirations for good decision making, performance improvement, sustainable development (including rural needs and climate change) and delivery of Council's Equality Scheme	<ul style="list-style-type: none"> Contribute to the development and review of policies as required Contribute to the achievement of the Council's statutory improvement duty through the implementation and monitoring of the performance management system, including the provision of service plan reports and improvement objective progress reports as required Contribute to the development and review of policies as required Deliver ongoing policy awareness sessions across the organisation to support the achievement of corporate objectives Produce an annual Performance Improvement Plan for 2025/26 Produce an annual Performance Report for 2024/25 	<p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p> <p>June 25</p> <p>Sept 25</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>

		<ul style="list-style-type: none"> • Achieve an unqualified audit in respect of the statutory Performance Improvement duty 	Dec 25	LDSIO
		<ul style="list-style-type: none"> • Continue to develop the Council's performance management framework by extending the use of Pentana software/portal to directorates and providing the necessary training and ongoing guidance 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Develop at least two toolkits / guidance documents to assist in developing a culture of continuous improvement 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Continued involvement at a regional and national level to ensure that best practice is rolled out 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Subject to review, co-ordinate the collection and submission of APSE performance benchmarking information on an annual basis or as required 	Jan 26	LDSIO
		<ul style="list-style-type: none"> • Update website to include current policy and screening information 	Ongoing	LDSIO
		<ul style="list-style-type: none"> • Implement equality action plan 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Implement disability action plan 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Review the equality scheme 	June 25	LDSIO
		<ul style="list-style-type: none"> • Progress corporate and equality related motions 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Review policy templates and advice 	Dec 25	LDSIO

DI3	Ensure that safeguarding of children and adults at risk is mainstreamed throughout all Council services by providing advice, support and guidance.	<ul style="list-style-type: none"> • Provide Safeguarding Policy training to line managers as requested and signpost staff to Working Together to safeguard children, young people and adults at risk via Skillsgate. 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Finalise the review of the Council's policy for Safeguarding Adults at Risk and submit policy to relevant committee for ratification by Members 	July 25	LDSIO
		<ul style="list-style-type: none"> • Monitor the effectiveness of the Safeguarding Policy and make amendments as required in line with best practice or legislative change 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Attend the Local Government Safeguarding Network to promote best practice and facilitate information sharing 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Attend the Local Government Safeguarding Network to promote best practice and facilitate information sharing 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Hold at least 2 meetings of the Safeguarding Working Group annually 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Use creative approaches to develop a range of video-based safeguarding policy training resources for staff. Produce a minimum of 2 video-based training resources each year 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Promote key safeguarding messages and information on minimum x 2 relevant safeguarding campaigns ie. Child Sexual 	Mar 26	LDSIO

		Exploitation Week (March 2026), Adult Safeguarding Week (November 2025) to staff, Elected Members, and where relevant, members of the public using our social media platforms. Safeguarding Awareness Week in 2025 will take place from Monday, May 19–25.		
DI4	Promote the languages of Irish and Ulster-Scots and enhance access to Council services and information in Irish and other languages	<ul style="list-style-type: none"> • Promote access to information and services in the Irish language; action 100% of service requests • Undertake annual Irish language services customer satisfaction survey • Undertake review of Irish language customer engagement channels, identifying growth and improvement opportunities and compile report on findings • Issue 2 x magazine style electronic Irish language newsletters per year; grow number of followers on Irish and Ulster-Scots social media platforms • Develop and deliver projects/initiatives to promote the languages of Irish and Ulster Scots – minimum 2 projects • Deliver an ongoing programme of events to promote Irish and Ulster Scots, including Irish Language Week and Ulster-Scots Language Week - minimum 5 events • Facilitate the Irish Language Community Network Forum – facilitate 3 meetings each year. 	Mar 26 Dec 25 Sept 25 Mar 26 Mar 26 Mar 26 Mar 26	LDSIO LDSIO LDSIO LDSIO LDSIO LDSIO LDSIO

		<ul style="list-style-type: none"> • Provide Irish language awareness training to Council teams to build capacity and enhance mainstreaming; minimum 3 x Council teams trained; minimum 1 x digital or e-learning language awareness resource developed for staff • Provide weekly Irish language training programme for staff • Provide opportunities for staff to learn Ulster-Scots; minimum 2 training events offered per year • Update policies in respect of Irish, Ulster-Scots and Linguistic Diversity where appropriate and where new guidance/legislation requires it. 	Mar 26	LDSIO
			Mar 26	LDSIO
			Mar 26	LDSIO
			Mar 26	LDSIO
DI5	Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their roles effectively	<ul style="list-style-type: none"> • Hold at least 2 meetings of the Member Development Group • Provide 2 briefings to reception staff on section functions and services • Induct and support incoming Mayor and Deputy Mayor on all aspects of their roles • Develop one training course specifically for Elected Members and provide on Skillgate E learning platform 	Mar 26	LDSIO
			Mar 26	LDSIO
			June 25	LDSIO
			Mar 26	LDSIO
DI6	Effective handling and processing of information that meets our legal obligations, protects people and represents good practice	<ul style="list-style-type: none"> • Continue to provide training for staff who need to complete mandatory Data Protection/GDPR training with the aim of delivery to 100% of relevant staff 	Mar 26	LDSIO

		<ul style="list-style-type: none"> • Continue to deliver tailored awareness sessions for all staff with no access to online training or no need for full Data Protection/GDPR training due to role within Council 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Use appropriate feedback mechanisms to measure staff awareness of Data Protection compliance requirements 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Completion of minimum 12 GDPR compliance checks to ensure compliance with Regulation - these will be carried out on an agreed regular basis within all work areas 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Hold regular meetings with Information Management Working Group to review all work practices, policies, and procedures to ensure GDPR compliance 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Carry out programme of checks on how hard copy information is stored with a view to reducing the current levels and facilitate migration to electronic copies 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • In liaison with IT, record, and update, access to folders (information), where necessary, so that GDPR is adhered to 	Mar 26	LDSIO
		<ul style="list-style-type: none"> • Liaise with IT to ensure systems are regularly updated to ensure appropriate Data Protection 	Mar 26	LDSIO
			Mar 26	LDSIO

		<ul style="list-style-type: none"> Continue to update Council website which includes Disclosure Log, Re-use of Information and Publication Scheme pages Extend Corporate File Plan structure to all departments 	Mar 26	LDSIO
DI7	Provide and Maintain Fit for Purpose Central Office Facilities in Derry and Strabane <ul style="list-style-type: none"> Ensure a safe, clean, and comfortable working environment. Maintain operational efficiency of building systems. Comply with health, safety, and environmental regulations. Enhance the user experience for staff and visitors. 	Facilitate: <ul style="list-style-type: none"> Planned Preventive Maintenance (PPM) Reactive Maintenance: Quick response to breakdowns and urgent repairs. 	Mar 26	LDSIO
		Provision of : <ul style="list-style-type: none"> Daily Cleaning: Office spaces, common areas,. Deep Cleaning: Periodic intensive cleaning of carpets, windows, and furniture. 	Mar 26	LDSIO
		Security & Access Control activities to ensure effective: <ul style="list-style-type: none"> Surveillance Systems: CCTV monitoring and alarm systems. Visitor Management: Access control for employees and visitors. 	Mar 26	LDSIO
		Health & Safety Compliance activities <ul style="list-style-type: none"> Fire Safety: Regular fire drills, equipment inspections, and evacuation plans. Emergency Preparedness: Business continuity planning and emergency response protocols. Risk Assessments: Periodic safety evaluations and hazard mitigation. 	Mar 26	LDSIO

		<ul style="list-style-type: none"> • Compliance with ISO 45001: Monthly & Quarterly inspections of all H&S Systems and procedures. <p>Energy & Sustainability Management activities</p> <ul style="list-style-type: none"> • Energy Efficiency Programs: Monitoring and optimizing energy consumption. • Water Conservation: Efficient plumbing fixtures and leak monitoring. • Sustainable Practices: Use of eco-friendly cleaning products and materials. • Furniture & Equipment Management: Proper maintenance and replacements. <p>Undertake monitoring activities:</p> <ul style="list-style-type: none"> • Collate data in regard to : Cleanliness Standards: Measured through inspections and staff feedback; Energy Usage Metrics: Reduction in electricity and water consumption; Incident Reports: Number and resolution time. 	Mar 26	LDSIO
			Mar 26	LDSIO
HR1	Organisational Design and Effective Resourcing	<ul style="list-style-type: none"> • Continue to review and revise recruitment processes in line with new legislation and good practice • Progress relevant actions in Disability Action Plan and continue to develop initiatives to attract and encourage those with a disability into the workplace 	Mar 26	LHRO
			Mar 26	LHRO

		<ul style="list-style-type: none"> • Progress organisational and substructure reviews as required with trade unions ensuring relevant employment processes are applied • Progress relevant equality actions in Equality Action Plan including affirmative action programme • Review and progress apprentice schemes within the organisation 	Mar 26	LHRO
			Mar 26	LHRO
			Apr 26	LHRO
HR2	Healthy Workplace	<ul style="list-style-type: none"> • Continue to promote a healthy work environment through a range of BeWell Initiatives • Continue to review and implement processes and initiatives to reduce absence levels • Co-ordinate and support the promotion of the Safe Place campaign in the workplace • Co-ordinate and promote Carers NI Initiative in the workplace 	Mar 26	LHRO
			Mar 26	LHRO
			June 25	LHRO
			June 25	LHRO
HR3	Employee Relations & Staff Engagement	<ul style="list-style-type: none"> • Continue to review and progress initiatives and processes in line with 5 categories outlined in the Employer Engagement Strategy • Continue to develop and promote the BeConnected App • Plan and deliver 10 year staff engagement event 	Mar 26	LHRO
			Mar 26	LHRO
			Apr 25	LHRO

		<ul style="list-style-type: none"> Plan and deliver staff recognition event 	Dec 25	LHRO
HR4	Employment Policy & Systems	<ul style="list-style-type: none"> Continue programme of review and development of HR policies Develop process maps and models for key HR activities Review current HR PAMS systems and consider options for future provision Continue to roll out time and attendance system across out centres 	Mar 26	LHRO
			Sept 25	LHRO
			Sept 25	LHRO
			Mar 26	LHRO
HR5	Organisational Development	<ul style="list-style-type: none"> Continue to embed PDP process within the organisation Continue to develop capacity building programme for line managers Develop and promote quarterly training programme for employees Develop and embed the new e-learning system Continue to review and develop programme of compliance training 	Mar 26	LHRO
			Apr 25	LHRO
			Apr 25	LHRO
			Apr 25	LHRO
			Apr 25	LHRO
LE1	Establish & maintain the highest levels of good governance – City Deal/IFF, Rural Issues and Address Poverty	<ul style="list-style-type: none"> Further develop the City Deal/IFF documentation to include governance arrangements, implementation planning, financial planning and communications; 	Mar 2026	DoL
			Mar 2026	DoL

		<ul style="list-style-type: none"> • Develop contracts for funding and memorandums of understanding for all projects under the City Deal/IFF Portfolio; • Oversee the financial governance of the “financial deal” for all projects in Council’s City Deal and Inclusive Future Fund suite of investment and successful drawdown of funds for 2025/26 City Deal/ IFF expenditure; • Establish a stakeholder framework for engagement and communications for the City Deal/IFF portfolio; • Incorporate the inclusion of social benefits in the procurement of all ICTs under the design phase of the City Deal/IFF projects; • Develop a skills matrix for all the City Deal/IFF projects. • Work closely with stakeholders and through established governance arrangements to help prioritise rural issues with defined deliverable actions • Hold at least 4 Rural Issues Group meetings • Hold at least one Rural Symposium • Work closely with stakeholders and through established governance arrangements to incorporate the feedback on the draft anti-poverty action plan and 	<p>Mar 2026</p> <p>Mar 2025</p> <p>Mar 2026</p> <p>Mar 2026</p> <p>Sept 2026</p> <p>Mar 2026 Mar 2026</p> <p>Mar 2026</p>	<p>DoL</p> <p>DoL</p> <p>DoL</p> <p>DoL</p> <p>DoL</p> <p>DoL DoL</p> <p>DoL</p>
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		<p>ensure alignment with the Strategic Inclusive Growth Plan</p> <ul style="list-style-type: none"> • Developing a reporting progress mechanism for the delivery of the Anti-Poverty Action Plan • Continue to work with the City Deal team to embed inclusiveness and rural proofing in the City Deal/IFF portfolio • Dissemination of key rural issues and seek collaborative responses as appropriate to public consultations • Dissemination and championing of key issues relating to poverty and hardship • Ongoing support to directorates on key strategic cross departmental issues 	<p>Mar 2026</p> <p>Mar 2026</p> <p>Mar 2026</p> <p>Mar 2026</p> <p>Mar 2026</p>	<p>DoL</p> <p>DoL</p> <p>DoL</p> <p>DoL</p> <p>DoL</p>
LS1	Legal Services	<ul style="list-style-type: none"> • Bring land and Property Acquisition and Disposal Policy to Council and Ratify • Maintain Council standing orders • Maintain and update Council's constitution • Maintain and update deeds audit in respect of Council property • Draft new bye-laws for parks. 	<p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p>	<p>LLSO</p> <p>LLSO</p> <p>LLSO</p> <p>LLSO</p> <p>LLSO</p>
SF1	Establish & maintain the highest levels of good governance/ Establish & maintain efficient service delivery - Strategic Finance	<ul style="list-style-type: none"> • Preparation of year end accounts and agreement of out-turn for 2024/25 by statutory deadline of 30th June 2025. 	<p>Jun 25</p> <p>Sept 25</p>	<p>LFO</p> <p>LFO</p>

		<ul style="list-style-type: none"> • Work with NIAO to ensure audited accounts signed off by statutory deadline of 30th September 2025 	Sept 25	LFO
		<ul style="list-style-type: none"> • Convene regular meetings of Capital and Corporate Projects Planning Group to agree prioritisation of further £10m community capital investment fund. 		
		<ul style="list-style-type: none"> • Development of detailed rates booklets to inform 2026/27 rates estimates process. 	Jan 26	LFO
		<ul style="list-style-type: none"> • Completion of rates estimates for 2026/27 by statutory deadline of 15th February 2026 including further 1.5% rates investment for Council's capital financing strategy. 	Feb 26	LFO
		<ul style="list-style-type: none"> • Issue 10 monthly management information reports to Directorates and provide quarterly reports to Committee 	Mar 26	LFO
		<ul style="list-style-type: none"> • Target £1m savings through investment interest and other measures to minimise impact of reserves reduction strategy on 2026/27 rates process 	Mar 26	LFO
		<ul style="list-style-type: none"> • Continue regional engagement with Government to explore future mechanisms of funding support to ensure sustainability of Local Government finances and support for less wealthy Councils 	Jan 26	LFO
		<ul style="list-style-type: none"> • Migration of Council's finance system from on-site Microsoft exchange server to cloud 	Sept 25	LFO

SF2	Establish & maintain the highest levels of good governance – Economics & Corporate Funding Unit	<ul style="list-style-type: none"> Oversee the financial governance of the “financial deal” for all projects in Council’s City Deal and Inclusive Future Fund suite of investment and successful drawdown of funds for 2025/26 City Deal/ IFF expenditure. 	Mar 26	LFO
		<ul style="list-style-type: none"> Lead and/or Support the development of the PEACE PLUS Programme 2021-27 and the associated development of project proposals submission. 	Mar 26	LFO
		<ul style="list-style-type: none"> Lead and/or support the development of proposals, applications and bids to key strategic UK Government and NI Executive funding opportunities as they arise. 	Mar 26	LFO
		<ul style="list-style-type: none"> Ongoing engagement with the Ministry for Housing Communities and Local Government to progress the Derry City £20m Long-term Plan for Towns funding. 	Mar 26	LFO
		<ul style="list-style-type: none"> Seek opportunities to develop bids to the Shared Island Fund and EU funding streams. 	Mar 26	LFO
		<ul style="list-style-type: none"> Lead ongoing engagement with Central and Regional Government departments and agencies in relation to leveraging other significant funding streams and investment mechanisms for investment in the NW beyond the City Deal & IFF , prioritising opportunities such as the Northern Ireland Enhanced Investment Zone policy offer and opportunities to influence future Government & NI Executive 	Mar 26	LFO

		<p>regional/subregional funding and investment policy</p> <ul style="list-style-type: none"> • Commitment to keep members and SLT regularly informed on local and national economy (quarterly) including comparative analysis with NI and other LGDs • Analysis and dissemination of key economic statistics and reports to other stakeholders in City and District through UUEPC publications (2) Linking of new NISRA site to DCSDC website allowing local easier data extraction • Bespoke local commentary on economy as claimant count monthly/regional reports are published - Monthly (12) • Ongoing support to directorates on key issues such as anti-poverty strategy. Inputting updated analysis of ongoing research to Unity Working Group • Assist other directorates in ensuring and monitoring that City Deal/Inclusive Future Fund maximises opportunities for those presently on margins of labour marketSecure “financial deal” sign-off for all projects in Council’s City Deal and Inclusive Future Fund suite of investment 	<p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p> <p>Mar 26</p>	<p>LFO</p> <p>LFO</p> <p>LFO</p> <p>LFO</p> <p>LFO</p>
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AS7 and SF3	Establish & maintain the highest levels of good governance – CODA Operations Ltd	<ul style="list-style-type: none"> Secure letter of offer for £12m operational funding support from Department for Economy for period 2025/26-2028/29 to ensure sustainability of the airport. 	June 25	LAO/LFO
		<ul style="list-style-type: none"> Successful claiming and drawdown of £3m funding from Department for Economy for operation subvention support 2025/26 	Mar 26	LAO/LFO
		<ul style="list-style-type: none"> Secure funding approval from Department of Transport and Department for Economy for remainder of PSO tender period 2025/26-2026/27 	May 25	LAO/ LFO
		<ul style="list-style-type: none"> Successful claiming and drawdown of PSO funding from Department of Transport and Department for Economy for 2025/26 	Mar 26	LAO/LFO
		<ul style="list-style-type: none"> Continue to work with the Department of Economy to ensure that City of Derry Airport funding support remains compliant with new UK subsidy control legislation. 	Sept 25	LAO/ LFO

3.5 Measures of Success and Performance

During 2025/26 we will continue our work to establish baseline and benchmarking information in order to promote continuous improvement. The following performance indicators/measures and targets have been identified for 2025/26.

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2021/22 Performance	2022/23 Performance	2023/24 Performance	2024/25 Performance (9 mths)	Target 2025/26
AS1 Establish and maintain the highest levels of health and safety systems and practices	<ul style="list-style-type: none"> Number of RIDDORS reported 	9	4	10	8	0
AS4 Establish and maintain the highest levels of good governance - Audit	<ul style="list-style-type: none"> Delivery of planned audit work based on approved audit plan and completion of unplanned audit work as required to allow completion of the Annual Governance Statements for Derry City and Strabane District Council % of internal Audit recommendations accepted by management % of Final Audit Reports completed and issued within 2 weeks of receipt of management responses 	85%	100%	100%	100%	100%
		100%	100%	100%	100%	100%
		100%	100%	100%	100%	100%

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2021/22 Performance	2022/23 Performance	2023/24 Performance	2024/25 Performance (9 mths)	Target 2025/26
	<ul style="list-style-type: none"> % of completion of Internal Audit Plan for CoDA Operations Ltd 	100%	100%	100%	TBC	100%
AS5 Establish and maintain the highest level of purchase and payment systems and practices	<ul style="list-style-type: none"> Improve prompt payment performance - % of invoices paid within 30 days 	65%	80%	82%	TBC	95%
	<ul style="list-style-type: none"> Improve prompt payment performance - % of invoices paid within 10 days 	26%	40%	38%	TBC	58%
AS6 Establish and maintain efficient service delivery - payroll	<ul style="list-style-type: none"> % of staff receiving payslips and P60s via email 	84%	90%	91.9%	TBC	100%
CD1	Value of capital project work completed* *new metric adopted this year	n/a*	n/a*	n/a*	£9,688,000	£10,000,000
CO1 Corporate Communications	<ul style="list-style-type: none"> Press queries dealt with 	1,249	1,814	1,248	946	Data only
	<ul style="list-style-type: none"> Press releases issued 	766	791	574	485	Data only
	<ul style="list-style-type: none"> Media placements secured 	4,866	7,937	10,794	10,307	Data only
	<ul style="list-style-type: none"> AVE value of media placements secured 	£52,600,430	£35,810,6	£37,501,943	£43,785	Data only

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2021/22 Performance	2022/23 Performance	2023/24 Performance	2024/25 Performance (9 mths)	Target 2025/26
	<ul style="list-style-type: none"> • Social media posts • Social media reach 	11,644 52.5m	56 18m	10,946 50.4m	11,921	Data only Data only
DI1 Deliver improved customer satisfaction by improving customer support services and processes	<ul style="list-style-type: none"> • Number of complaints received • Number of complaints escalated from stage 1 to stage 2 • Number of complaints closed in full¹ at stage 1 within 5 working days as a percentage of all stage 1 complaints responded to in full • Number of complaints closed in full at stage 2 within 20 working days as a percentage of all stage 2 complaints responded to in full • Number of complaints escalated from stage 1 to stage 2 within timescale 			New indicators for 2024/5 due to implementation of new Complaints Handling Process	60 1 73% 83% 1 100%	Data only Data only 90% 90% Data only 90%

¹ This is where a full response has been given to the customer / resolution has been reached – and includes those complaints where action is still to be taken once the complaint is closed.

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2021/22 Performance	2022/23 Performance	2023/24 Performance	2024/25 Performance (9 mths)	Target 2025/26
	<ul style="list-style-type: none"> Number of complaints closed in full after escalation within 20 working days as a percentage of all complaints responded to in full after escalation Number of working days to respond in full to complaints at stages: <ul style="list-style-type: none"> Stage 1 Stage 2 after escalation to stage 2 Number of complaints at stage 1: <ul style="list-style-type: none"> resolved upheld partially upheld not upheld Number of complaints at stage 2: <ul style="list-style-type: none"> resolved upheld partially upheld not upheld After escalation to stage 2 <ul style="list-style-type: none"> resolved 			<p>New indicators for 2024/5 due to implementation of new Complaints Handling Process</p> <p>New indicators for 2024/5 due to implementation of new Complaints Handling Process</p>	<p>5.2</p> <p>14.6</p> <p>19</p> <p>34</p> <p>4</p> <p>2</p> <p>4</p> <p>7</p> <p>2</p> <p>5</p> <p>3</p> <p>0</p>	<p>5</p> <p>20</p> <p>20</p> <p>Data only</p> <p>Data only</p> <p>Data only</p> <p>Data only</p> <p>Data only</p> <p>Data only</p> <p>Data only</p> <p>Data only</p> <p>Data only</p> <p>Data only</p>

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2021/22 Performance	2022/23 Performance	2023/24 Performance	2024/25 Performance (9 mths)	Target 2025/26
	<ul style="list-style-type: none"> ○ upheld ○ partially upheld ○ not ○ upheld • Number of complaints where an extension was authorised <ul style="list-style-type: none"> ○ Stage 1 ○ Stage 2 • Compliments received • Total volume of external calls received (Council overall) • Average time taken to answer external calls (Council Overall) • Abandoned external calls % (Council Overall) 			on of new Complaints Handling Process 43 302,685 22.8seconds 5.4%	1 0 0 1 0 24 218,700 20 seconds 5.1%	Data only Data only Data only Data only Data only Data only Data only 10 seconds 5%
DI4 Promote the languages of Irish and Ulster-Scots and enhance	<ul style="list-style-type: none"> • % satisfaction with Irish language services • Number of people attending language events and participating in language initiatives 	94%	94%	94%	95%	Data only
		3,000	600	700	350	Data only

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2021/22 Performance	2022/23 Performance	2023/24 Performance	2024/25 Performance (9 mths)	Target 2025/26
access to Council services and information in Irish	<ul style="list-style-type: none"> Number of subscribers, followers and likes attributable to Irish/Ulster-Scots social media platforms – Facebook and X (Twitter) Number of meetings of the Irish Language Community Network Forum held 	N/A 3	N/A 2	4,168 3	4154 2	Data only 3
DI5 Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their roles effectively	Mayor's office engagements facilitated	876	2,402	1,171	1029	Data only
	Amount raised for Mayor's Charity	£22,901	£38,598	£9,924	£16,191.90	Data only
	Citizens' engagement with Mayor	2,578	3,500	7,284	5250	Data only
	Meeting Papers circulation to Members	98.8%	98.3%	99.3%	96%	100%
	Minutes circulation to Members	98.3%	100%	100%	100%	100%

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2021/22 Performance	2022/23 Performance	2023/24 Performance	2024/25 Performance (9 mths)	Target 2025/26
DI6 Effective handling and processing of information that meets our legal obligations, protects people and represents good practice	<ul style="list-style-type: none"> Number of FOIs responded to % FOI response times Number of EIRs responded to % EIR response times Number of SARs responded to % SAR response times Number of GDPR compliance inspections/reviews undertaken 	257 92.8% 71 92% 3 100% 5	303 91.8% 66 91.7% 13 81.2% 4	345 87.2% 74 91.1% 9 87.5% 4	269 Q3 84.6% 36 Q3 92.9% 14 Q3 100% tbc	Data only 90% Data only 90% Data only 90% 12

Section Four: Risk Management

4.1 Risk Register

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

Section Five – Contact Details

5.1 Staff Contacts

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

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

Assurance

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

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

Niall McGinn, Corporate Health & Safety Officer, niall.mcginin@derrystrabane.com Tel no 028 71253253 x 6710

Anne Gallagher, Resilience Officer, anne.gallagher@derrystrabane.com Tel no 028 71253253 x 6751

Deborah Blackwood, Internal Audit Manager, Deborah.blackwood@derrystrabane.com Tel no 02871253253 x 6621

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

Business Support and Strategic Partnerships

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

Maureen Doherty, Senior Project Officer, Maureen.doherty@derrystrabane.com, Ext 6679 Colm Doherty, Strategic Projects Officer, Colm.doherty@derrystrabane.com, Ext 6785 Dara Doherty, Administrator, Dara.doherty@derrystrabane.com, Ext 6659

Siobhan Faulkner, Chief Executive's PA, Siobhan.faulkner@derrystrabane.com, Ext 6801 Laura McGrory, Assistant to the Chief Executive's PA. Laura.mcgrory@derrystrabane.com, Ext 6804

Capital Development

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

Communications

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

Democratic Services and Improvement

- Ellen Cavanagh, Lead Democratic Services and Improvement Officer, ellen.cavanagh@derrystrabane.com Tel no 028 71253253 or 07595 885644
- Sharon Maxwell, Democratic Services Officer, sharon.maxwell@derrystrabane.com Tel no 028 71253253
- Damian McKay, Information and Customer Services Officer, damian.mccay@derrystrabane.com Tel no 028 71253253
- Hollie Carroll, Policy Officer (Equality), hollie.carroll@derrystrabane.com Tel no 028 71253253
- Pól Ó Frighil, Policy Officer (Irish Language), pol.ofrighil@derrystrabane.com Tel no 028 71253253
- Rachel McCay, Policy Officer (Performance), Rachel.mccay@derrystrabane.com Tel no 028 71253253
- Nicky Bryson, Facilities Officer, nicky.bryson@derrystrabane.com Tel no 028 71253253
- Karen Henderson, Mayor's Office, karen.henderson@derrystrabane.com, Tele no 028 71 376508

Human Resources

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

Legacy

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

Legal Services

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

Strategic Finance

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

5.2 Table of Abbreviations

Abbreviation	Title
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LAO	Lead Assurance Officer
SBM	Strategic Business Manager
HoSCP	Head of Strategic Capital Projects
MPRO	Media, Public Relations Officer
LDSIO	Lead Democratic Services Improvement Officer
LHRO	Lead Human Resources Officer
DoL	Director of Legacy
LLSO	Lead Legal Services Officer
LFO	Lead Finance Officer