



Derry City & Strabane  
District Council  
Comhairle  
Chathair Dhoire &  
Cheantar an tSrátha Báin  
Derry Cittie & Strábane  
Destríck Cooncil

## **Directorate Delivery Plan 2020/21**

# **Business Support and Strategic Partnerships Unit**

**Derry City and Strabane District Council**

## **Contents**

### **Section One: Directorate Profile/Summary**

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

### **Section Two: Achievements 2019/20**

- 2.1 Highlights
- 2.2 Progress Update

### **Section Three: Improvement Planning and Service Delivery**

- 3.1 2020/21 Directorate Improvement Objectives
- 3.2 Outcome Improvement Objective
- 3.3 Mainstreaming the Equality and Disability Duties
- 3.4 Improvement Delivery Plan

3.5 Measures of Success and Performance

**Section Four: Risk Management**

4.1 Risk Register

**Section Five: Key Contacts**

# Business Support and Strategic Partnerships Unit

## Service Delivery Plan 2020/21

### Section One: Directorate Profile / Summary

#### 1.1 Purpose of Directorate

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

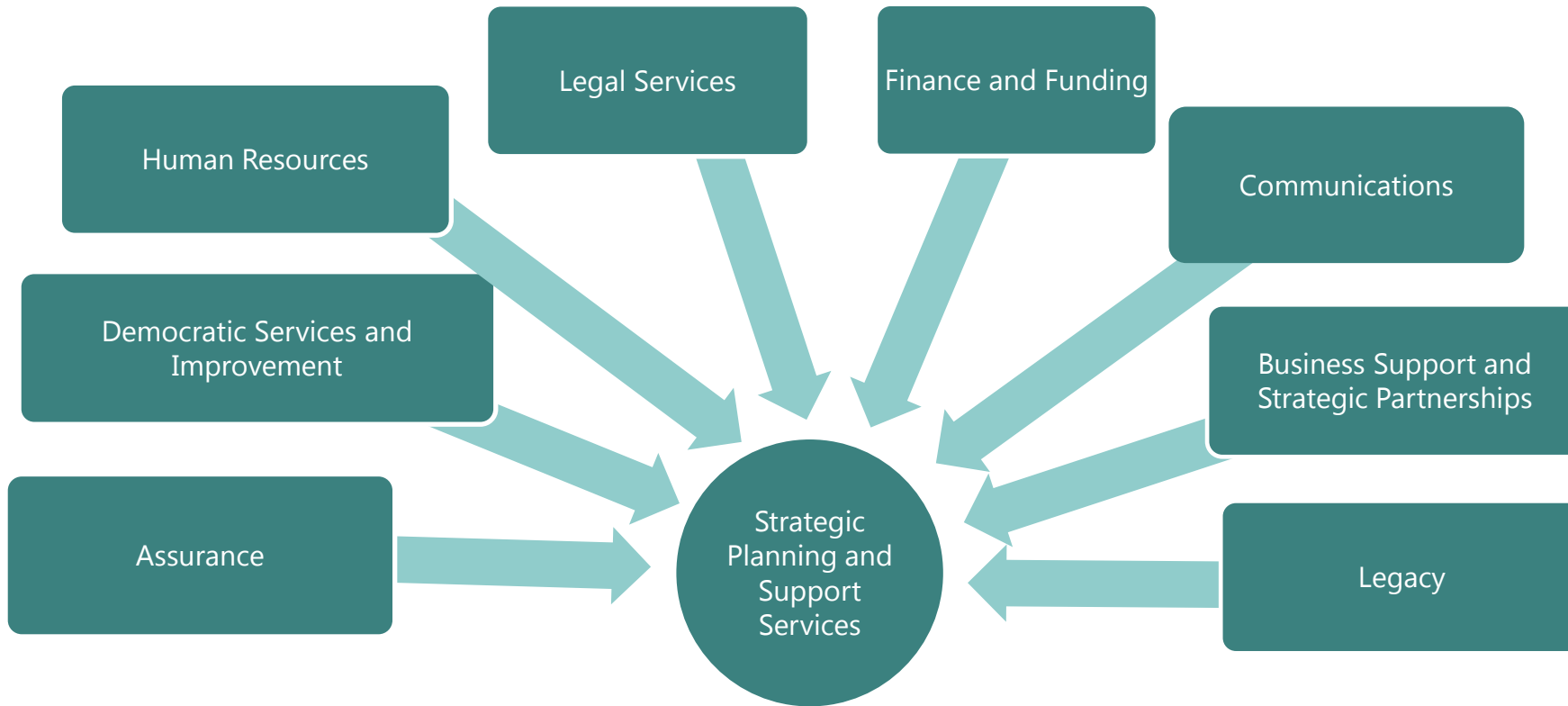
In terms of the Council's Corporate Plan objectives there is a direct alignment with the objective of providing "effective and facilitative cross functional support services". The Units also indirectly contribute to the effective achievement of the Council's other objectives of:

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

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

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

**1.2 Services Provided**



**Business Support and Strategic Partnerships Section**

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

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

### **Communications Section**

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

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

The **Democratic Services and Improvement Unit** includes the following services:

### **Democratic Services Team**

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

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

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

### **Reception / Customer Services Team**

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

### **Information and Services Support Team**



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

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

### **Facilities Team**

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

### **Policy, Performance and Improvement Team**

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

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

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

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

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

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

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

The **Assurance Section** includes the following services:

### **Internal Audit**

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

### **Risk Management & Insurance**

The Risk Management Function is responsible for managing, developing, delivering and maintaining corporate risk management practices for Council in compliance with codes of practice and professional standards. Staff within the Section advise stakeholders and key strategic partners on all aspects of risk management in accordance with Corporate Governance processes and procedures. Other work undertaken within this Section includes management of the Council's Insurance portfolio including the self-insurance programme and Council's Claims Management Fund and providing a liability claims management service for all Council functions.

### **Corporate Health & Safety**

The Corporate Health & Safety Section is responsible for:

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

### **Emergency Planning**

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

### **Procurement**

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

### **Payroll**

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

### **Purchase, Payments & Income**

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

### **Human Resources and Organisational Development**

The key focus of this Unit relates to:

- Recruitment and Selection

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

### **Strategic Finance and Funding**

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.

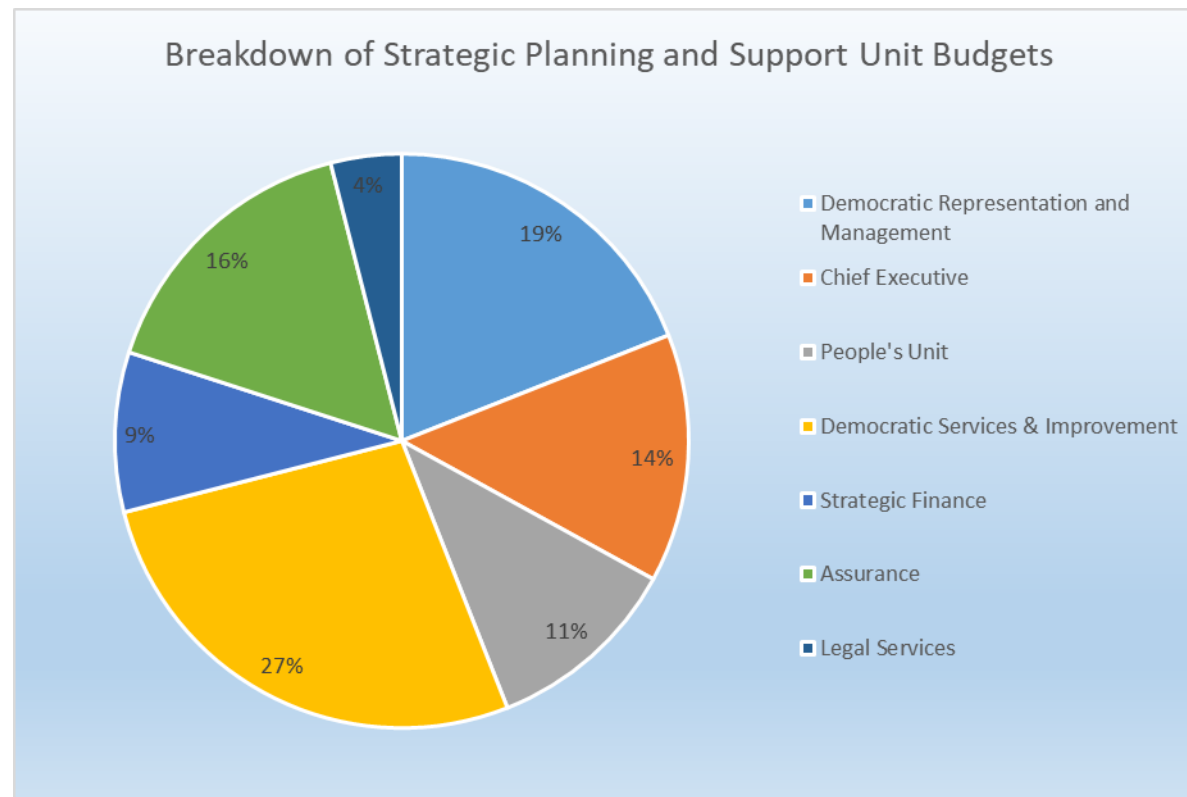
### **Legal Services**

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

## 1.3 Summary of Resources

### Financial Resources

The Directorate has a net budget of £6,951,500 representing 10.88% of the Council's overall net expenditure budget of £63,870,667 for the 2020/21 year. A breakdown of these resources by service area is provided in the diagram below.



## Section Two: Achievements 2019/20

### 2.1 Highlights

#### Assurance

- Implementation of New Agresso
- Updated Purchasing Policy
- Commenced use of E Tenders NI for Electronic tenders
- Increase % of Invoices paid within 30 and 10 days
- Completion of planned audit work based on the approval 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
- Completion of Audit Plan for CODA Operations Ltd
- Completion of recruitment exercise for Independent Advisor for Assurance, Audit & Risk Committee
- Delivered sessions of Fraud Awareness Training
- Council's Building Insurance Valuations reviewed and updated (120 Building Assets with a total sum insured of £221m)
- Managing Safety Training delivered by Insurers
- Fleet Management Audit completed by Insurers
- Council Risk Management Strategy reviewed and updated
- Percentage of employees receiving pay slips via email increased to 80%
- Assimilation implemented October 2019 arrears paid February 2020
- Harmonisation Refuge implemented October 2019, arrears paid December 2019
- Review of Integrated Emergency Plan and Protocols

- Emergency Planning training delivered to Elected Members through Councils Adverse Weather Working Group
- Deliver Work plan of the Northern Emergency Planning Group
- All emergency situations responded to in an appropriate and proportionate manner
- Continuous work carried out with Communities to develop Community Resilience Plans
- Achieved accreditation to ISO45001 across all Council services
- All ISO45001 procedures and templates reviewed and updated
- Continuous work to ensure that Asset Management System is up to date
- Quarterly reviews and reports on RIDDOR trends
- Delivery of mandatory health and safety training to Elected Members

#### **Business Support and Strategic Partnerships Section**

- Published a detailed, first Statement of Progress for the Strategic Growth Plan – demonstrating progress made in the implementation of the Community Plan in the first 2 years since it was first launched.
- Demonstrated progress on 7 out of 8 outcomes within the Strategic Growth Plan, improvement on 32 out of 54 indicators and provided detailed case studies on citizens who are 'better off'. Progress is more significant and visible than what would have been expected at this early stage.
- Undertaken a significant communications and marketing campaign in promotion of the Statement of Progress, including print media, online, outdoor and cinema marketing elements
- One of three Councils participating in the Carnegie UK Trust 'Embedding Wellbeing in NI' project and securing £350,000 funding over a three-year period to assist with Community Planning. In this reporting period, allocated funding to a Natural Capital Account in support of the implementation of the DCSDC Green Infrastructure Plan 2019-2032.



- Hosted 5 North West Partnership meetings including a North West Strategic Growth Partnership meeting in Dublin Castle in June 2019. This was the first time the meeting was held outside the North West and the ROI's Minister for Education and Skills attended.
- Secured commitment in principle to the provision of further funding to the North West Development Fund through the New Decade, New Approach Deal.
- Approval of funding from the North West Development Fund for a further three projects, Working with Project Partners to deliver planned project activity for April 19- March 20 period and have developed quarterly monitoring of spend profiles
- 86% of the €5m North West Development Fund committed.

### **Communications**

- Secured over 5,500 media placements securing over £190m worth of free PR coverage and dealt with almost 1200 press queries during the 2019/20 period
- Created and issued over 1000 press releases, and successfully led on a large number of successful PR campaigns and events including Halloween, St Patrick's Day Spring Carnival, the City of Derry Jazz Festival, Enterprise Week, Entrepreneurship Week and the NW angling fair, as well as a range of environmental initiatives, capital development projects, corporate initiatives and business initiatives.
- Led on the communication with the public and stakeholders to encourage involvement in the Strategic Growth Plan process and to proactively promote the objectives set out in the plan to the wider public
- Led on the communication for the cross border trade mission to the United States in which saw over 145 media placements including RTE with an AVE value of over £100,000.
- Successfully engaged with the public using our corporate social media platforms and have worked closely with our media contacts to build on relationships to secure placement and active coverage across a wider area

- Continued to improve on dealing with media queries to ensure deadlines were met, and liaised regularly with media and stakeholders to improve engagement and enhance services
- Delivered two staff newsletters and worked closely with marketing unit to deliver the Council's residents newsletter that was distributed to homes across the Council area.

### **Democratic Services and Improvement**

- 92% satisfaction rating with Council's Irish Language Services
- Ran a week-long programme of events to celebrate the inaugural Ulster-Scots Language Week 2019
- Secured UNESCO approval to brand a range of Council-led Irish language and Ulster-Scots events as part of their global language promotion campaign
- Worked in partnership with Seagate to pioneer the first Irish language STEM workshop for IME schools in the Council area
- Delivered training sessions on the Safeguarding (Children and Adults at Risk of Harm) Policy to staff across the organisation
- Received an unqualified audit opinion from the Northern Ireland Audit Office in respect of the implementation Performance Improvement Duty
- Produced the Annual Performance Improvement Plan and Annual Performance Report within target deadlines
- Implemented a Deputations Procedure
- Delivered a Comprehensive Induction Programme to Elected Members following the Local Government Election
- Application of D'Hondt for allocation of membership onto external bodies
- 82% Members participated in the PDP process
- Effective delivery of the Local Government Elections
- Target for amount to be raised for Mayors charities exceeded
- Successfully worked with HR in the development of policy and process for Council to provide meaningful employment for people with a disability – first recruitment took place in February 2020

- Hosted a celebratory event for Local Engagement Partnership to promote and raise awareness of services on offer as well as allowing the various stakeholders across the sectors the opportunity to learn about each other's work, how they can contribute more effectively to improving the lives of people with a learning disability.
- 9 policies subjected to the equality/rural needs screening process

### **Human Resources**

- Restructuring of Council Department and Harmonisation of terms and conditions of employment almost completed.
- A new pay spine agreed and employees assimilated accordingly
- Health and Wellbeing Hub developed on Council's intranet
- Shortlisted for PPMA National award for Council's BeWell programme
- Annual Staff Engagement and Staff Recognition event held
- Strictly Come Dancing event held
- First Council to develop and implement a Menopause Policy
- Disability Policy and initiative developed to attract and encourage those with a disability into the workplace
- Policy on the use of tobacco products and electronic cigarettes within the workplace developed
- Capacity building programme for line managers commenced
- Absence level maintained around 5.5%

### **Strategic Finance and Funding**

- Aggresso Financial System upgraded.
- Detailed report provided to Elected Members around key growth indicators and provision of statistical analysis to ratepayers on website.
- Quarterly monitoring reports measuring progress against achievement of OBA targets within Inclusive Strategic Growth Plan

- Completion and roll-out of pilot programme with TNI across NI to monitor visitor numbers and tourism patterns
- Completion of Scoping Study on North West Enterprise Zone
- Announcement of £105m UK Government funding in May 2019 for City Deal and Inclusive Future Fund.
- Strategic outline cases for all City Deal and Inclusive Future Fund prioritised projects completed and submitted to Government following extensive engagement with relevant stakeholders.
- Inclusive Future Fund prioritised projects agreed and bid submitted.
- Research and presentation delivered to Council identifying options for expansion of third level education in North West.
- 6 monthly monitoring reports prepared for Committee monitoring progress against Strategic Growth Plan outcomes
- Completion of surveys to quantify social and economic impacts of events and other activities across Council service areas to inform policy and future funding applications.
- Year-end accounts for 2018/19 completed and audited in line with required timeframe.
- Rolling revaluation of all Council properties completed as part of year-end accounts.
- Rates estimates for 2020/21 completed by statutory deadline of 15th February 2020 including benchmarking of service costs, penny product and growth comparisons and medium term financial plan.
- Delivery of training to Elected Members on finance and rates setting.
- Worked closely with Directorates to identify further efficiency savings of £172k as part of the rates estimates process bringing total efficiencies realised by the new Council to £3.281m.
- Securing finance to achieve delivery of £120m of community capital projects since the inception of the new Council and a further £25m of funds identified for Council's strategic capital projects and ambitious City Deal proposition. This includes further investment of £2.36m in capital projects approved in November 2019.
- Tight financial management and monitoring to identify £295k surplus at December 2019.

### **City of Derry Airport**

- Successful completion of EU tender process to appoint Loganair as operator for the London Southend PSO service until March 2021.
- 100% funding secured from Department for Economy and Department for Transport for the London Public Service Obligation until March 2021.
- Ongoing liaison with the Department of Transport to ensure the successful delivery of and drawdown of funds for the Public Service Obligation route.

### **Legal Services**

- Delivery of training to members on governance and standing orders
- Commenced further review of standing orders
- Represented Council in judicial review proceedings
- Excellent rating achieved in claims management
- Completed review of scheme of delegation

## **2.2 Progress Update**

At Quarter 3, the Directorate had completed almost 72% of the actions identified in the 2019/20 Delivery Plan. It is anticipated that this figure will exceed 90% by the end of Quarter 4. Details for the 2019/20 year will be provided in the Annual Performance Report.

For 2019/20, the Directorate had responsibility for one of the four Council Outcome Improvement objectives, namely:

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

**During the year, we achieved the following in relation to our Improvement Objective:**

- Provided customer care training across the organisation and improved staff awareness of policies relating to customer care
- Achieved high satisfaction levels for:
  - visitor satisfaction with the Council offices
  - the provision of Irish Language Services
  - the provision of Elected Member support services
- Collated evidence of customer satisfaction covering Visitor Services, Culture and Leisure

## Section Three: Improvement Planning and Performance

The Directorate has set a number of improvement objectives for 2020/21 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 2020/21 is set out in paragraphs 3.1 – 3.3 below, under the headings of:

- 2020/21 Directorate Improvement Objectives
- Outcome Improvement Objective
- Mainstreaming the Equality and Disability Duties

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

### 3.1 2020/21 Directorate Improvement Objectives

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

Community/Corporate Plan Objective	Directorate Outcome / Service Improvement Objective 2020/21	Link to Improvement Criteria **
Provide effective and facilitative cross functional support services – <b>Business Support and Strategic Partnerships</b>	Implementation arrangements for the community plan – including monitoring of Outcome Delivery Partnerships and performance management processes and arrangements	SE, F, S, E, I
	Development of a detailed spending plan and work programme of activity across the three Regional Development Pillars for North West Strategic Partnership working	SE, F, S, E, I
Provide effective and facilitative cross functional support services - <b>Communications</b>	Provision of effective media management and communication services within Council to ensure active media coverage and social media engagement that generates positive profile and coverage on all Council services, initiatives and events	SQ, E, SA, S
Provide effective and facilitative cross functional support services –	Recognition as a cohesive and high performing team which is recognised and valued within Council as providing specialist	SQ, E, I



<b>Democratic Services and Improvement</b>	support and guidance and where there is a proactive approach to learning and gaining new knowledge	
	Ensure that safeguarding of children and adults is mainstreamed throughout all Council services by providing advice, guidance and direction	SQ, SA
	Provision of a clean, safe, welcoming and comfortable environment for staff and visitors	SQ, SA, S
	Effective handling and processing of information that meets our legal obligations, protects people and represents good practice	SQ, E
	Improve outcomes for citizens through ensuring effective management of resources and having arrangements in place to promote continuous improvement	SE, SQ, E, I
	Proactive and innovative delivery of the Council's aspirations for good decision making and equality of opportunity	SE, F, S
	Improved access to Council services and facilities in other languages and formats and promotion of indigenous languages	SQ, SA
	<b>Deliver improved customer satisfaction by improving customer support services and processes</b>	SQ, SA, F
	Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their roles effectively	SE, SQ, SA, F, S, E, I

Provide effective and facilitative cross functional support services – <b>Assurance</b>	Establish and maintain the highest levels of good governance - Audit	SQ, S, E
	Establish and maintain the highest levels of good governance – Risk and Insurance	SQ, S, E
	Establish & maintain the highest levels of good governance / Establish & maintain the highest level of purchase & payment systems and practices	SQ, SA, E
	Establish & maintain efficient service delivery – Emergency Planning	SQ, SE, SA, E
	Establish & maintain the highest levels of health & safety systems and practices – Health & Safety	SQ, SA, E
	Establish & maintain efficient service delivery – Payroll	SQ, E
	Establish & maintain the highest levels of good governance – BREXIT	SE, SA
Provide effective and facilitative cross functional support services – <b>Assurance and Strategic Finance and Funding</b>	Establish & maintain the highest levels of good governance – CODA Operations Ltd	SE, SA, E
Provide effective and facilitative cross functional support services – <b>Strategic Finance and Funding</b>	Establish & maintain the highest levels of good governance/ Establish & maintain efficient service delivery - Strategic Finance.	SE, SQ, SA, S

## 3.2 Outcome Improvement Objective

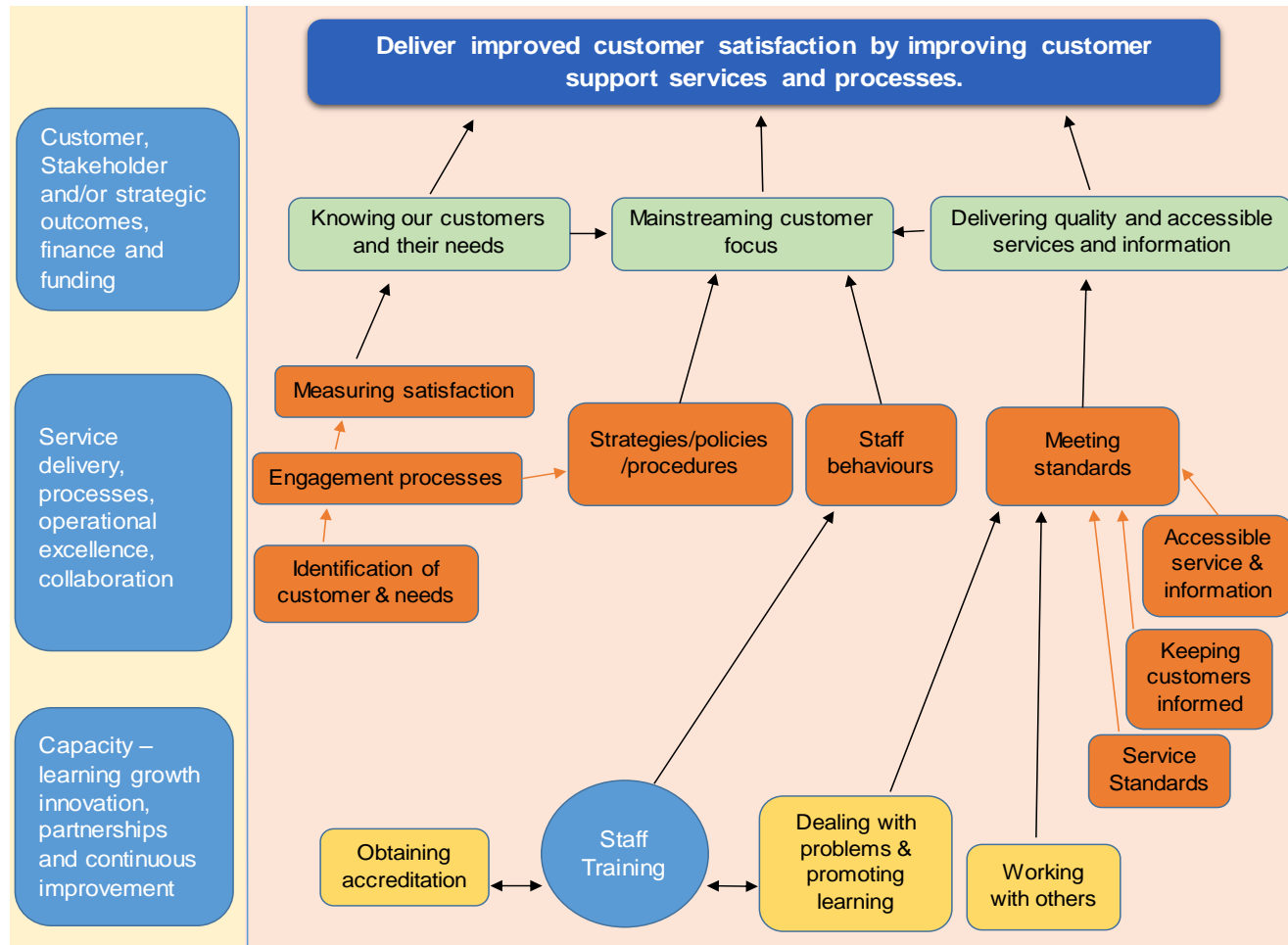
The Strategic Planning and Support Services Unit will be continuing its focus on the following outcome improvement objective which is contained in our Performance Improvement Plan 2018-19, namely:

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

This objective was selected in recognition of:

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

### Strategy Map: How we will deliver our Outcome Improvement Objective



### 3.3 Mainstreaming the Equality and Disability Duties

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.

### **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 2020/21.

Ref	Directorate Outcome/ Service Improvement Objective	Key Activities/Actions/Sub-actions/milestones	Target Date	Lead Officer
AS 1	Establish & maintain the highest levels of good governance – Audit	<ul style="list-style-type: none"> <li>• Delivery of planned audit work based on approved audit plan and completion of unplanned audit work as required to allow completion of the Annual Governance Statement for Council. Target: Ratio 70:30 planned to unplanned audit work</li> </ul>	Mar 2021	LAO
		<ul style="list-style-type: none"> <li>• Deliver Audit Committee Training to Members</li> </ul>	Dec 2020	LAO
		<ul style="list-style-type: none"> <li>• Target of 90% of Audit Recommendations accepted by Management</li> </ul>	Mar 2021	LAO
		<ul style="list-style-type: none"> <li>• Target of 90% to complete and issue Final Audit Reports within 2 weeks of receipt of management response</li> </ul>	Mar 2021	LAO
		<ul style="list-style-type: none"> <li>• Delivery of Internal Audit Plan for CODA Operations Ltd</li> </ul>	Mar 2021	LAO
		<ul style="list-style-type: none"> <li>• Deliver further sessions of Fraud Awareness Training</li> </ul>	Dec 2020	LAO
AS 2	Establish & maintain the highest levels of good governance – Risk & Insurance	<ul style="list-style-type: none"> <li>• Review Council's Insurance Programme &amp; Brokerage Contract</li> </ul>	Mar 2021	LAO
		<ul style="list-style-type: none"> <li>• Work in a collaborative basis with other NI Councils to complete a Regional Insurance Tender Exercise</li> </ul>	Mar 2021	LAO

AS 3	Establish & maintain the highest levels of good governance / Establish & maintain the highest level of purchase & payment systems and practices	<ul style="list-style-type: none"> <li>Implementation and roll out of new purchase to pay system</li> </ul>	Mar 2021	LAO
		<ul style="list-style-type: none"> <li>Establish purchasing structures and develop cross-departmental group to agree processes for online ordering and procurement</li> </ul>	Mar 2021	LAO
		<ul style="list-style-type: none"> <li>Increase percentage of invoices to be paid within 30 days to 92%</li> </ul>	Mar 2021	LAO
		<ul style="list-style-type: none"> <li>Increase percentage of invoices to be paid within 10 days to 52%</li> </ul>	Mar 2021	LAO
		<ul style="list-style-type: none"> <li>Continue implementation of Etenders NI across Council</li> </ul>	Mar 2021	LAO
		<ul style="list-style-type: none"> <li>Pay suppliers within agreed terms and ensure statutory deadlines are met</li> </ul>	Mar 2021	LAO
AS 4	Establish and maintain efficient service delivery – Emergency Planning	<ul style="list-style-type: none"> <li>Review of Council’s Integrated Emergency Plan and agreed multi-agency protocols</li> </ul>	Dec 2020	LAO
		<ul style="list-style-type: none"> <li>Deliver Emergency Planning training to Elected Members through Adverse Weather Working Group</li> </ul>	Dec 2020	LAO
		<ul style="list-style-type: none"> <li>Ensure that Business Continuity Plans are developed and maintained for Council’s critical services</li> </ul>	Mar 2021	LAO
		<ul style="list-style-type: none"> <li>Continue to work with communities to develop community resilience particularly in</li> </ul>		

		<ul style="list-style-type: none"> <li>rural areas</li> <li>Enhance communications and joint working with cross border departments and agencies</li> <li>Implement initiatives and work streams in line with the Northern Emergency Planning Group work plan and Regional initiatives</li> <li>Work with key partners and agencies in relation to the planning and preparation for Brexit</li> </ul>	<p>Mar 2021</p> <p>Dec 2020</p> <p>Mar 2021</p> <p>Dec 2020</p>	<p>LAO</p> <p>LAO</p> <p>LAO</p> <p>LAO</p>
AS 5	Establish & maintain the highest levels of health & safety systems and practices – Health & Safety	<ul style="list-style-type: none"> <li>Continue to improve upon the ISO45001 system procedures and templates for 2020/21</li> <li>Continue to review and report on RIDDOR trends on a quarterly basis</li> <li>Maintain accreditation to ISO45001 standard for 2020/21</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p>	<p>LAO</p> <p>LAO</p> <p>LAO</p>
AS 6	Establish & maintain efficient service delivery – Payroll	<ul style="list-style-type: none"> <li>Further increase the percentage of employees receiving electronic payslips and P60s to 100%</li> <li>Review payroll processes in relation to the submission of timesheets to increase</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p>	<p>LAO</p> <p>LAO</p>



		<p>efficiency</p> <ul style="list-style-type: none"> <li>• Review and update Council’s Discretionary Policy and also the Banding Policy for submission to both Council &amp; NILGOSC in line with current CARE practice</li> <li>• Work with Human Resources in relation to harmonisation of pay scales for all departments except Refuse</li> </ul>	Ongoing	LAO
			Sept 2021	LAO
SF 1	Establish & maintain the highest levels of good governance/ Establish & maintain efficient service delivery - Strategic Finance	<ul style="list-style-type: none"> <li>• Preparation of year end accounts and agreement of out-turn for 2019/20 by statutory deadline</li> <li>• Work with NIAO to ensure audited accounts signed off by statutory deadline of 30<sup>th</sup> September 2020</li> <li>• Completion of rates estimates for 2021/22 by statutory deadline of 15<sup>th</sup> February 2021</li> <li>• Issue 10 monthly management information reports to Directorates and provide quarterly reports to Committee</li> <li>• Roll-out of electronic ordering and procurement across organisation following upgrade of finance system</li> </ul>	June 2020	LFO
			Sept 2020	LFO
			Feb 2021	LFO
			Mar 2021	LFO
			Mar 2021	LFO
SF 2	Establish & maintain the highest levels of good governance - Funding	<ul style="list-style-type: none"> <li>• Agreement of Heads of Terms and match funding for City Deal and Inclusive Future</li> </ul>	Sept 2020	LFO

		<p>Fund and establishment of formal governance arrangements to progress Outline Business Cases</p> <ul style="list-style-type: none"> <li>• Production of bi-annual snapshot report to Elected Members around key growth indicators and provision of statistical analysis to ratepayers on website</li> <li>• Provision of 6 monthly monitoring reports measuring progress against achievement of OBA targets within Inclusive Strategic Growth Plan</li> <li>• Support the development of the PEACE action plan and project proposals for PEACE, territorial co-operation funds under the PEACE PLUS Programme 2021-27 and work towards other new post BREXIT funds</li> <li>• Detailed analysis and benchmarking of Council rate-base/ one major Council service area to identify opportunities for cost/ efficiency savings/ additional income</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Feb 2021</p>	<p>LFO</p> <p>LFO</p> <p>LFO</p> <p>LFO</p>
AS 7 and SF 3	Establish & maintain the highest levels of good governance – CODA Operations Ltd	<ul style="list-style-type: none"> <li>• Continue to work with the Department of Transport and Department of Economy to ensure the successful delivery of and drawdown of funds for the Public Service</li> </ul>	<p>Mar 2021</p>	<p>LAO/LFO</p>

		<p>Obligation for City of Derry Airport</p> <ul style="list-style-type: none"> <li>• Continue to work with the Department of Economy and EU Officials to ensure that City of Derry Airport remains compliant with State Aid requirements</li> <li>• Completion and submission of business case to Central Government to provide the financial assistance required to share the funding burden and secure the sustainability of the airport beyond 31<sup>st</sup> March 2021</li> </ul>	<p>Mar 2021</p> <p>June 2020</p>	<p>LAO/LFO/LLSO</p> <p>LAO/LFO</p>
DI 1	Recognition as a cohesive and high performing team which is recognised and valued within Council as providing specialist support and guidance and where there is a proactive approach to learning and gaining new knowledge	<ul style="list-style-type: none"> <li>• Contribute to the development and review of policies as required</li> <li>• Explore a range of innovative approaches to enhance accessibility to corporate policies</li> <li>• Deliver ongoing policy awareness sessions across the organisation to support the achievement of corporate objectives</li> <li>• Produce summary "at a glance" versions of key policies for use throughout the Council</li> <li>• Organise twice-yearly staff events involving all team members to promote cohesiveness and team identity</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Sept 2021</p> <p>Mar 2021</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>
DI 2	Ensure that safeguarding of children and	<ul style="list-style-type: none"> <li>• Provide Safeguarding Policy training,</li> </ul>	<p>Mar 2021</p>	<p>LDSIO</p>

	<p>adults is mainstreamed throughout all Council services by providing advice, guidance and direction</p>	<p>support and advice to ensure the implementation of the Council's Safeguarding Policy and Procedures throughout the organisation</p> <ul style="list-style-type: none"> <li>• Represent the Council at the Local Government Safeguarding Network</li> <li>• Maintain a confidential central record of safeguarding incidents, learning log and referrals to ensure compliance with the General Data Protection Regulation and promote safety</li> <li>• Hold at least 3 meetings of the Safeguarding Working Group</li> <li>• Produce content for a Safeguarding page on the Council website, including a promotional animation and details of support services</li> <li>• Share information about and participate in regional and national Safeguarding campaigns to raise staff awareness of safeguarding promotions</li> <li>• Develop and/or procure a Safeguarding e-learning tool for use by all staff hosted on the Learning Pool portal</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Oct 2021</p> <p>Mar 2021</p> <p>Nov 2021</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>
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DI 3	Provision of a clean, safe, welcoming and comfortable environment for staff and visitors	<ul style="list-style-type: none"> <li>• Undertake regular inspections and corrective actions to ensure compliance with health and safety, cleaning and other premises management standards</li> <li>• Implementation of enhanced car parking management arrangements</li> </ul>	Mar 2021	LDSIO
DI 4	Effective handling and processing of information that meets our legal obligations, protects people and represents good practice	<ul style="list-style-type: none"> <li>• Continue to promote the mandatory online GDPR training to staff in order to increase completion rate from current figure of 35%</li> <li>• Deliver Awareness sessions to all staff with no access to online training or no need for full GDPR training due to role within Council</li> <li>• Continuation of GDPR compliance checks to ensure compliance with Regulation. These will be carried out on an agreed regular basis within all work areas</li> <li>• Hold regular meetings with GDPR working group to review all work practices, policies and procedures to ensure GDPR compliance</li> <li>• Liaise with IT to ensure systems are regularly updated so GDPR security is maintained</li> <li>• Develop Council intranet site to ensure greater prominence for Data Protection</li> </ul>	Mar 2021 Mar 2021 Mar 2021 Mar 2021 Mar 2021	LDSIO LDSIO LDSIO LDSIO LDSIO

		<p>information</p> <ul style="list-style-type: none"> <li>• Introduce Corporate File Plan Council wide (after initial pilot in DSIU)</li> <li>• Identify good practice procedures and develop a policy that will manage the way that emails are stored and deleted</li> <li>• Introduce programme of checks on how hard copy information is stored with a view to reducing the current levels and facilitate migration to electronic copies</li> <li>• Develop and introduce a process for recording and updating access to folders (information) so that GDPR is adhered to</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>
DI 5	<p>Improve outcomes for citizens through ensuring effective management of resources and having arrangements in place to promote continuous improvement</p>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Produce an annual Performance Improvement Plan</li> <li>• Produce an annual Performance Report</li> </ul>	<p>Mar 2021</p> <p>Jun 2020</p> <p>Sept 2020</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>

		<ul style="list-style-type: none"> <li>• Achieve an unqualified audit in respect of the performance improvement duty</li> <li>• Continue to develop the Council's performance management framework by extending the use of Pentana software to directorates and providing the necessary training and ongoing guidance</li> <li>• Co-ordinate the collection and submission of APSE performance benchmarking information on an annual basis or as required</li> <li>• Complete the Corporate Plan 2020-23</li> </ul>	Dec 2020	LDSIO
			Mar 2021	LDSIO
			Mar 2021	LDSIO
			Oct 2020	LDSIO
DI 6	Proactive and innovative delivery of the Council's aspirations for good decision making and equality of opportunity	<ul style="list-style-type: none"> <li>• Support Council Officers in the Equality and Rural Needs Impact Assessment process when developing or reviewing policies/service delivery - roll out at least 2 training sessions</li> <li>• 100% of all new/reviewed policies and services will be subjected to the Equality Screening/Rural Impact Assessments and where necessary the Equality Impact Assessment processes</li> <li>• Carry out an audit of inequalities on Council services</li> </ul>	Mar 2021	LDSIO
			Mar 2021	L DSIO
			Mar 2021	LDSIO

		<ul style="list-style-type: none"> <li>• Ensure that equality awareness is included as part of HR induction unit</li> </ul>	Mar 2021	LDSIO
		<ul style="list-style-type: none"> <li>• Work with HR policy working group to ensure that equality considerations are included at the earliest stage of policy development – 100% of HR policies will have considered equality issues at development stage</li> </ul>	Mar 2021	LDSIO
		<ul style="list-style-type: none"> <li>• Work with HR team to ensure commitment to employing people with a disability is fully implemented</li> </ul>	Mar 2021	LDSIO
		<ul style="list-style-type: none"> <li>• Develop new approaches to ensuring all information emanating from Council is accessible</li> </ul>	Mar 2021	LDSIO
		<ul style="list-style-type: none"> <li>• Roll out awareness training on Code of Practice for organising accessible events – hold at least 2 awareness sessions</li> </ul>	Mar 2021	LDSIO
		<ul style="list-style-type: none"> <li>• Roll out awareness training on the importance of Monitoring participation in Council services - at least 2 awareness sessions</li> </ul>	Mar 2021	LDSIO
		<ul style="list-style-type: none"> <li>• Hold at least 2 meetings of the Equality Assurance and Oversight Group (EAOG) to provide updates and seek feedback on</li> </ul>	Mar 2021	LDSIO



		<p>progress of equality measures within the Community Plan delivery</p> <ul style="list-style-type: none"> <li>• Investigate scoping assistive technologies to improve access to Council services and engagement</li> </ul>	Mar 2021	LDSIO
DI 7	Improved access to Council services and facilities in other languages and formats and promotion of indigenous languages	<ul style="list-style-type: none"> <li>• Promote access to customer services and information in the Irish language in line with our policy commitments and action 100% of service requests</li> <li>• Undertake annual customer satisfaction survey and implement all improvement actions arising from these to identify trends and areas for improvement</li> <li>• Increase the profile and accessibility of the Council's Irish language services across a range of platforms (social media and web) by identifying innovative approaches to service promotion and customer-engagement</li> <li>• Develop and deliver projects and/or initiatives to promote the Irish language and Ulster Scots tradition – minimum 4</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>

		<p>projects</p> <ul style="list-style-type: none"> <li>• Secure grant aid from external funding organisations to deliver and develop events/initiatives to promote Irish/Ulster Scots culture and heritage with a range of partners</li> <li>• Deliver a programme of events to promote Irish/Ulster Scots – minimum 4 events</li> <li>• Continue to support and facilitate the Irish Language Community Network Forum – facilitate 3 meetings each year</li> <li>• Provide 4 general language awareness training initiatives to Council staff/members in order to build capacity and enhance mainstreaming and develop a Language Awareness e-learning tool for use by all staff</li> <li>• Provide weekly specialised Irish language training course for staff across locations at Derry and Strabane</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>
DI 8	Deliver improved customer satisfaction by improving customer support services and processes	<ul style="list-style-type: none"> <li>• Progress work against the Customer Service Excellence criteria by delivering Customer Care training to all appropriately identified staff</li> </ul>	<p>Mar 2021</p>	<p>LDSIO</p>

		<ul style="list-style-type: none"> <li>• Progress work against the Customer Service Excellence criteria by delivering telephone training to all appropriately identified staff</li> <li>• Carry out surveys, within 1 month of training completion to assess if improvement has been achieved in Customer Care and Telephone Handling</li> <li>• Develop Council intranet site (in liaison with IT) to provide single source for all information for Customer Care</li> <li>• Reduce response times for FOIs, EIRs, SARS by providing awareness/training sessions for all staff</li> <li>• Reduce response times for complaints by providing awareness/training sessions for all staff</li> <li>• Provide 2 briefings to reception staff on section functions and services</li> </ul>	Mar 2021	LDSIO
			Mar 2021	LDSIO
			Mar 2021	LDSIO
			Mar 2021	LDSIO
			Mar 2021	LDSIO
DI 9	Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their	<ul style="list-style-type: none"> <li>• Provide comprehensive and progressive support services to Elected Members and the Mayor to assist them in fulfilling their</li> </ul>	Mar 2021	LDSIO

	roles effectively	<p>roles effectively</p> <ul style="list-style-type: none"> <li>• Successful Reassessment against the NI Elected Member Development Charter Plus standard and action any identified areas of improvement</li> <li>• Assess member satisfaction with member support services; develop and implement improvement actions as necessary</li> <li>• Offer all Members the opportunity to complete a Personal Development Plan</li> <li>• Investigate options to enhance accessibility and or recording of Council Meetings</li> <li>• Hold at least three meetings of the Member Development Group</li> <li>• Investigate options to enhance accessibility and or recording of Council Meetings</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p>	<p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p> <p>LDSIO</p>
HR 1	Organisational Design and Effective Resources	<ul style="list-style-type: none"> <li>• Complete the final stages of the restructuring and harmonisation process</li> <li>• Develop a process to deal with employees who are at risk of redundancy</li> <li>• Continue to review recruitment processes in line with new legislation and good practice</li> <li>• Continue to identify opportunities to review</li> </ul>	<p>May 2020</p> <p>June 2020</p> <p>Mar 2021</p> <p>Mar 2021</p>	<p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p>

		<p>and reduce overtime</p> <ul style="list-style-type: none"> <li>• Progress disability policy and continue to develop initiatives to attract and encourage those with a disability into the workplace</li> <li>• Review and consider options to implement 7 day working across streetscape and cemeteries</li> <li>• Develop a process for carrying out exit interviews for employees</li> </ul>	<p>Mar 2021</p> <p>Jun 2020</p> <p>Sept 2020</p>	<p>LHRO</p> <p>LHRO</p> <p>LHRO</p>
HR 2	Healthy Workplace	<ul style="list-style-type: none"> <li>• Continue to develop and promote the health and wellbeing hub on the Council's intranet</li> <li>• Continue to promote a healthy work environment through a range of BeWell initiatives</li> <li>• Develop and roll out a programme for line managers on promoting attendance and wellbeing</li> <li>• Develop and roll out a programme for line managers on promoting attendance and wellbeing</li> <li>• Implement the new Cohort OH system</li> <li>• Roll out training on the new Menopause Policy</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Jun 2020</p> <p>Jun 2020</p> <p>Jun 2020</p>	<p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p>

		<ul style="list-style-type: none"> <li>• Continue to implement the Mental Health Charter</li> <li>• Promote the new Employee Assistance Programme</li> </ul>	Mar 2021	LHRO
			Apr 2020	LHRO
HR 3	Employee Relations and Staff Engagement	<ul style="list-style-type: none"> <li>• Continue to review and progress initiatives and process in line with the 5 categories outlined in the Employee Engagement Strategy</li> <li>• Plan and deliver Staff Engagement Event to include Dragons Den competition</li> <li>• Plan and deliver Staff Recognition Event</li> <li>• Continue to promote BeSocial through various team-building events</li> </ul>	Mar 2021	LHRO
			Jun 2020	LHRO
			Dec 2020	LHRO
			Mar 2021	LHRO
HR 4	Employment Policy and Systems	<ul style="list-style-type: none"> <li>• Continue programme of review and development of HR policies to include: <ul style="list-style-type: none"> <li>○ Emblems Policy</li> <li>○ Disciplinary Policy</li> <li>○ Secondment Policy</li> <li>○ Probation Policy</li> <li>○ Maternity/Paternity Policy</li> <li>○ Capability Policy</li> <li>○ Domestic Violence Policy</li> </ul> </li> <li>• Continue to review documentation and processes to ensure compliance with GDPR</li> </ul>	Mar 2021	LHRO
			Mar 2021	LHRO

HR 5	Organisational Development	<ul style="list-style-type: none"> <li>• Continue to review induction process for new employees</li> <li>• Continue to embed PDP process within the organisation</li> <li>• Review leadership training carried out to date and continue to promote relevant leadership development programmes for our senior managers</li> <li>• Continue to develop capacity-building programmes for line managers</li> <li>• Develop a pilot coaching/mentoring programme for line managers</li> <li>• Continue to roll out eLearning</li> <li>• Continue to review compliance training processes and courses</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Sept 2020</p> <p>Mar 2021</p> <p>Mar 2021</p>	<p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p> <p>LHRO</p>
LS 1		<ul style="list-style-type: none"> <li>• Maintain Council constitution</li> <li>• Complete review of Council standing orders</li> <li>• Progress implementation of Lexcel accreditation for Legal Services in Derry and Strabane</li> <li>• Maintain and update deeds audit in respect of Council property</li> </ul>	<p>Ongoing</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Ongoing</p>	<p>LLSO</p> <p>LLSO</p> <p>LLSO</p> <p>LLSO</p>
SP 1	Lead and facilitate the Community Planning process in the Derry City and	<ul style="list-style-type: none"> <li>• Convene and host at least 3 meetings of the Strategic Growth Partnership</li> </ul>	Mar 2021	SBM

	Strabane District council region	<ul style="list-style-type: none"> <li>• Co-ordinate, monitor and support Outcome Delivery Partnerships in the ongoing implementation of Strategic Growth/Community Plan actions</li> </ul>	Mar 2021	SBM
SP 2	Commence a review of the Strategic Growth Plan in line with legislative timeframe (NI Local Government Act 2014)	<ul style="list-style-type: none"> <li>• Undertake consultation an engagement with Community Planning stakeholders around key themes of governance/structures, actions and, use of data</li> </ul>	Mar 2021	SBM
SP 3	Successful participation in the Carnegie UK Trust Embedding Wellbeing in Northern Ireland Project and delivery of the associated projects being taken forward as part of the programme	<ul style="list-style-type: none"> <li>• Develop and implement a Community Engagement Strategy, action plan and associated communications and marketing activities directed towards the delivery of the Strategic Growth Plan</li> <li>• Develop and deliver a Youth Focused Participatory Budgeting pilot in line with the children and young people’s actions identified within Local Area Growth Plans.</li> <li>• Deliver a Shared Leadership Programme for members of the Strategic Growth Partnership to enhance the diffusion of power and collective decision-making abilities of community planning partners.</li> <li>• Deliver a co-production programme to</li> </ul>	Dec 2020	SBM
			Dec 2020	SBM
			Dec 2020	SBM



		build capacity within Local Growth Partnership Boards	Mar 2021	SBM
SP 4	Development of a detailed spending plan and work programme of activity across the three Regional Development Pillars for North West Strategic Partnership Working	<ul style="list-style-type: none"> <li>• Host 2 meetings of the NW Strategic Growth Partnership</li> <li>• Host 4 meetings of the NW Regional Development Group</li> <li>• Commitment of remaining NW Development Fund monies</li> <li>• Agree Project Expenditure Profiles for April 20-March 21 period</li> <li>• Quarterly monitoring of spend profiles</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Dec 2021</p> <p>April 2020</p> <p>June 2020</p> <p>Sep 2020</p> <p>Dec 2020</p> <p>Mar 2021</p>	<p>SBM</p> <p>SBM</p> <p>SBM</p> <p>SBM</p> <p>SBM</p> <p>SBM</p> <p>SBM</p> <p>SBM</p>
SP 5	Continue to provide effective media management and communication services within all Directorates and support services of Council	<ul style="list-style-type: none"> <li>• Create active media coverage and social media engagement that generates positive profile and coverage on all Council services, initiatives and events</li> <li>• Attend all committee meetings to ensure</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p>	<p>SBM</p> <p>SBM</p>

		<p>communication of Council decisions is communicated, and meet on a regular basis with representatives of each directorates to ensure their communication and PR needs are met and planned in advance</p> <ul style="list-style-type: none"> <li>• Continue to liaise regularly with all media contacts and look at opportunities to link in with regional and national media to extend awareness and recognition of Council activities, initiatives and events</li> <li>• 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</li> <li>• Continue with our media monitoring and evaluation service to analyse data so we can maximise our media reach and coverage</li> <li>• Continue to develop and increase our engagement within our social media platforms and update our social media skills through a bespoke training programme</li> <li>• Continue to develop and create proactive media content to ensure positive placements, and continue with positive</li> </ul>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p> <p>Mar 2021</p>	<p>SBM</p> <p>SBM</p> <p>SBM</p> <p>SBM</p> <p>SBM</p>
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		response times to all media queries • Issue two staff newsletters	Mar 2021	SBM
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### 3.5 Measures of Success and Performance

During 2020/21, 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 2020/21.

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2016/17 Performance	2017/18 Performance	2018/19 Performance	2019/20 Performance *9 mths only **6 mths only	2020/21 Target
AS 1 Establish and maintain the highest levels of good governance - Audit	<ul style="list-style-type: none"> <li>Delivery of planned audit work based on approved audit plan and completion of unplanned audit work as required to allow completion of the Annual Governance Statement for DCSDC</li> </ul>	80%	80%	100%	tbc	85%
	<ul style="list-style-type: none"> <li>% of Internal Audit Recommendations accepted</li> </ul>	100%	100%	100%	tbc	100%

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2016/17 Performance	2017/18 Performance	2018/19 Performance	2019/20 Performance *9 mths only **6 mths only	2020/21 Target
	by management <ul style="list-style-type: none"> <li>• % of Final Audit Reports completed and issued within 2 weeks of receipt of management responses</li> <li>• % completion of Internal Audit Plan for CODA Operations Ltd</li> </ul>	100%	100%	100%	tbc	100%
AS 3 Establish and maintain the highest level of purchase and payment systems and practices	<ul style="list-style-type: none"> <li>• Improve prompt payment performance - % of invoices paid within 30 days</li> <li>• Improve prompt payment performance - % of invoices paid within 10 days</li> </ul>	75%	82%	78%	*83%	90%
AS 5 Establish and maintain the highest levels of health and safety systems and	<ul style="list-style-type: none"> <li>• Number of Riddors reported</li> </ul>	10	8	1	tbc	4

<b>Outcome / Service Improvement Objective Reference</b>	<b>Performance Measure/Indicator</b>	<b>2016/17 Performance</b>	<b>2017/18 Performance</b>	<b>2018/19 Performance</b>	<b>2019/20 Performance *9 mths only **6 mths only</b>	<b>2020/21 Target</b>
practices						
AS 6 Establish and maintain efficient service delivery - Payroll	<ul style="list-style-type: none"> <li>% of staff receiving payslips and P60s via email</li> </ul>	42%	61%	72%	tbc	100%
SP 2 Development of a detailed spending plan and work programme of activity across the 3 Regional Development Pillars for North West Strategic Partnership Working	<ul style="list-style-type: none"> <li>Amount of funding drawn down from the NW Regional Development Fund</li> </ul>	n/a	n/a	£940,000	*£427,345	£900,000
SP 5 Continue to provide effective media management	<ul style="list-style-type: none"> <li>Press queries received</li> <li>Press releases issued</li> <li>Placements secured</li> </ul>				*948 *619 *4,190	Data only Data only Data only

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2016/17 Performance	2017/18 Performance	2018/19 Performance	2019/20 Performance *9 mths only **6 mths only	2020/21 Target
and communication services within all Directorates and support services of Council	<ul style="list-style-type: none"> <li>• AVE value of placements secured</li> <li>• Sentiment of placements secured</li> </ul>					Data only  Data only
DI 1 Recognition as a cohesive and high performing team which is recognised and valued within Council as providing specialist support and guidance and where there is a proactive approach to learning and gaining new knowledge	<ul style="list-style-type: none"> <li>• % of team who participated in a team meeting/team building activity</li> <li>• % of team that feel that they are kept adequately informed</li> <li>• % of team that feel they are valued and supported</li> </ul>		71%	100%	100%	100%
			65%	67%	tbc	70%
			70%	62%	tbc	70%
DI 3 Provision of a clean, safe,	<ul style="list-style-type: none"> <li>• % staff satisfaction with</li> </ul>			52%	tbc	60%

<b>Outcome / Service Improvement Objective Reference</b>	<b>Performance Measure/Indicator</b>	<b>2016/17 Performance</b>	<b>2017/18 Performance</b>	<b>2018/19 Performance</b>	<b>2019/20 Performance *9 mths only **6 mths only</b>	<b>2020/21 Target</b>
welcoming and comfortable environment for staff and visitors	<ul style="list-style-type: none"> <li>cleanliness standards</li> <li>% of staff who indicated that they were satisfied with their work environment (overall satisfaction)</li> </ul>			47%	tbc	60%
DI 4 Effective handling and processing of information	<ul style="list-style-type: none"> <li>Number of FOIs responded to</li> <li>FOI response times</li> <li>Number of EIRs responded to</li> <li>EIR response times</li> <li>Number of SARs responded to</li> <li>SAR response times</li> <li>Number of data breaches notified</li> <li>Number of GDPR compliance inspections/reviews undertaken</li> </ul>	335 93.9% 166 87% 18 100%	155 91.8% 128 87% 16 94%  1	204 87.7% 153 86% 22 100% 0 1	*170 *92% *74 *85% *10 *83% *2 tbc	Data only 90% Data only 90% Data only 90% 90% 0 4
DI 6 Good decision making and equality of opportunity	<ul style="list-style-type: none"> <li>% of all policies screened and where relevant subjected to</li> </ul>	100%	100%	100%	*100%	100%

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2016/17 Performance	2017/18 Performance	2018/19 Performance	2019/20 Performance *9 mths only **6 mths only	2020/21 Target
	EQIA or assistance provided <ul style="list-style-type: none"> <li>• Number of facilities with improved environment for those with a sensory impairment</li> <li>• % access support requests facilitated for Council run meetings/events</li> <li>• Number of Equality Assurance and Oversight Group meetings hosted</li> <li>• Number of complaints to the Equality Commission received</li> <li>• Number of service related equality complaints received</li> <li>• Number of requests for information in alternative formats responded to</li> </ul>	   100%  4  0  0	   100%  2  0  0  4	   100%  2  0  0  7	   tbc  tbc  tbc  *0  *0  *6	   Data only  100%  2  0  0  Data only



Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2016/17 Performance	2017/18 Performance	2018/19 Performance	2019/20 Performance *9 mths only **6 mths only	2020/21 Target
DI 7 Improved access to Council services and facilities in other languages and formats and promotion of indigenous languages	• PI16 Numbers Engaging with Language Service			1,00	*1,500	Data only
	• % Language Policies Reviewed	100%	100%	100%	tbc	100%
	• Irish Language Programme Evaluation		100%	100%	tbc	100%
	• Irish Language Community Forum-Meetings Facilitated	4	4	4	tbc	3
	• Additional Funding Secured for Irish/Ulster Scots	£3,000	£17,658	£19,658	*£17,488	Data only
DI 8 Deliver improved customer satisfaction by improving customer support services and processes	• Number of complaints received (Council overall)	77	89	8	*75	Data only
	• Number of formal complaints received (Council overall)	12	13	19	*31	Data only
	• Formal complaint response times		73%	83%	*66%	80%
	• Compliments received	23	73	85	*86	Data only
	• Total volume of external calls received (Council overall)		459,163	544,092	8333,129	Data only

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2016/17 Performance	2017/18 Performance	2018/19 Performance	2019/20 Performance *9 mths only **6 mths only	2020/21 Target
	<ul style="list-style-type: none"> <li>• Average time to answer external calls (Council overall)</li> <li>• Abandoned external calls % (Council overall)</li> <li>• % Elected Member training completed</li> <li>• Amount raised for Mayor's charities</li> <li>• Mayor's office engagements facilitated</li> <li>• Citizens' engagements with Mayor</li> <li>• Meeting papers circulation to Members</li> <li>• Minutes circulation to Members</li> <li>• % Elected Member satisfaction</li> </ul>		13	10.17	*15.89	10 secs
				4.69%	*5.07%	5%
				87%	tbc	80%
		£14,000	£8,000	£19,221	tbc	Data only
		989	976	791	tbc	Data only
		43,164	50,807	45,105	tbc	Data only
			100%	100%	*99%	100%
			100%	99%	*100%	100%
		97%	100%	100%	tbc	90%

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2016/17 Performance	2017/18 Performance	2018/19 Performance	2019/20 Performance *9 mths only **6 mths only	2020/21 Target
HR 2 Healthy Workplace	<ul style="list-style-type: none"> <li>% absence lost time rate</li> </ul>	6.9%	6.2%	5.5%	*6.3%	5.5%

## 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 these risks.

## Section Five – 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](mailto:john.kelpie@derrystrabane.com) Tel no 028 71253253 or 07739 882456

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