

Derry City & Strabane District Council

# **Corporate Plan and Performance Improvement Plan**

2016/17



Derry City & Strabane  
District Council  
Comhairle  
Chathair Dhoire &  
Cheantar an tSratha Báin  
Derry Cittyie & Strabane  
Districk Council

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# A foreword from the Mayor and Chief Executive

**Welcome to our Corporate Plan 2016/17 which incorporates our Improvement Plan for Derry City and Strabane District Council. This plan aims to build on our achievements during our first year of operation and to let our ratepayers, Elected Members, staff and other stakeholders know what progress we have made and what steps we will take in the coming year to achieve our goals and improve our services.**

The Plan takes into account the many challenges that lie ahead and reflects the Council's commitment to playing a central role in improving the quality of life in our district and region. It has been developed in parallel with the continuing community planning process. We are working with citizens, community and voluntary sector groups, statutory agencies and central government to develop a long term vision for the social, economic and environmental regeneration of our area. Over the past year, many of our local residents have contributed to eight local community planning working groups and the end result will be a Community Plan for the Derry City and Strabane District area and the establishment of a Community Planning Partnership to oversee its implementation.

The Corporate Plan for the forthcoming year sets out how we plan to work towards our mission, which is to deliver improved social, economic and environmental outcomes for everyone. We will build upon our achievements during our first year by promoting healthy communities, growing our business and facilitating cultural development and by protecting our environment while we deliver physical regeneration.

The Local Government Act (NI) 2014 requires the Council to put in place a framework to support continuous in the delivery of council services. This framework is set out in our Improvement Plan. Improvement means more than just gains in service output or efficiency. It is about activity that enhances the sustainable quality of life and environment for our ratepayers and communities. We are committed therefore to ensuring that our improvement objectives are relevant, that the best arrangements for delivering them are in place, and that we can understand and demonstrate the impact on the outcomes for citizens.

We seek to encourage and support local communities and businesses to become involved with us in achieving our objectives and are keen to get your feedback on any of the issues covered in this document. This is especially true of the improvement objectives and our contact details are set out further on in this document.



**John Kelpie**  
Chief Executive



Alderman **Hilary McClintock**  
Mayor





# About this document

## This document is set out in four key sections:

- **Section 1** sets out the context for our plans for 2016/17 and provides details of how we have engaged citizens and stakeholders in our planning processes, how our plans fit together and what we have achieved in 2015/16.
- **Section 2** relates to the Corporate Plan for Derry City and Strabane District Council for the year 2016/17. The Corporate Plan explains our priorities for the forthcoming year, what the Council will do to help achieve these and how the Council will spend its budget in support of these priorities.
- **Section 3** relates specifically to our improvement objectives for 2016/17
- **Section 4** provides details of your local Councillors and contact details.

## Engaging with our Citizens

**One of the values set out in our corporate plan 2015/16 was our commitment to one unified Council with the needs of local communities and businesses at the core of what we do. Fundamental to achieving such an approach is proactive and meaningful engagement with our citizens and stakeholders.**

The Council initiated a co-design process to develop the draft community plan for Derry City and Strabane District Council. This drafting process was officially launched on 4th June 2015 with the establishment of eight thematic working groups. These eight thematic working groups completed their tasks in late Autumn 2015 and submitted their content for consideration.

A process of one-to-one engagement was then undertaken by the Directors with the statutory agencies to discuss and agree the emerging actions arising from the co-design process in order to ensure deliverability.

A significant and tailored programme of engagement with Children and Young People was also implemented as part of this process, the results of which were considered in the drafting of the emerging outputs.

In addition to this engagement, a baseline statistics document was produced, a citizen survey was undertaken - which surveyed 1,400 households in the Derry City and Strabane District Council area and a series of focus groups with equality groups was held. The results of this can be viewed on the dedicated pages of our website: <http://www.derrystrabane.com/Subsites/Community-Planning/Community-Planning>. Key findings from our baseline citizen survey are set out in Appendix 2.

As of March 2016, the Council has undertaken over 5,000 citizen engagements in the development of the community plan. 4 stakeholder plenaries were held with an average of 130 people in each, 4 task and finish working groups were held with an average of 40 people in each, a citizen survey was issued to 1,400 households, 575 focus groups were held, 8 thematic working groups worked up content over Summer/Autumn 2015 with 2,200 people engaged and 8 local community planning groups have been established with over 400 people registered.

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## How our plans fit together

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

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

Delivery of the vision and objectives set out in the Strategic Community Plan will be supported through the expression of objectives, priorities and actions in the Corporate Plan of Derry City and Strabane District Council (and the corporate plans of other stakeholder organisations).

Pending the completion of the Strategic Community Plan 2016 – 2030, the Council agreed a Corporate Plan for 2015/16 which was informed by six engagement sessions in July and September 2014. This involved new council Elected Members, the Transition Management Team, senior staff from transferring functions, approximately 260 staff from across the two legacy councils (at all grades) and transferring functions and local and regional Trade Union

representatives. These engagement events were designed to co-develop the strategic direction and principles which formed the organisational design. The outputs from these have been used to formulate the first year corporate plan and structure of the organisation.

Twelve local engagement sessions were also held in January and February 2014 to engage directly with citizens and to ascertain their views and aspirations for the new Council. This Corporate Plan 2016/17 continues to reflect the mission and objectives set out in the Corporate Plan 2015/16 pending the finalisation of the Strategic Community Plan.

As we did last year, directorate delivery plans have been prepared to help ensure that those priorities set out at a corporate level are cascaded to and actioned. Work is also being progressed on defining individual contributions to the delivery of directorate and team plans and ultimately the corporate plan through our evolving employee development and appraisal process.

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



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

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

The planning and improvement framework set out above comprising the Strategic Community Plan, Corporate Plan, Performance Improvement Plan and Directorate Plans is augmented by a performance review framework including:

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

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



## Corporate Planning, Improvement and Performance Review Framework

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

#### "Making it happen" - Strategic Community Plan 2016-2030.

The district's integrated plan captures the shared outcomes for the area.

#### Derry City and Strabane District - 2 yearly Area Performance Report.

Measures the district's performance against the shared outcomes set out in the Strategic Community Plan and the shared outcomes for the area.

### Council: Plans and Performance Review

#### Derry City and Strabane District Council - Corporate Plan 2016/17

Corporate Plan captures the council's contribution to the 'Making it Happen' Strategic Community Plan. The resources required are reflected in the Annual Rates Estimates.

#### Improvement Plan 2016/17 -

Improvement Objectives 2016/17 for the forthcoming year.

#### Annual Performance Report 2015/2016 -

Sets out what we have achieved in the previous year and how we have met our performance improvement duty.

### Directorate: Plans and Performance Review

#### Directorate Delivery Plans

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

### Individual: Development Plans and Performance Review

#### Personal Performance and Development Reviews

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

# How we have performed

**Key achievements 2015 – 2016** - Whilst Derry City and Strabane District Council only officially came into existence on 1 April 2015, and substantial work was progressed managing the transition from the two legacy councils, the last 12 months have also seen a focus on delivering services and improving the infrastructure in the Council area.

Examples of the key achievements, under the objectives set out in the Corporate Plan 2015/16 include:

## Objective: **Protect our environment and deliver physical regeneration**

- Delivering more than £23.5 million of capital projects which have included: the Foyle Arena, the Siege Museum, the Waterside Greenway, new community centres in Creggan and Lettershandoney, new multi-use games areas (MUGAs) in Newbuildings and new play areas in Crilly Park Killeter, Leafair, and Melvin, upgrades to play areas, sports halls and community centres, and undertook improvement works at the Tower Museum and Sperrin Heritage Centre;
  - Securing funding of £10.69 million from external sources to fund our capital development programme;
  - Progressing £5 million of regeneration works to Brooke Park which will open in summer 2016;
  - Being recognised for excellence in horticultural services by winning the Ulster in Bloom City Category, Britain in Bloom Small City Award (silver gilt), Garden Show Ireland (best interpretation of theme);
  - Successfully taking over the planning function from the Department for the Environment, and progressing 792 planning applications during the course of the year.
- In terms of environmental services, we have been responsible for:
- Collecting approximately 2.9 million domestic refuse collection bins
  - Keeping approximately 1500km of streets clean
  - Cutting grass the equivalent of more than 7600 full-size sports pitches
  - Planting more than 1300 floral displays (approximately 160,000 bedding plants) and
  - Rolling out 6000 green waste bins and more than 6000 food caddies.

Objective: **Grow our business and facilitate cultural development**

- Promoting 198 jobs through the delivery of the Business Start Programme (regional start initiative);
- Providing support to 650 businesses through the Enterprise Week/Fashion Fest and showcasing 16 local retailers and 19 local designers;
- Securing £7.54 million from the EU Rural Development Programme 2014- 2020;
- Securing almost £1.7 million over three years (to March 2018) to progress the unemployed and economically inactive closer to employment through capacity building, personal development, mentoring and employment initiatives;
- Supporting 72 people into employment through the Kick Start to Work programme and partnering with the Department for Social Development to co-design a voluntary pilot project called “Want to Work?”;
- Delivering a “Meet the Buyer Event” which catered for 30 suppliers, 20 buyers and resulted in 264 one to one sales meetings;
- Submitting Interreg funding applications for “smart creative hubs” and “enhanced innovation of SMEs”;
- Securing the marketing and communications contract for the delivery of the regional start initiative on behalf of all Councils;
- Delivering 18 marketing campaigns for Council events attracting over 263,000 visitors and achieving a positive media impact of £1.04 million in value;
- Achieving over 377,000 visitors to the Council’s new website;
- Achieving a 5% increase in visitor numbers to the Guildhall (312,704) the Tower Museum (22,749) and hosting over 210 days of activity with more than 81,000 users at the Alley Theatre;
- Completing the £110,000 EDRF Rural Tourism Programme which supported more than 60 businesses and generated 10% business uplift for 83% of the participants;
- Securing runner-up position for Derry in the “Foodie Town Ireland 2015” competition;
- Funding 30 external events to the value of £228,200 including 21 community festivals, four legacy events and five festivals under service level agreements;
- Attracting over 50,000 visitors to the Banks of the Foyle Halloween celebrations and gaining international recognition as the “Best Halloween Destination” in a USA Today reader’s poll.



Objective: **Promote healthy communities**

- Opening new, leading edge sports and leisure facilities in the form of the £12.7 million Foyle Arena;
- Providing leisure centre facilities that attracted 874,034 visits by users;
- Involving 9,844 people in multi sports activity as part of the Active Communities programme;
- Delivering a successful events programme including summer schemes, Good Relations Week, fun days, marathon and providing Safety Advisory Group support for 26 events;
- Awarding £161,000 to 42 groups for good relations activities involving some 3,200 adults and 16,000 children;
- Securing funding to assist with preparations for the mandatory food hygiene rating scheme;
- Investigating and responding to 1987 environmental health service requests and completing 376 responses to formal planning consultations;
- Completing visits to 7345 homes and referring 1197 surveys to NIHE for affordable warmth measures;
- Dealing with 40,000 advice queries through providing £700,000 of support to advice agencies;
- Supporting 44 neighbourhood watch schemes covering some 1,700 homes;
- Registering 4394 total life events including 2432 births and 1313 deaths.





Objective: **Provide effective and facilitative cross functional support services**

Our strategic support services have also made significant progress during the year and we have:

- Engaged with more than 5000 stakeholders in developing the Community Plan – the long term strategic plan for the Derry City and Strabane District Council area;
- Established an innovative strategic model for regional development and growth in the North West Region comprising the North West Growth Partnership (which will play a key role in supporting central government to deliver the North West Gateway initiative and in tracking key central government investments relevant to the growth of the North west region) and the North West Regional Development Group which will focus on advancing regional economic growth, physical development and community and social well-being;
- Promoted a strong NW Regional Focus and £2.5m secured as part of the Fresh Start Agreement;
- Achieved Occupational Health and Safety Management Systems requirements (BS OHSAS 18001) recognition for our occupational health and safety management systems;
- Completed an overhaul of procurement procedures and processes;
- Developed an integrated legal services team which provides services not only to Derry City and Strabane District Council but also to the Causeway Coast and Glens Borough Council and to the Fermanagh and Omagh District Council;
- Introduced regimes to manage performance and risk and promote continuous improvement;
- Introduced a range of proactive measures to promote transparency in our decision-making processes including webcasting our monthly Council meetings and publishing agenda, reports and minutes through our website;
- Achieved Elected Member Development Charter status;
- Implemented the “Living Wage” for our staff;
- Established innovative schemes to promote health and wellbeing and volunteering;
- Developed an e-learning platform to help develop future capacity;
- Completed an efficiency plan which realises recurrent savings of £1.132 million.

Further details on all the work that we have progressed during 2015-2016 can be found in individual Directorate Delivery Plans.

# Derry City & Strabane District Council - Strategic Community Plan 2016-2030

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

An overarching vision for the draft Community Plan has been agreed and a series of priority outcomes has been identified. These outcomes aim to make Derry City and Strabane District Council a place where there is:

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

The emerging, draft 8 priority outcome areas, 22 strategic outcomes, 34 draft indicators and draft actions of the co-design process for the social, economic and environmental wellbeing pillars are now in a state of readiness for pre-consultation discussion and engagement before the draft Community Plan is formally scripted, graphically designed and formally launched for consultation. Details of the draft priority outcome areas and strategic outcomes, under the pillars of social, economic and environmental well-being are set out in the table below.

Our Corporate Plan and Improvement Objectives support these outcomes.



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

<b>Social</b>	<b>Economic</b>	<b>Environmental</b>
<b>Community Development</b>	<b>Entrepreneurship, Enterprise &amp; Regional Competitiveness</b>	<b>Physical &amp; Environmental Regeneration</b>
<b>1.</b> We are more actively engaged and can influence decisions which affect us	<b>8.</b> We have grown our economic base by being more entrepreneurial, creative and business ready	<b>15.</b> Our Local Development Plan contributes to the development of sustainable communities and to meeting housing need
<b>2.</b> We have safer communities with access to quality facilities and services	<b>9.</b> We are a connected, contributing economy	<b>16.</b> We benefit from well designed and managed green space
<b>3.</b> Our community and voluntary sector is more resilient and sustainable	<b>10.</b> We have a competitive advantage because we are more specialised and innovative	<b>17.</b> We support environmental stewardship
<b>Health and Wellbeing</b>	<b>Education and Skills</b>	<b>18.</b> We value and enhance our environment
<b>4.</b> We have improved physical and mental health and a reduction in health inequalities	<b>11.</b> Our young people have improved attainment levels	<b>Energy, Infrastructure and Transport</b>
<b>5.</b> We are more physically active	<b>12.</b> As a North West Learning Region we have increased training and learning opportunities	<b>19.</b> We have a secure and affordable energy supply
<b>6.</b> We are supported to live long, age well and independently	<b>13.</b> We have a better skilled and educated workforce	<b>20.</b> We have grown our Zero waste circular economy
<b>Children and Young People</b>	<b>Tourism, Arts and Culture</b>	<b>21.</b> We have more integrated, sustainable and accessible transport
<b>7.</b> Our children and young people are safer, healthier, more respected and included and have enhanced opportunities to fully realise their potential	<b>14.</b> We are the cultural destination of choice and offer world-class visitor experiences	<b>22.</b> Our water is cleaner and clearer and more effectively managed



As highlighted in Section 1, in developing our Community Plan, extensive consultations involving approximately 5,000 citizen engagements have been undertaken to ensure that local communities and organisations have helped shape our priority outcomes.

Further engagement with the thematic working groups will begin in May 2016 to discuss and agree the draft emerging content. A range of meetings has also been held with the Co-Chairs of the Thematic Groups to receive early feedback on emerging content. In addition, as information on the emerging Programme for Government becomes available, officers within Council will work to ensure that there is a strategic fit with any emerging outcomes and indicators arising from the Programme for Government.



# The Corporate Plan 2016/17

## Introduction

**Our Corporate Plan (2016-17) is an interim document pending the final approval of our Strategic Community Plan. It represents our priority outcomes as a Council for the next year.**

This was developed in line with the framework for the Community Plan and represents the actions we will undertake above and beyond the everyday working of council services. The plan takes the emerging Community Plan as a starting point, to ensure that we are delivering our commitments and to highlight the priorities that the Council must take forward.

The emerging Strategic Community Plan identifies eight priority outcomes and 22 draft strategic outcomes under the pillars of economic, social and environmental well-being. Many of the council's services will contribute towards achieving more than one of the priority outcomes identified, and it is important to recognise that achievement of each priority will contribute, in part, to the achievement of others. Some themes, such as equality and sustainability cut across each of the priority outcomes.

### Strategic Community Plan

**8 Priority Outcomes**



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**22 Strategic Outcomes**





## Our Mission

Derry City and Strabane District Council mission has remained unchanged from 2015/16, pending review once the Community Plan is finalised and agreed. We are committed to working to:



**Deliver improved social, economic and environmental outcomes for everyone.**

## Corporate Objectives

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

**Our corporate objectives are to:**

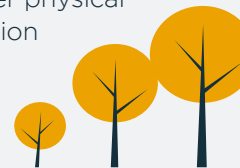


Promote

**Healthy communities**

**Protect our environment**

and deliver physical regeneration



**Grow**

our business and facilitate cultural development

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



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

## Community Plan Well-being Pillar and Priority Outcome Area

### Corporate Plan Objectives

#### Social Well-being

To improve the quality of life of all our people now and in the future.

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

Promote

## Healthy communities



#### Economic Well-being

To grow and sustain our economy to create more and better employment opportunities.

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

## Grow

our business and facilitate cultural development

#### Environmental Well-being

To live in a low carbon sustainably designed and connected region.

- Physical and Environmental Regeneration
- Energy, Infrastructure and Transport

## Protect our environment

and deliver physical regeneration



Provide effective and facilitative cross functional support services

## Corporate Values

These corporate values will guide what we do, and our working relationships with each other, our residents and our partner agencies.

Our Corporate Values define who we are and how we do business. These are the beliefs that guide our actions, set our direction and help us every day to plan for the future.










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

# Cross cutting themes

## Our commitment to promoting equality

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

### People of different:

 <b>Religious belief</b>	 <b>Sexual orientation</b>
 <b>Political opinion</b>	 <b>Men and women</b>
 <b>Racial group</b>	 <b>People with and without a disability</b>
 <b>Age</b>	 <b>People with and without dependants</b>
 <b>Marital Status</b>	

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

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

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

## Our commitment to sustainable development

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



**“Development which meets the needs of the present without compromising the ability of future generations to meet their own needs.”**

(The Brundtland Report, 1987)

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

# 2

## Our Resources 2016/17

**In February 2016, Derry City and Strabane District Council agreed a new annual district rate, which with the regional rate, will result in an increase of 2.15% for the Council area.**

On the basis of average property valuations being lower than in other Council areas, the average ratepayer in the Derry City and Strabane District Council area will continue to pay lower rates bills than average ratepayers in the majority of other Council areas.

Overall the increase will signify a 1.93% rise for ratepayers living in Derry and an increase of 2.5% for those living in Strabane. This amounts to an additional £15.34 per annum (29p per week) for an average Derry domestic ratepayer and £19.42 per annum (37p per week) for the average domestic ratepayer in Strabane.

### **Rates Breakdown**

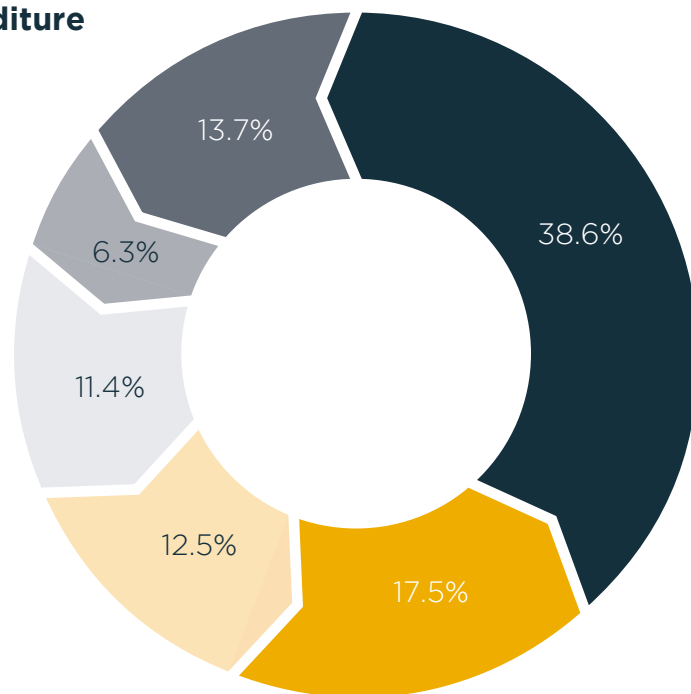
The Council's estimated revenue expenditure (net of specific grant income and fees and charges from council services) in 2016/17 will be £54.846m.

### **Net Revenue Expenditure**

The following chart demonstrates how this money will be spent:-



## Net Revenue Expenditure

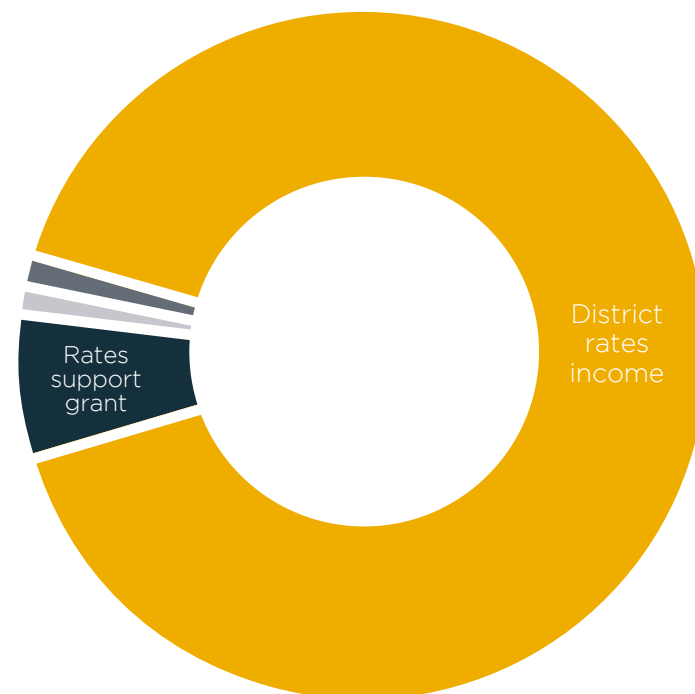


\*This includes a sum of £850,000 which has been ring-fenced for council's emerging community plan and investment plan.

Environment and Regeneration	£21.192m
Health and Communities	£9.571m
Business and Culture	£6.874m
Capital plan	£6.253m
City of Derry Airport	£3.445m
Cross Cutting Support* (incl Council)	£7.511m
<b>Total Net Expenditure</b>	<b>£54,846,217</b>

## Total Income

For the financial year 2016/17, the net expenditure will be funded from the following sources of income:-



District rates income (including de-rating grant)	£50,030,194
Rates support grant	£3,884,730
Transferring functions grant	£331,293
Reserves	£600,000
<b>Total income</b>	<b>£54,816,217</b>



## Rates breakdown per household

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

	Derry	Strabane	Current 2015/16 NI Council Average
Average Property Value (£)	94,875	94,875	118,005
District Rates Bill Before Relief (£)	419.82	419.82	394.94
District Rate Relief (£)	0	12.24	
District Rate (£)	419.82	407.58	394.94
Regional Rate (£)	390	390	470.37
<b>Total Rate Bill for 2016-17 (£)</b>	<b>809.92</b>	<b>797.58</b>	<b>865.31</b>

## Our Plans for Growth 2016/17

The new Council has already in its first year been able to realise efficiencies of £1.132m (mainly through staff restructuring and other convergence initiatives) which offset in entirety the impact of a number of significant financial challenges. Council has had to absorb a series of statutory pressures such as a 3.4% increase in national insurance costs, as well as make provision for budget shortfalls following the transfer of functions from Central Government. This Council has also taken the lead in implementing a living wage for all its employees ahead of the statutory living wage requirements.

The decision by Central Government to protect the Rates Support Grant for local Councils for 2016/17 has put the Council in a better position to make appropriate revenue and capital investments necessary to stimulate growth moving forward. There will also be a strong emphasis on growing business support alongside opportunities to sustain, promote and create jobs.

## Capital Investment

The Council has made significant progress in relation to its Community Plan which will require significant investment, part of which will include an ambitious capital plan consisting of new leisure developments community centre provision, parks and play provision, greenways and public realm and museum and visitor attractions. With this in mind Council was focused when striking the rate to take into account the medium and longer term funding requirements to ensure Council can deliver on these plans and aspirations

The emphasis in 2016/ 2017 is making additional provision to fund an ambitious investment programme across the entire new Council area.

The new investment through the Capital Fund Programme will bring Council's total capital investment programme to £64.416m, of which 50% has been secured from external sources. Building on recent investment of over £44m in a range of projects including the Foyle Arena, the regeneration of Brooke Park, the ongoing development of the Waterside Greenway, Melvin Outdoor Play Area, Strabane Pedestrian Bridge and Sperrin Heritage Centre, the new Council - subject to confirmation of external funding - has allocated funding to enable the delivery of a further £20m of signature projects. These further commitments include the redevelopment of the Brandywell Stadium, the Melvin 3G pitch, and the delivery of a number of new community play parks across Derry and Strabane.

## Culture investment

At the centre of the Community plan strategy is economic, social and environmental regeneration, with specific emphasis this year on making additional provision to fund an ambitious investment programme across the entire new Council area. This will involve developing the city and region's festivals and events and growing business support alongside opportunities to sustain, promote and create jobs. In addition to Council's annual festivals and events, 2016/17 will see the return of the Clipper festival and also investment set aside towards the Northern Ireland Year of Food celebrations. It is important that this investment is made to ensure sustainability of events in the future and to establish confidence with the private sector and to help attract more visitors into the region. Investment in areas like the Northern Ireland Year of Food is an opportunity to highlight and celebrate our food and drink successes to date, raise awareness and boost the destination reputation in order to drive quality, innovation, creativity and entrepreneurship in these sectors while also increasing visitor numbers.

The new Council is committed to delivering improved, more efficient and customer-focussed services across the whole of the new Council area for all ratepayers and to work in partnership with communities, businesses, statutory agencies and all government departments to improve the quality of life of its citizens, as well as promoting and encouraging investment and driving growth and prosperity.

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

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

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

An illustration of how emerging priorities at a community planning level are related to the work that the Council will undertake during 2016/17 is highlighted in the diagram below.

Further detail in relation to the projects and plans identified below can be found in the relevant Directorate Delivery Plans. These plans are available on the council’s website at **[www.derrystrabane.com](http://www.derrystrabane.com)**.



**Improved social,  
economic and  
environmental outcomes  
for everyone.**

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

### Community Plan Well-Being Pillar and Priority Outcome Area

### Corporate Plan Objectives

### Directorate Delivery Plans Key Service Outcomes 2016/17



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

## Key actions for 2016/17

### Objective: **Promote Healthy Communities**

We will deliver this objective by:	How we know that we have been successful
<ul style="list-style-type: none"> <li>Developing strategies, action plans to increase participation and engagement from a rural and section 75 perspective</li> <li>Implementing the recommendations arising from the emerging community centre review with aspecific focus on rural areas</li> <li>Reviewing service level agreements and grant aid provision for community development services and engaging with Department for Communities to develop a new programme of support</li> </ul>	<ul style="list-style-type: none"> <li>Communities are more sustainable and resilient</li> </ul>
<ul style="list-style-type: none"> <li>Developing and delivering targeted programmes</li> <li>Engaging in partnerships with the Loughs Agency, PHA and other partners to develop a Foyle blueway access and animation programme</li> <li>Delivering health improvement initiatives to support World Health Organisation themes including an age friendly city</li> </ul>	<ul style="list-style-type: none"> <li>The numbers of visits to leisure facilities have increased by 5% to 917,735.</li> </ul>
<ul style="list-style-type: none"> <li>Implementing proactive management, inspection, enforcement, investigation and consultation responses which meet regulatory and statutory targets for environmental protection, food safety, health and safety, dog control, animal welfare, consumer protection and licensing functions</li> </ul>	<ul style="list-style-type: none"> <li>100% of planned food hygiene and food standards inspections for category A and B premises have been completed within the year</li> <li>100% of annual planned health and safety inspections for and risk categories A, B1 and B2 premises have been completed</li> </ul>
<ul style="list-style-type: none"> <li>Engaging children and young people through the Children and Young Peoples' Partnership</li> <li>Adoption of UK Child's Rights framework</li> <li>Developing a Child's Rights partnership</li> <li>Developing the European Youth Capital engagement process</li> <li>Scoping and agreeing a localised structure for involving children and young people in decision making</li> <li>Establishing a child poverty action group</li> <li>Taking forward the bid for European Youth Capital 2019 (EYC19)*</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities have been created for engaging with children and young people and targeting services at key areas of need</li> </ul>

Further information on the above initiatives can be found in the Health and Community Directorate Delivery Plan

\*Dedicated plan



## Objective: : **Grow our business and facilitate cultural development**

We will deliver this objective by:	How we know that we have been successful
<ul style="list-style-type: none"> <li>Developing and enhancing the Visitor Service experience at Council managed venues.</li> </ul>	<ul style="list-style-type: none"> <li>Visitor numbers to and bookings for council attractions have increased by 5% to 352,200 and 402 respectively</li> </ul>
<ul style="list-style-type: none"> <li>Delivering the Tier 1 events programme which includes City of Derry Jazz Festival, Strabane Half Marathon, NW Angling Fair, Summer Jamm, Legenderry Maritime Festival, Waterside Half Marathon, Sperrins Walking Festival, Culture Night, Halloween, Autumn Harvest Festival, Craft Fair, Christmas Switch On/Festive Time, Wild Water Event (N'stewart), St Patrick's Day</li> </ul>	<ul style="list-style-type: none"> <li>Total visitor numbers to Tier 1 events have increased by 5% to 276,300</li> </ul>
<ul style="list-style-type: none"> <li>Delivering programmes designed to support new, emerging and established enterprises in the key priority growth sectors: Digital/Creative Industries, Life and Health Sciences, Advanced Manufacturing and Tourism and Culture.</li> </ul>	<ul style="list-style-type: none"> <li>30 new jobs have been promoted through the local economic development programme</li> </ul>
<ul style="list-style-type: none"> <li>Delivering the new Council Business Start Up Programme</li> <li>Delivering the ESF Kick Start To Work programme</li> <li>Working with the Department for Communities to further implement pilot programmes under the Economic Inactivity Strategy for NI.</li> <li>Leading an employability and skills stakeholders group to develop a strategic, coherent City &amp; District wide approach to employability and skills</li> </ul>	<ul style="list-style-type: none"> <li>208 jobs have been promoted through the Business Start-up Programme</li> <li>Getting 59 people into employment and 57 into further education through the Kick Start to Work Programme</li> </ul>
<ul style="list-style-type: none"> <li>Investing in the public realm, environmental improvement initiatives</li> <li>Establishing a cross sectoral working group to maximise the opportunities and potential of the city and town centres</li> <li>Developing a City Centre and Town Centre Urban Development Strategy/Scheme</li> </ul>	<ul style="list-style-type: none"> <li>The attractiveness and vibrancy of our city and town centres has been enhanced</li> </ul>
<ul style="list-style-type: none"> <li>Reviewing and improving workflow systems and protocols to streamline the delivery of the marketing service</li> <li>Developing associated evaluation frameworks for campaign and service delivery</li> <li>Developing opportunities in digital and content marketing</li> </ul>	<ul style="list-style-type: none"> <li>Social media engagement and audience reach across social media platforms has increased by 5% to 131,400</li> </ul>

Further information on the above initiatives can be found in the Business and Culture Directorate Delivery Plan

Objective: **Protect our environment and deliver physical regeneration**

We will deliver this objective by:	How we know that we have been successful
<ul style="list-style-type: none"> <li>• Opening £1.5 million recycling centre at Pennyburn</li> <li>• Installing additional recycling equipment</li> <li>• Implementing new organisational structures</li> <li>• Progressing the redevelopment/relocation of Castlederg and Eglington recycling centres</li> <li>• Developing and implementing a waste communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Recycling/composting levels have increased to 40%</li> </ul>
<ul style="list-style-type: none"> <li>• Completing a roundabout planting scheme in Strabane</li> <li>• Engaging communities in the Pride of Place scheme</li> <li>• Reviewing planting/floral displays in rural communities</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition/award achieved in regional/national environmental competitions</li> </ul>
<ul style="list-style-type: none"> <li>• Commencing the final Townscape Heritage Initiative capital projects and pursuing further funding for heritage led regeneration schemes</li> <li>• Providing professional design, project management services in respect of a range of council sponsored projects</li> <li>• Completing the £5 million regeneration of Brooke Park</li> <li>• Commencing construction works at the Brandywell Stadium site</li> </ul>	<ul style="list-style-type: none"> <li>• Public realm and infrastructure improvements delivered</li> <li>• Heritage led regeneration capital projects completed</li> </ul>
<ul style="list-style-type: none"> <li>• Reviewing Planning Committee protocol and delegated scheme</li> <li>• Streamlining tasks and activities</li> <li>• Focusing on major applications to improve quality and timeliness</li> <li>• Building the capacity of elected members and staff</li> <li>• Improving customer accessibility</li> <li>• Reviewing the Planning Portal</li> </ul>	<ul style="list-style-type: none"> <li>• All major planning applications processed within 30 weeks</li> <li>• All local planning applications processed within 15 weeks</li> <li>• 70% of all new planning enforcement complaints processed within 39 weeks of receipt</li> </ul>

Further information on the above initiatives can be found in the Environment and Regeneration Directorate Delivery Plan

# Monitoring and Reporting Progress

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

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

In addition, the Council will publish a Performance Report by the end of September 2017, providing details of how we have performed in the 2016/17 year.



# The Performance Improvement Plan 2016/17

## Introduction

**Part 12 of the Local Government Act (NI) 2014 puts in place a framework to support continuous improvement in the delivery of council services, in the context of strategic objectives and issues that are important to those who receive those services.**

As near as possible to the start of each financial year (and no later than the end of June), the Council has an obligation under the Local Government Act (NI) 2014 to publish a Performance Improvement Plan. By producing this plan residents can find out what we intend to do over the coming year and what they can expect to see if we achieve our Improvement Objectives.

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

## Identifying our Improvement Objectives

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

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

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



These were subsequently shortlisted to those which had the most potential for impacting on the quality of life our citizens and their experiences of the Council/Council services.

We invited key stakeholders involved in our community planning working groups to comment on our proposed objectives and sought public opinion on the proposed objectives, via an online survey and social media. Our Improvement Objectives have also been subject to scrutiny and challenge by Elected Members.

The five Improvement Objectives for 2016 -2017 are set out in the table below. This table also shows how each individual improvement objective relates to the improvement criteria set out in Part 12 of the Local Government Act (NI) 2014:



Improvement Objective	Criteria:						
	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
To grow Business Start Ups by 5% in 2016/17 focussing on the priority sectors identified in the Integrated Economic Strategy for Derry & Strabane.	✓	✓	✓			✓	✓
To help people to develop and adopt healthy lifestyles through increasing participation in high quality leisure, sport and healthy living activity.	✓	✓	✓				
To increase sustainable development through enabling higher quality planning and building control submissions resulting in a more integrated and effective Planning and Building Control system and quality outputs.		✓			✓	✓	
To deliver improved customer satisfaction by improving customer support services and processes.		✓	✓	✓			
To support Council's investment and capital aspirations by facilitating the development of a funding strategy and growth plan and by improving medium term financial planning in the organisation so that rates planning becomes a continuous live process throughout the year.	✓				✓	✓	

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

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

## Improvement Objectives 2016 – 2017

Improvement Objective 1	To grow Business Start Ups by 5% in 2016/17 focusing on the priority sectors identified in the Integrated Economic Strategy for Derry & Strabane.
Lead Officer	Director of Business and Culture
Why we selected this objective	
<p>As part of Local Government Reform, Councils have been given additional powers and functions. These new responsibilities include the transfer of some local economic development functions from Invest Northern Ireland (Invest NI). These functions include support currently being delivered by Invest NI including:</p> <ul style="list-style-type: none"> <li>• enterprise awareness;</li> <li>• start a business activity;</li> <li>• social entrepreneurship;</li> <li>• youth entrepreneurship; and</li> <li>• start-up activity for under-represented groups (females, NEETs).</li> </ul> <p>The transfer of functions will provide local councils with a strengthened role in supporting new start-ups and in the growth and development of SMEs as a means to accelerate sustainable local economic development. By taking on new functions, local government will be able to provide guidance and advice - from initial business idea generation right through to the time when the business is established and successfully trading in the domestic market.</p>	

Invest NI currently delivers the business start function via the Regional Start Initiative (RSI), known regionally as the Go For It Programme. The transfer of the business start and enterprise functions is an opportunity to consider the delivery of related services better aligned to Council's existing local economic development remit. Any future programme of support must align with overarching economic development and regeneration strategies and must also deliver outputs in line with transferring budgets and maximise achievement of future targets set by central government as a minimum requirement.

Derry City and Strabane District Council has been leading on the development of a new Business Start Up programme based on the following:

- a high degree of consistency with the aims of economic development policy at the NI level;
- compelling evidence of market failures currently affecting enterprise development in NI;
- strong support for a universal, high volume start-up support programme amongst relevant stakeholders;
- a clear need to stimulate private sector growth and employment creation in the NI economy post-recession;
- a need to address persistent under performance in business creation and entrepreneurship in NI relative to the rest of the UK; and
- a gap in the landscape of available start-up support following the discontinuation of the current Regional Start Initiative.

Council through its engagement in the 11 Council Transferring Functions working group has consulted widely with stakeholders from Private, Public and Social Enterprise sector. In addition to this consultation, the development of a robust and targeted Business Start Up Programme has been identified Council's Integrated Economic Development Strategy and as an action in the Strategic Community Plan.

In 2015/16 the following targets were delivered

Business Plan Achieved | **232**

Jobs Promoted Achieved | **178**

**Evidence**

<http://www.derrystrabane.com/getmedia/a3213fff-8e33-4f11-afb4-85b29287a59c/Enterprise-Workshop-1-Report.pdf>

**1)** Derry and Strabane will be recognised as an entrepreneurial and creative region.

**Challenge:**

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

**Opportunities:**

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

**Outcomes**

**275 Business Plan Approvals** by 31st March 2017

**168 Jobs Promoted** by 31st March 2017

## What actions are we taking to make a difference in 2016-2017

DCSDC in conjunction with the other 10 Councils have entered into a Service Level Agreement with Invest NI to deliver the NI Business Start Up Programme from 1st April 2016 to 21st October 2016.

The Programme delivery itself incorporates a number of different elements:

- Business Plan Approvals
- Marketing

The Action Plan reflects these areas of work and the background in which the programme will be delivered.

Outcome	Action Required	Timescale
Deliver 163 Business Plan (100 Jobs Promoted) Approvals by 21st October	Negotiate and agree extension of SLA with Invest NI	March 2016 – Complete
	Develop and Implement Marketing Plan to July 2016 with Invest NI	April 2016 – Complete
Deliver 112 Business (68 Jobs Promoted) Approvals	Develop and Submit 11 Council application for LED funding to INI for new programme delivery	January 2016 – Complete
	Respond to Economic Appraisal queries and sign Letter of Offer	July 2016
	Develop Marketing Plan for period July 2016-March 2017	June 2016

## How will we measure progress

- Through Regional Start Initiative



## Improvement Objective 2

To help people to develop and adopt healthy lifestyles through increasing participation in high quality leisure, sport and healthy living activity.

### Lead Officer

Director of Health and Community

### Why we selected this objective

A review of strategic policy for health and wellbeing was undertaken through the community planning process. A desk top review of existing strategic themes identified a series of key outcomes for health and well-being which provides the opportunity to tailor the delivery of leisure, sport and healthy living activities to address these:

- Healthy active ageing
- Improved mental health and wellbeing
- Making the most of the physical environment
- Strengthening collaboration for health and wellbeing
- Participation in physical activity
- Early intervention across all life stages
- Obesity

The highlight health indicators for the Derry City and Strabane Council area are:

- Projections up to 2037 show an ageing population which peaks at 150,525, with an additional 12,000 over 70s and 5,400 fewer under 19s
- The area exhibits life expectancy levels on a par with NI but on closer inspection the urban deprived super output areas have levels far below those in affluent or rural areas. Health outcomes were worse in the most deprived areas than in the DCSDC as a whole across all 26 indicators
- Some 30,925 people (21%) live in areas defined as deprived. Analysis of super output data suggests there are forty output areas, almost half in rural areas, that contain deep pockets of multiple deprivation.

- Within DCSDC all health and wellbeing indicators were worse than the NI average with the exception of the standardised admission rate for circulatory disease
- Cancer rates, prescriptions for anti-depressants, admission rates to A&E for residents from the most deprived areas are all multiples of the rates for NI in non-deprived areas

Key outcomes for health were discussed and agreed through the community planning consultation process with a thematic working group on health established. This group will reconvene as required with a further meeting scheduled for May '16. The agreed strategic outcomes for health are:

- Health inequalities have been reduced and we have improved physical and mental health and emotional wellbeing
- We are more physically active
- We are better supported to age well and live independently

The Chief Medical Officer recommendations for exercise are for 75 mins or more of vigorous activity or a combination of both moderate and vigorous activity per week. The NI health survey (2013) identified that only 53% met recommended levels. Of those 73% reported participation in moderate intensity aerobic activities and 40% in vigorous intensity activities.

The Citizen survey (2015) undertaken within the DCSDC area identified a number of headline findings. The survey was based on a random sample of 1,400 households across the district during May to July 2015. The findings in relation to sport and leisure identified

- Given their location in larger urban areas the most frequently used facilities were Templemore (23%); Lisnagelvin (21%); Riversdale (27%) and Melvin 18%
- User satisfaction (satisfied or very satisfied) ranged from 61% at City Baths to 90% at Melvin Park Sports Complex
- User satisfaction with Sports pitches was rated as 5% very poor; 10% poor; 20% fair; 46% good; 19% very good
- The frequency of use of leisure facilities ranged from 4% using facilities most days; 11% using facilities once a week; 13% a few times a year; 19% not using facilities; to 12% who have never used facilities.

The 5 year evaluation of the Active Communities sports development programme supported jointly by Sport NI and DCSDC identified:

- 10,295 unique participants were involved in the programme 2014/15
- 21.3% of the consortia's population and 22.5% of participants are in the most deprived cohort compared to 9.1% nationally
- 64.8% of participants came from the super output areas falling within the 3 highest populations, compared to 28.8% of NI's population

Derry City and Strabane District Council is one of the main providers of sport and leisure activity with 8 leisure facilities across the District, each providing a range of multi-sport activity. User visits across all DCSDC's Leisure sites reached 874,034 in the 2015 year. This included an increase of 109,844 from the Lisnagelvin baseline at Foyle Arena and 41,394 visits at Melvin Park Sports Complex. This reflects an upward trend with a 5% indicator for growth in 2016/17 set and further plans for new developments in the City and Strabane town. However there is a vast level of provision made within the voluntary sports sector and through non facility based activities such as walking and cycling.

Sport NI in 2015 appointed external consultants to develop a Northern Ireland wide sports facility supported by 11 local facility plans for each of the local authorities. These plans are expected to be finalised in June 2016, following an extensive period of consultation with Governing bodies, open meetings and an online questionnaire with sports clubs. The draft strategy highlights the emerging options for new facility development to meet future needs.

A range of partnership activities is also delivered with support from the Public Health Agency etc. including the Healthy Towns Programme and the Physical Activity Referral Schemes. These initiatives provide for pilot activities to address sedentary behaviours with participation based programmes, initiatives for specific health related conditions such as obesity and chronic heart disease through GP referral; and family support programmes involving diet, nutrition and exercise. A number of evaluation studies in respect of these have been completed highlighting the health and wellbeing benefits to be gained through physical activity.

Derry City and Strabane District Council facilitates a sports forum structure which involves representatives of the voluntary sports sector and governing bodies who engage in discussion on the strategic delivery of leisure, sports and healthy living activity.

The combination of research which shows the correlation between health, physical activity, diet and nutrition, the consultation processes and evaluation of programme activity has informed the development of the Directorate's strategic performance objective:

**To help people to develop and adopt healthy lifestyles through increasing participation in high quality leisure, sport and healthy living activity.**

### **Outcomes**

- A 5% increase in the number of participant experiences in leisure, sport and healthy living activity in 2016/17 (2015/16 baseline: 874,034 )
- 12,763 participants from targeted groups engaged (7,147 women and girls, 1,914 people with a disability, 4,084 people in high social need) in leisure and sports development activity via the Everybody Active 2020. As part of this there is a target of 3,729 participants sustaining their participation in sport
- 252 participants with a disability taking part in the Spirit of 2012 – Get Out Get Active Disability Programme
- Increased and improved provision of leisure and sports facilities in the Derry City and Strabane District Council areas.

### **What actions are we taking to make a difference in 2016-2017**

Increase the service user outturn figures for leisure and sports development activity, with a specific focus on women, older people and those with disabilities through targeted programmes:

- Everybody Active 2020
- Signposting and sustainability to other programmes
- Spirit of 2012 – Get out Get Active Disability Programme

- Awareness of concessionary pricing at leisure facilities
- Physical Activity Referral Scheme
- Focused programmes at leisure facilities
- Healthy Towns programme
- Sports Development Summer Schemes
- Number of coaches participating in Coach Education
- Increasing number of participants in sports events
- Number of school children participating in swimming instruction
- Establish a database of sports active participants

Lead the business case review and design development process for Leisure facility at Templemore, Leisure facility in Strabane, Community Centres at Top of the Hill, Shantallow, Glen, Lincoln Court, Irish Street, Galliagh and Culmore, Daisyfield site and Brandywell Sports Centre, Prehen Boathouse, Moarlough.

Completion of year 2 capital construction programme: Brandywell stadium and dog track, Leafair and Corrody Road Pitches, Melvin 3G Pitch

Identify business case options and preliminary proposals for Brooke Park Leisure Centre and City Baths; Drumahoe Playing Fields; Artigarvan pitch; Mageramason MUGA;

Partnership engagement with the Loughs Agency, PHA and other partners to develop a Foyle blueway access and animation programme

Deliver health improvement initiatives to support World Health Organisation themes, including an age friendly city

Regional awareness and education initiatives



- Develop a marketing and communication campaign to promote awareness of Leisure, Sport and Healthy Living activity
- Implement customer satisfaction user survey at leisure centres
- Participation in monitoring and evaluation models for Spirit of 2012 Get Out Get Active disability programme and Active Communities 2020
- Undertake surveys with coaches and partner organisations
- Undertake a schools survey re swimming participation.

### How will we measure progress

Performance will be measured through:

- management information systems including leisure centre access data – no's participating; no of visits per 1,000 population
- membership databases for key facilities – numbers participating/age/gender/behaviour patterns
- customer satisfaction surveys – quality of activity, behaviour patterns, areas for improvement, frequency of activity
- participation in monitoring and evaluation processes to include entry and exit surveys for key target groups participating in programmes; case studies; coach surveys; and partner organisation surveys.

### Improvement Objective 3

**To increase sustainable development through enabling higher quality planning and building control submissions resulting in a more integrated and effective Planning and Building Control system and quality outputs.**

#### Lead Officer

Director of Environment and Regeneration

#### Why we have selected this objective

There are a number of drivers for this objective. Twelve months on from the reorganisation of local government in Northern Ireland, it is imperative that there is a consistent and integrated standard of service in the planning and building control functions and performance levels between two legacy areas of the new Council and the former government agency. Failure to achieve this objective could make it more difficult for our customers to know what level of service to expect and what is expected from them when submitting an application which could result in a poor quality of applications received from our customers and their advisers. This will have a consequential impact on our service performance and outcomes for our customers.

It is to guard against this risk and to take account of not only the changing nature of planning and building control activities and innovation in built environment technology, practices, regulations and legislation, as well as the expectations of central government, our residents and the wider construction industry, that we have selected this objective. The objective recognises current practice and anticipates future best practice in the sector, whilst acknowledging customer expectations. We will review and continue to monitor our current procedures, processes and performance indicators to determine additions or changes needed in how we interface and support our customers to reflect targets set for measuring our success in achieving this objective.

There are existing best practice models that go some way to ensuring planning and building control services receive a minimum standard of applications, which enable us to discharge our duties and responsibilities under the relevant planning and building control legislation. The proposed approach to this objective will not guarantee that 100% of applications and subsequent building projects are compliant. The ultimate test of effectiveness of this objective will be its success in helping to achieve reasonable standards in the design of built environments and a similar standard of health, safety, energy efficiency, accessibility and sustainability for building owners and users. The Planning and Building

Control Services cannot remove the obligation of our customers and their advisers in carrying out the work to achieve compliance with the relevant planning and building control regulations and legislation, so the construction industry has an enormous part to play in achieving this objective. It will be difficult to measure in precise quantitative terms the success of planning and building control in achieving this objective, therefore, some form of qualitative analysis of our performance against a set of performance indicators and seeking feedback from our customers will be used as a basis for demonstrating continuous improvement.

- Within the Planning Service there was a total of 110 applications returned as invalid from April 2015 to March 2016. This was due to incorrect/insufficient fees/information. Applications are held for 3 days to allow further information to be submitted. If not received, they are returned to applicant/agent.
- Level of complaints - within the Planning Service there were 11 stage one, 8 stage two, 1 stage three formal complaints and two Ombudsman cases during the 2015/16 year.
- The potential for review/improvement was also identified in respect of: 1) Members' updates 2) information currently on website 3) appeals and 4) current processing times and performance.

## Outcomes

- Improved quality of planning and building control submissions,
- Reduced number of invalid applications
- Increased speed of processing of planning and building control applications
- Improved quality of Pre-application discussions related to submissions
- Reduced number of complaints.
- Improved liaison between Building Control and Planning department teams

### What actions are we taking to make a difference in 2016-2017

- Guidance and training with agents; How to engage with new system and potential explored for a fast track system; How to engage with the LDP Improve Project and Planning Committee
- Planning Department website improvements/Building Control website improvements
- Prioritisation of economically significant planning applications and building control applications
- Establish customer service feedback project team
- Establish a Building Control/Planning Working Group/Project Team to explore ways of interpreting services and processes for benefits for all.

### How will we measure progress

- Percentage of applications on target, number of invalids
- Quality of approvals, seeking improvements on design/negotiating schemes/planning gain
- Planning Department web site improvements measured by number of hits and narrative description and customer survey
- Number of unapproved buildings and evidence of cross-department liaison and formal and informal systems, dealing with potential planning enforcement cases (Certificates of Lawful Use & Development (CLUDS), commencement of development advice, structural advice) and housing/commercial monitors
- Applications prioritised – investment potential achieved
- Customer Service feedback

<b>Improvement Objective 4</b>	<b>To deliver improved customer satisfaction by improving customer support services and processes.</b>
<b>Lead Officer</b>	Lead Democratic Services and Improvement Officer
<b>Why we have selected this objective</b>	
<p>The Council's mission is to deliver improved social, economic and environmental outcomes for everyone. This is supported by corporate values, including to be a centre of excellence and innovation with a clear focus on outcomes and delivery.</p> <p>In delivering on these aspirations, Derry City and Strabane District Council recognises that today's citizens and stakeholders expect a high level of services and to be able to deal with the Council across a multitude of communications channels, including phone, e-mail, the Web, mobile devices, social media, as well as in person at our offices.</p> <p>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.</p> <p>The citizen survey 2015 indicated that 61% of respondents were either very satisfied or satisfied with the Council offices. This compares with other areas such as refuse collection which received an overall 78% satisfaction, parks and open spaces 64% overall satisfaction, community services 57% overall satisfaction, and festivals and events overall 73% satisfaction .</p> <p>Benchmarking information from another new Council within Northern Ireland indicates that overall customer satisfaction levels with Council services of more than 70% are achievable (2015/16 comparator)</p>	
<b>Outcomes to be achieved</b>	
<p>An increase in customer satisfaction levels for the council offices from 61% to 70%</p> <p>Increased levels of positive feedback from those achieved in 2015/16</p>	



### What actions are we taking to make a difference in 2016-2017

- Review call handling performance and satisfaction at the council's main switchboard
- Review arrangements for customer services across lunch-time and out of hours
- Undertake review of stakeholder satisfaction with Planning Service call management in liaison with relevant staff and implement changes, as required
- Support service areas in the development of action plans to improve customer service standards
- Develop customer services strategy
- Undertake quarterly customer care reviews, and develop action plans, as necessary
- Review progress at monthly management reviews or meetings.

### How will we measure progress

- Results of customer satisfaction survey(s)
- Analysis of complaints and feedback including via social media
- Call handling performance statistics
- Changes to systems and processes that facilitate customer service
- Staff awareness levels of customer service standards and complaint handling processes

<b>Improvement Objective 5</b>	<b>To support Council's investment and capital aspirations by developing (1) a fully scoped list of options for Council's Phase 2 efficiency plan (to build on the £1.5m realised in Phase 1) and (2) a costing and funding strategy for Council's Community Plan once finalised.</b>
<b>Lead Officer</b>	Lead Finance Officer
<b>Why we have selected this objective</b>	
<p>This Council is the least wealthy Council of the new 11 Councils in Northern Ireland. To address this, this Council has a very ambitious capital plan and will have a very aspirational community plan.</p> <p>The merger of the 2 Councils will inevitably give significant opportunity for efficiencies with £1.5m having been already realised and a minimum further £500k expected. Council has already made a statement of intent during the 2016/17 rates process by ring-fencing the majority of the savings realised for investment in growth.</p> <p>The £500k further efficiency target will be challenging and is likely to require difficult decisions and new and innovative ways of service delivery. It is crucial that the Strategic Finance &amp; Funding Unit takes the lead in developing a fully scoped list of efficiency options for consideration by Senior Management and Elected Members.</p> <p>Following on from this, the new Council has invested significant effort in the development of its Community Plan. This will be highly ambitious and the development of a fully costed plan and funding strategy to ensure achievement of these ambitions will be crucial.</p>	
<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>• Medium Term Funding Strategy developed to deliver the Community Plan.</li> </ul>	

### What actions are we taking to make a difference in 2016-2017

- Workshops held with each of the Directorates led by Strategic Finance & Funding to fully cost and develop a funding strategy for each pillar of the Community Plan
- Develop draft costed Community Plan objectives by end August 2016 with fully costed community plan developed by March 2017
- Workshops held with each of the Directorates (and Support Services) to list and scope all potential efficiency projects
- Fully scoped list of potential efficiencies to be developed in advance of the 2017/18 rates process for consideration by Senior Management and Elected Members
- Draft fully costed community plan presented to Members as part of the 2017/18 Rates Estimates process along with medium term funding strategy towards delivery of plan.

### How will we measure progress

Progress/performance will be measured on the basis of quarterly reports being submitted to Governance and Strategic Planning Committee in relation to Council's medium term financial plan and rates outlook and regular reports to the Capital and Corporate Projects Planning Group in relation to Council's capital growth funding strategy.

## Statutory Indicators

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

Ref	Statutory Indicator	Standard to be met (annually)
ED1	<b>The number of jobs promoted through business start-up activity</b> (Business start-up activity means the delivery of completed client led business plans under the Department of Enterprise, Trade and Investment's Regional Start Initiative or its successor programmes.)	140*
P1	<b>The average processing time of major planning applications.</b> [An application in the category of major development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015(a)]	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks
P2	<b>The average processing time of local planning applications.</b> [Local applications means an application in the category of local development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015, and any other applications for approval or consent under the Planning Act (Northern Ireland) 2011 (or any orders or regulations made under that Act)]	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks
P3	<b>The percentage of enforcement cases processed within 39 weeks.</b> [Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (Northern Ireland) 2011 (or under any orders or regulations made under that Act). (b).]	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint
W1	<b>The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).</b> [Household waste is as defined in Article 2 of the Waste and Contaminated Land (Northern Ireland) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013(b)]	In line with NILAS targets (Northern Ireland Landfill Allowance Scheme)
W2	<b>The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.</b> [Local authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]	21,422 tonnes
W3	<b>The amount (tonnage) of Local Authority Collected Municipal Waste arisings.</b> [Local authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district council]	In line with NILAS targets (Northern Ireland Landfill Allowance Scheme)

\*under review

## Publishing our Improvement Objectives

Our Improvement plan containing Improvement Objectives for 2016-2017 will be published on the Council's website at **[www.derrystrabane.com](http://www.derrystrabane.com)** as soon as is practical after 1st April 2016 in line with statutory requirements. Members of the public will also be able to access this information at the Council's offices and can comment on our Improvement Objectives by emailing us at: **[improvement@derrystrabane.com](mailto:improvement@derrystrabane.com)**.

Details of the Improvement Objectives will also be circulated to stakeholders who have participated in the community planning process for the Derry City and Strabane District Council area.

## Reviewing and reporting on our progress

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

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

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

We will report our performance against these (2016-2017) Improvement Objectives in September 2017.



## How to get involved

We are keen to get your feedback on any of the issues covered in this document and in particular on the relevancy of our Improvement Objectives. You can also propose new Improvement Objectives, or make comments on the existing ones by emailing the Council at: **[improvement@derrystrabane.com](mailto:improvement@derrystrabane.com)**. Alternatively, you may contact us by phone on **028 71 253 253**, Ext 6704.

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

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

# 4

## Our Councillors



## Contact Us

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

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Find us on  
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# Appendix 1

## Derry City and Strabane District Council area - Key Findings

### Demography

1. Comparative analysis of these rates from the 2002 NISRA population projections show that the growth rate has decelerated significantly during the last decade from 4.7%. This projection has now fallen to 0.5% in the next 10 years.
2. Projections up to 2036 show an ageing population which peaks at 150,525 (DCSDC) and begins to decline as a proportion of the NI population in the mid 2020s.
3. The composition of the population is also undergoing significant change with an increasing number of individuals entering the workforce with a corresponding drop in the overall dependency ratio (proportion of those working age to the rest of the population).
4. In the longer term, by 2017, the population within the DCSDC area is moving closer to the NI structure i.e. ageing over time. By 2037 there will be an additional 12,000 over 70s and 5,400 fewer under 19s.
5. As a border region the net impact of commuting, relocation across borders and exchange rate volatility is unknown but it makes planning for the future all the more difficult.

### Social

6. The area exhibits life expectancy levels on a par with NI but on closer inspection the urban deprived Super Output Areas have levels far below those in the affluent or rural areas.
7. Health outcomes were worse in the more deprived areas than in Derry and Strabane LGD as a whole across all 26 indicators.
8. Within DCSDC area all the indicators were worse than the NI average with the exception of the standardised admission rate for circulatory disease.
9. Cancer rates, prescriptions for anti-depressants, admissions to A&E for residents from the more deprived areas are all multiples of the rates for NI and non-deprived areas.
10. The numbers reliant on benefits within the DCSDC area mean that any change in entitlements as envisaged within Welfare Reform has the potential to impact negatively upon the area. Government estimates vary but it could mean a loss of £86m per year to the local economy.
11. Within the new DCSDC area using Super Output area data 21% of the population (30,925) live in areas defined as deprived with an additional 24% at the 20% level equating to 45.6% of the overall population resident within the 10% and 0% SOAs.
12. While deprivation measures are appropriate for urban deprivation estimation they are less reliable for rural areas. Using Output Area rather than Super Output area data it is estimated there are an additional forty Output Areas (almost half within rural areas) that contain deep pockets of multiple deprivation.

## Economic

13. The Economic Activity rate in DCSDC is 68.3%, 4.4% points below that in NI. The full-time gross meridian earnings (work postcode) in 2014 was £23,079 which is 4% below the NI average and 17% below Belfast.
14. Full-time female median wages are £23,620, 17% above the male rate in former DCC area. This is likely a result of higher numbers of females in the former DCC area.
15. Of those in employment 34% are public sector workers, predominantly in the fields of Health and Education.
16. There are over 50,000 employee jobs in the DCSDC area, 32,346 are full-time.
17. The claimant count rate in DCSDC in April 2015 was 7.1% (NI rate was 3.8%). Over the course of the last three years the gap between the NI rate and the DCSDC rate is widening.
18. The trend within the claimant count for 18-24 year olds has been upward since mid-2012 in line with the experience elsewhere in NI. It is now three times the rate for DCSDC at over 21%.
19. Of those on the claimant count the majority have low to middle skills. In the 2011 Census 46% of respondents reported they had no or low skills within the DCSDC area.
20. While the business birth rate and survival rate, as represented by VAT registrations, is on par with the rest of NI it does not appear to be impacting upon the net employment levels with little growth in employee numbers since 2009.
21. The area has seen general improvement in A-Level and GCSE attainment over the last number of years.
22. Females in Derry achieve the best results in GCSE (including Maths and English) followed by Derry males, Strabane females and Strabane males.

## Environmental

23. Recycling rates in both Derry and Strabane areas are below the NI average.
24. The former DCC area (22.7%) has a higher proportion of social housing than NI (14.9%).
25. In the former DCC area 61.8% of those on the waiting list for social housing were in housing stress (NIHE).
26. In the former DCC area, the NIHE has 6,895 dwellings having sold 8,152 under the House Sales Scheme.
27. In the former DCC area, social housing need is projected at 1,731 from 2013-2018.
28. In NI, average household size is projected to fall from 2.45 in 2014 to 2.34 in 2014 and 2.24 by 2033.
29. There is expected to be a 10% increase in the number of households with most growth in single person and two-adult households without children.
30. CO2 per capita emissions within DCSDC in 2012 were estimated to be below the NI average while Strabane CO2 is estimated to be above.
31. Within DCSDC area 3.7% of people travel to work by bus, minibus or coach (NI: 4.8%). A further 2.9% travel by taxi (NI: 1.4%).
32. Within the DCSDC area 30% of the population reside in rural areas.
33. Fuel poverty levels in 2011 were estimated at 47-51% of households within the former DCC area and 52-56% in the former Strabane DC area.
34. Rural dwellers, compared to urban dwellers, are likely to be healthy, a house owner, self-employed (male) and culturally deprived (Cultural Deprivation Index).



# Appendix 2

## Citizen Survey Details

### Introduction

**This report presents headline results from the 2015 Citizen Survey of Derry City and Strabane District Council (DCSDC). The survey was based on a random sample of 1,400 households across the entire council area and the survey work was conducted by a team of trained community enumerators from May to July 2015.**

### Background to the 2015 DCSDC Citizen Survey

The origins of the 2015 Citizen Survey can be traced back to the Citi-Scope surveys commissioned by Ilex in 2009 and 2012. A 2014 Citi-Scope survey was planned to be undertaken in autumn 2014 to elicit the views and opinions of local residents and Section 75 groups in the then Derry City Council area.

However, with the reform of local government and the establishment of the DCSDC, the survey was extended beyond the Derry City Council area to cover the new and complete geography of Derry City and Strabane District Council.

The 2015 survey provides both quantitative and qualitative information which will contribute to the development of the community planning function of the new Council area.

The survey was carried out by community enumerators who received training over a number of days from both SCNW and UU. Enumerators were each given a list of addresses to call with and to ask household members, aged 16+, to take part.

The list of address was supplied by Northern Ireland Statistics and Research Agency (NISRA) who randomly selected the 1,400 addresses from the Land and Property Services domestic property database. This was carried out using a 'random start, fixed interval' method to select 1,400 addresses. This ensured that the correct proportion of addresses were selected in each Ward of the Council area thereby increasing the robustness of, and helping to reduce any bias within, the sample of addresses.

Enumerators were required to make contact with each address and to carry out follow-up visits if required. This was an onerous task as the duration of the survey took over an hour. The successful completion of the 2015 Citizen Survey fieldwork, with over 600 responses Council wide, is testament to the training provided to the enumerators, the dedication shown on the part of the enumerators as well as the obliging nature of the people of DCSDC to allow enumerators into their homes to allow the surveys to take place.

A breakdown of the response rates to the survey is shown below.



**Table 2: 2015 Citizen Survey response rates**

Survey Status	Number	% of sample
Completed	663	47.4%
Outright refusal	266	19.0%
Refusal due to circumstances	121	8.7%
Vacant Property	108	7.8%
Non Contact	242	17.3%
<b>Total</b>	<b>1,400</b>	<b>100%</b>

The final sample was comprised of 663 respondents. Analysis showed that the initial sample had an under representation of younger people and an over representation of older people. To take account of this, all of the following statistics included in this report are weighted by age and gender according to the 2014 mid-year population estimates for DCSDC.

**Table 3: 2015 Citizen Survey sample profile**

Group	Sub-group	Unweighted sample (%)	Weighted sample (%)	% of population
Gender <sup>1</sup>	Male	46%	49%	49%
	Female	54%	51%	51%
Age group <sup>1</sup>	16-24	6%	14%	16%
	25-34	15%	19%	17%
	35-44	19%	18%	17%
	45-54	20%	18%	18%
	55-64	16%	12%	14%
	65-74	16%	12%	10%
	75+	7%	7%	7%
Religion <sup>2</sup>	Catholic	61%	63%	65%
	Protestant	27%	25%	23%
	No religion / Not stated	11%	11%	12%
	Other	1%	1%	1%

<sup>1</sup> 2014 mid-year population estimates

<sup>2</sup> 2011 Census of Population

## Structure of 2015 DCSDC Citizen Survey summary report

In order to help inform DCSDC's overall Community Plan, the 2015 Citizen Survey was designed to garner and to be representative of the views of the population at the DCSDC geographic level as a whole.











The questions asked covered the following areas and follow this order within the report:

- Household Information
- Local Area
- Community Safety
- Council Services
- Community Relations
- Community Participation
- Arts and Culture
- Health and Well-Being
- Environment
- Transport
- Business Start-up

## Section 75 and Rural Stakeholder Focus Group sessions

In addition to the Section 75 related information collected through the questionnaire, a parallel process occurred through focus group sessions, with Section 75 groups and rural stakeholders, to ascertain more qualitative information. These sessions were

organised across the council area to profile the views of Section 75 groups as well as rural stakeholders in terms of the new Community Plan. These groups are as follows:

 <b>Age</b>	 <b>Disability</b>
 <b>Gender</b>	 <b>Ethnic Origin</b>
 <b>Religion</b>	 <b>Political Opinion</b>
 <b>Marital Status</b>	 <b>Sexual Orientation</b>
 <b>Dependents</b>	 <b>Rural Stakeholders</b>

Each focus group followed a format in which the following four questions were asked in relation to each of the three thematic pillars of the new Community Plan, i.e. Social, Economic and Environmental. The questions asked were as follows:

1. What would you say are the most important issues/problems facing people from ..... group?
2. What are the causes of these problems? (The barriers facing people to accessing services to meet your needs)
3. What steps do you think could be undertaken to overcome these barriers/problems
4. Are you aware of any specific programmes/strategies in action to help people from .....in the Derry City and Strabane District Council Area to meet their needs?

## Key Findings

- This report summarises the information provided from the 663 survey respondents that made up the sample of the 2015 Citizen Survey.
- When asked about their local areas as a place to live, the majority of participants were satisfied (52%) or very satisfied (23%) with their local area as a place to live.
- Accompanying this high degree of satisfaction with their local area as a place to live, over three-quarters of respondents also reported that they rated their quality of life as good (56%) or very good (21%).
- When asked to provide an indication on how respondents felt about certain aspects of their life, respondents tended to indicate high satisfaction with their lives; that the things they do in their lives were worthwhile and that they were happy. Correspondingly, low levels of anxiety were recorded overall.
- Overall respondents rated the provision of amenities, within their own local areas, as 'Fair' to 'Good'. The highest ratings were for provision of food and convenience stores, pharmacy services, and for post office and banking services. The lowest ratings were for provision of cycle paths and arts and cultural facilities.
- In terms of the continued development of Derry/Londonderry - Strabane council area, supporting the local economy (71%), the increased provision of community facilities, activities and services (50%) and to increase the level of qualifications and achievements of children and young people (49%) were those issues that were considered most important.
- Two-thirds of the respondents agreed (56%) or strongly agreed (9%) that the Derry City and Strabane District Council area is a place where people from different backgrounds get on well together.
- Local press (59%), word of mouth (57%) and social media (43%) were the most commonly used sources by respondents in finding out about events in the council area.
- When looking at the provision of arts and cultural activities at a council wide perspective, nearly three-quarters (72%) of the respondents rated the provision of arts and cultural activities within DCSDC as good, very good or excellent.
- Illegal dumping of waste (58%), pollution in rivers (39%) and traffic congestion (34%) were considered the most important environmental problems.
- A large proportion (84%) of the sample considered education to be very important, indeed 99% of the sample considered education to be very important, fairly important, or important.
- However, 79% of respondents had not undertaken any learning or training activities in the previous 12 months and, of these, 63% thought it was unlikely that they would do so in the following year. This equates to 50% of all respondents to the survey.

## Information on Council or locality related findings

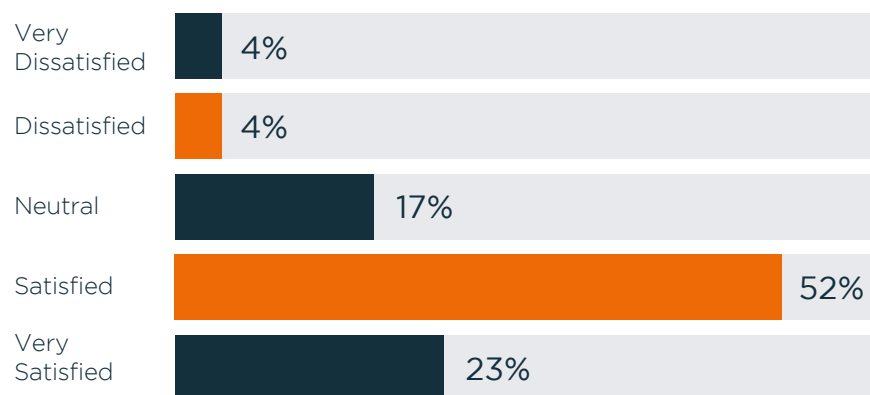
### Local Area

Personal definitions or perceptions of what is meant by a local area will differ amongst groups of people in any population. In the context of this survey, respondents were allowed to make up their own mind as to what their local area meant for them. As such, the responses provided below are based on different definitions but on an entity that is meaningful and relevant to each person, for example, their route to shops or community facilities.

## Satisfaction with local area

When asked how satisfied they were with their local area as a place to live the majority of respondents indicated that they were satisfied (52%) or very satisfied (23%).

**Figure 1: How satisfied or dissatisfied respondents are with their local area as a place to live**



## Quality of life

This high level of satisfaction with their local area may also have helped in the quality of life that people reported to have, as 77% of respondents indicated that they had a good or very good quality of life.

## Perceptions of local area

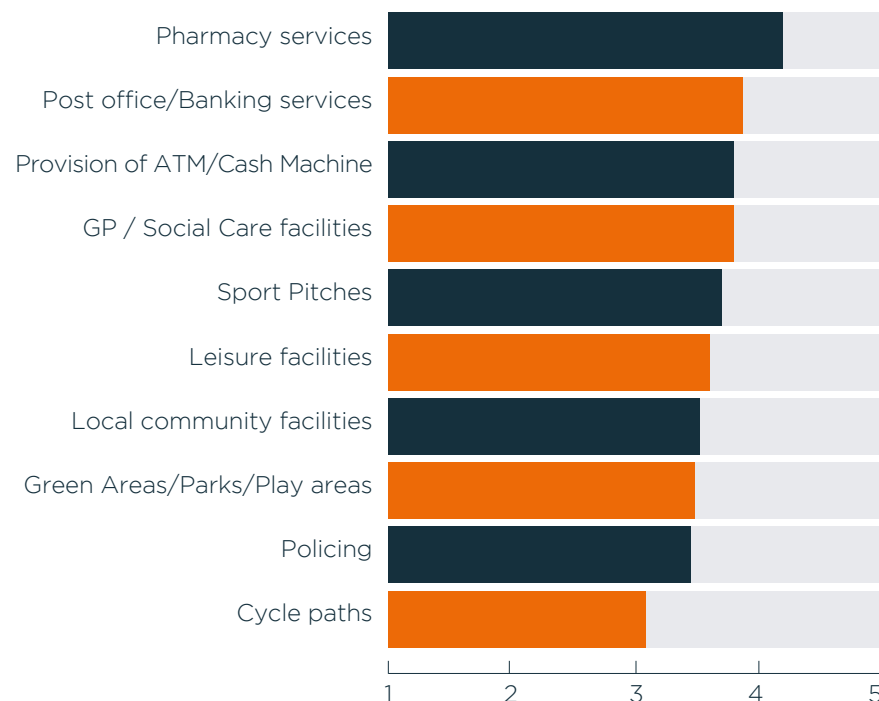
In addition, most respondents indicated that their local area was 'unchanged as a place to live' over the previous 12 months (76%). More people reported that their area had improved (15%) rather than getting any worse (9%).

The positive feelings that most respondents had about their local area was also reflected when 78% of residents indicated that they would not be embarrassed to bring someone into their area.

## Satisfaction with local services and facilities

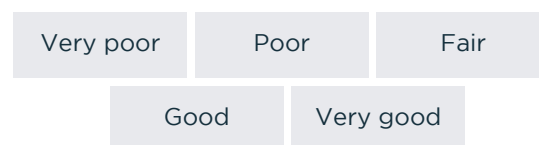
Ratings of the provision of facilities and services in their local areas and the average ratings have been shown diagrammatically in the Figure 2 below. Using a rating scale of (1) 'Very Poor' to (5) 'Very Good' respondents were asked to rate the quality of the provision of local services and facilities within their local area. The average ratings for all facilities was between fair and very good.

**Figure 2: Respondents rating of the quality of provision within their local area**



Within their local area, respondents indicated that the provision of food/convenience stores and pharmacy services were most pleasing, while the lowest ratings were for arts and cultural facilities and cycle paths.

## Use of local facilities



Respondents were asked to indicate how frequently they used certain facilities within their local area. In terms of using facilities or services at least once a week, the use of public transport (18%) and recycling facilities (19%) were the most commonly used service or facility.

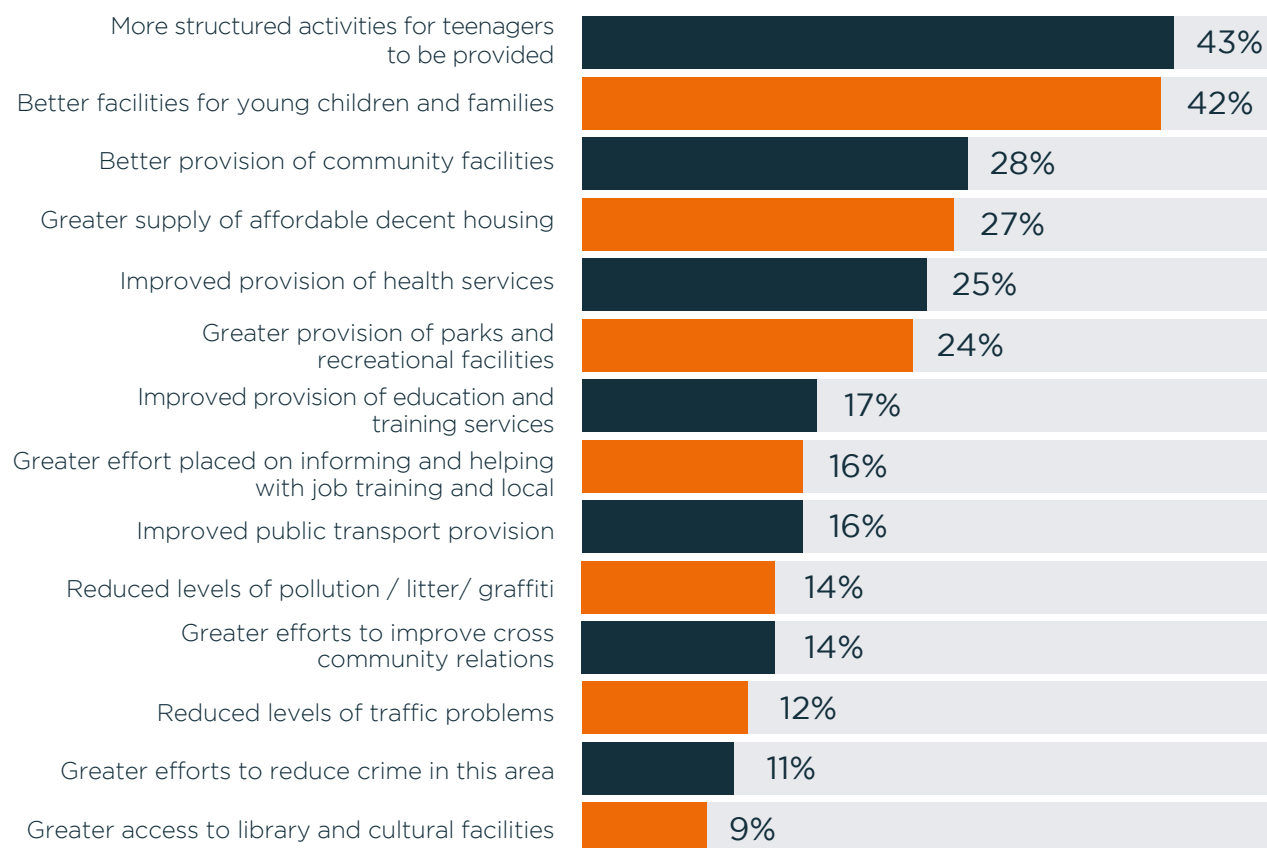
Thirty-two per cent (32%) of respondents used a pharmacy once a month and 24% of respondents visited a GP/Social Care facility with the same frequency.

The services or facilities, within local areas, that were used least in the previous 12 months or not at all, were the use of cycle paths (84%) and the police service (94%).

## Improved provision of facilities and services in local area

In terms of wanting to see improved provision of facilities and services in their local areas, respondents were asked to indicate three services or actions that they would like to see better provided for.

**Figure 3: Services/actions that respondents would like to be better provided**



More structured activities for teenagers (43%) and better facilities for young children and families (42%) were the actions that were deemed most desirable by respondents in any effort to improve their local area. Greater efforts to reduce crime in the area (11%) and greater access to library and cultural facilities (9%) were the two options that respondents felt were less of a priority when it came to implementing actions to help improve local areas. Possible reasons for this could include the fact that respondents may have felt provision was adequate or that they may have believed that the improved provision of other services was more pressing.

## Council Services

**Note:** Results from the survey show that usage of these Council facilities depended on their location, with larger proportions of patrons in each facility residing in the surrounding areas. As a result, due to the small numbers involved, caution should be exercised when reading into the results detailed below for Council owned sports and leisure facilities and Council owned arts and cultural facilities.

Please note also, that questions were asked on those facilities wholly sponsored and operated by Derry City and Strabane District Council. There are many other facilities within the geography of Derry City and Strabane District Council, especially arts and cultural facilities, which are not included in this analysis.

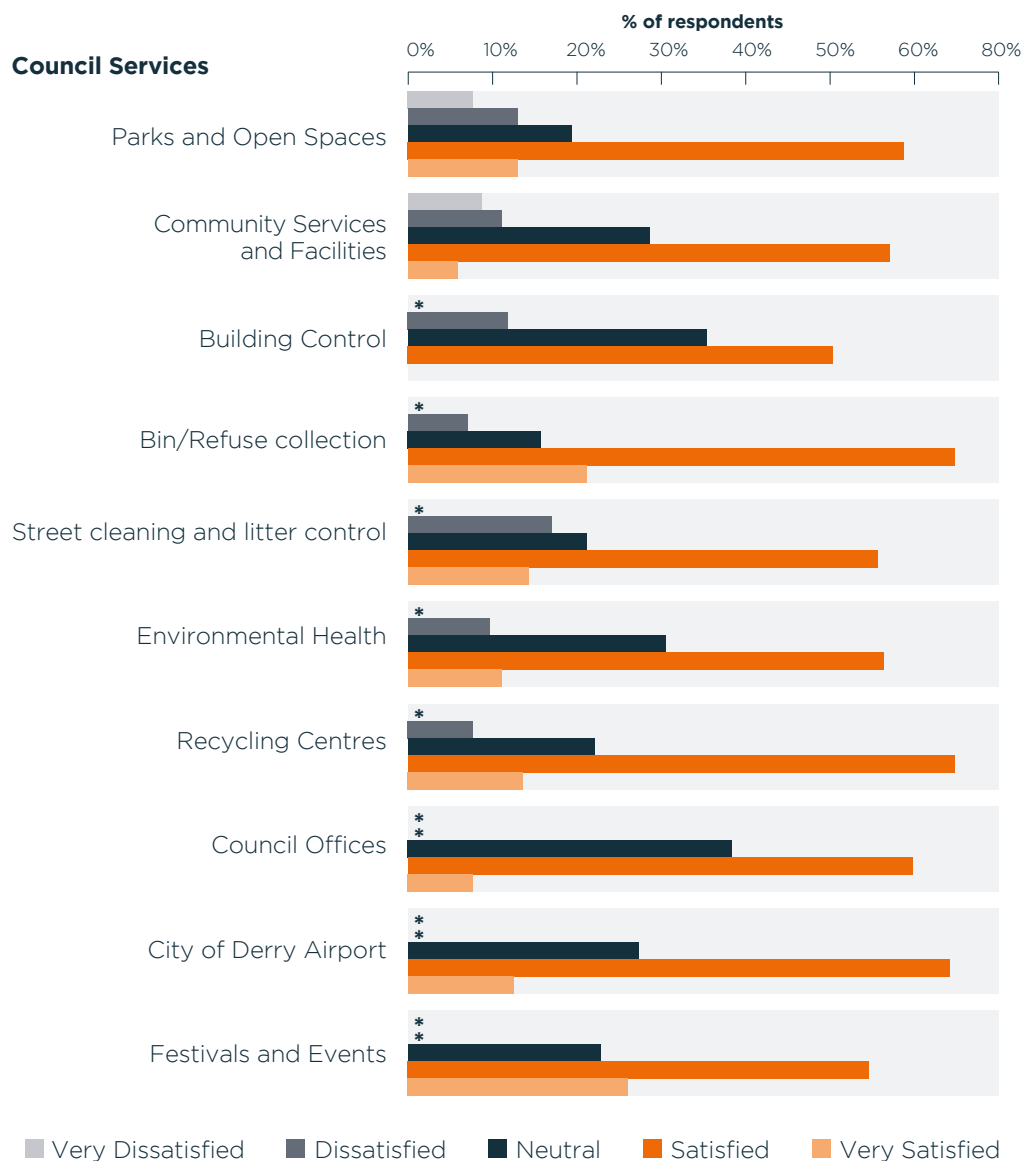
### Use of Council Sport and Leisure facilities

Respondents were asked how frequently they used Council run sports and leisure facilities in the past 12 months using a scale of (1) 'Never used' to (6) 'Most days'. Given their location in the larger urban areas of DCSDC, Templemore and Lisnagelvin leisure centres were the most frequently used.

When asked about how satisfied they were with the sports facilities, ratings were high, ranging from 61% (City Baths) to 90% (Melvin Park Sports Complex) of respondents scoring their experience as satisfied or very satisfied.

The Alley was the most frequently visited arts and cultural facility in the previous 12 months. Generally, many of those who visited Council arts and cultural facilities were satisfied or very satisfied with the quality of service provision within Derry City and Strabane District Council.

**Figure 4: How respondents rate the provision of council services**



\*Data too small for reliable estimate



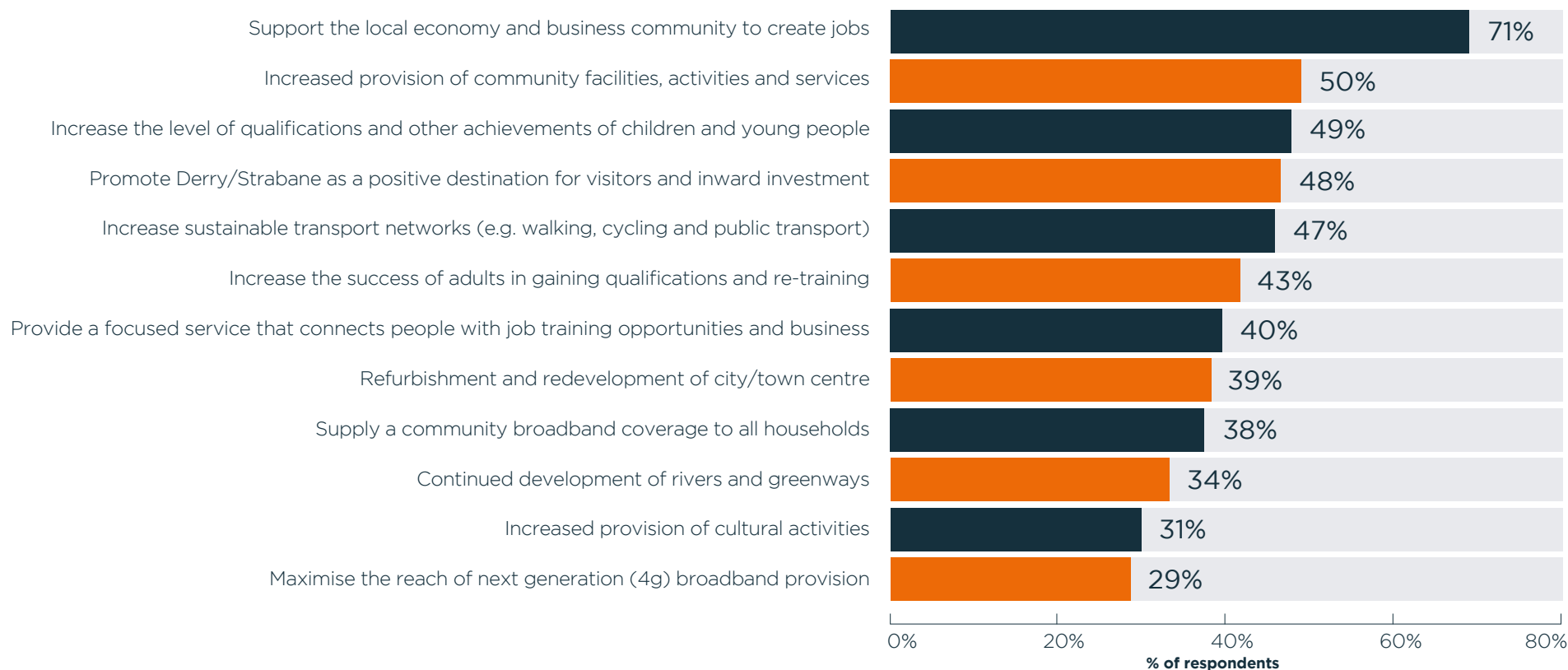
## Satisfaction with Council services

The respondents were asked to rate their satisfaction with a range of operational council services. Most services were rated as satisfactory, with the highest satisfaction ratings attributed to festivals and events and bin/refuse collection.

## Development of Derry City and Strabane District Council

Respondents were asked to indicate which area they believed to be most important in terms of the continued development of DCSDC.

**Figure 5: Which area respondents believe to be most important in terms of the continued development of DCSDC**

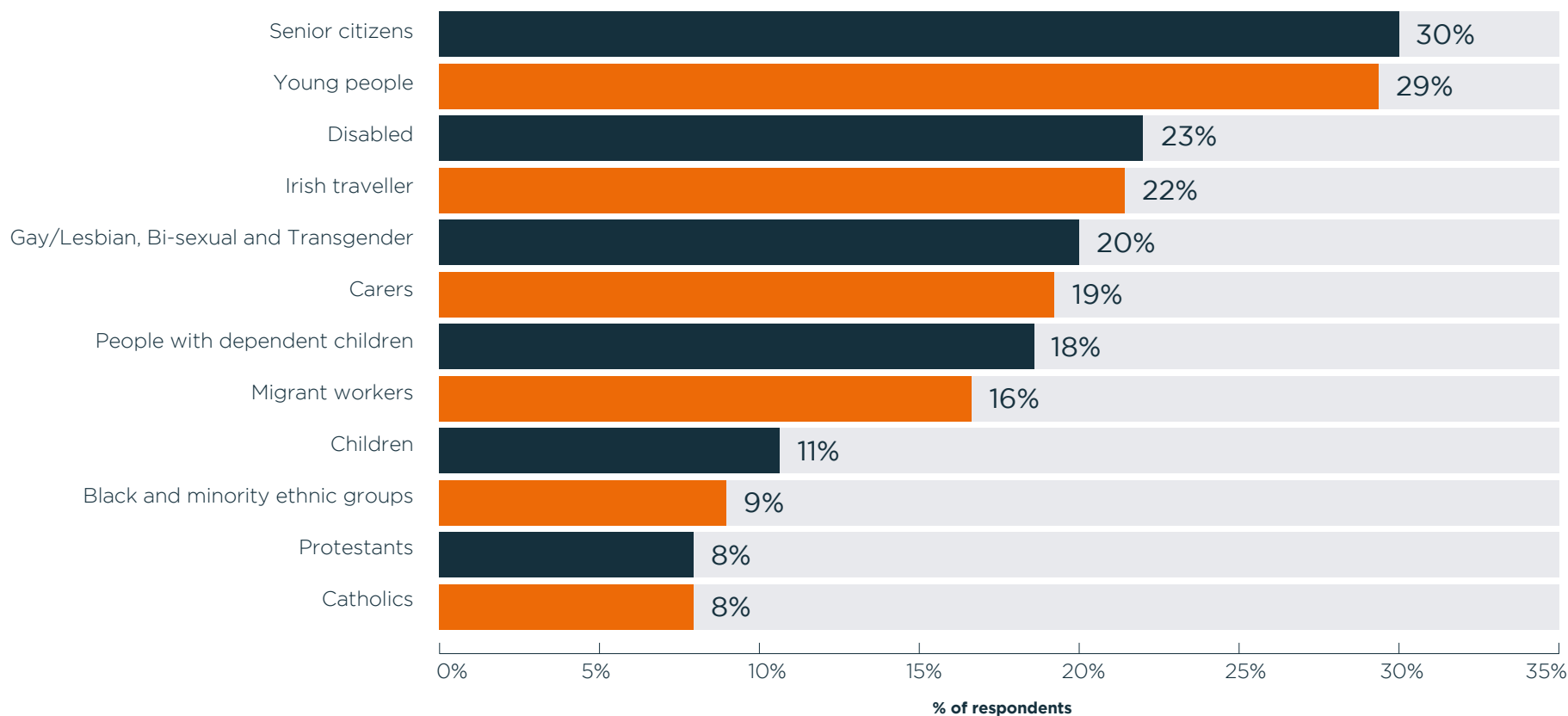


In response, 71% indicated that support for the local economy and business community to create jobs was most important. Maximising the coverage of next generation (4g) broadband provision (29%) and increased provision of cultural activities (31%) were rated the least important when it came to prioritising actions or initiatives concerning the development of DCSDC.

## Groups treated unfairly within DCSDC

Respondents were asked whether any groups were treated unfairly in the DCSDC area.

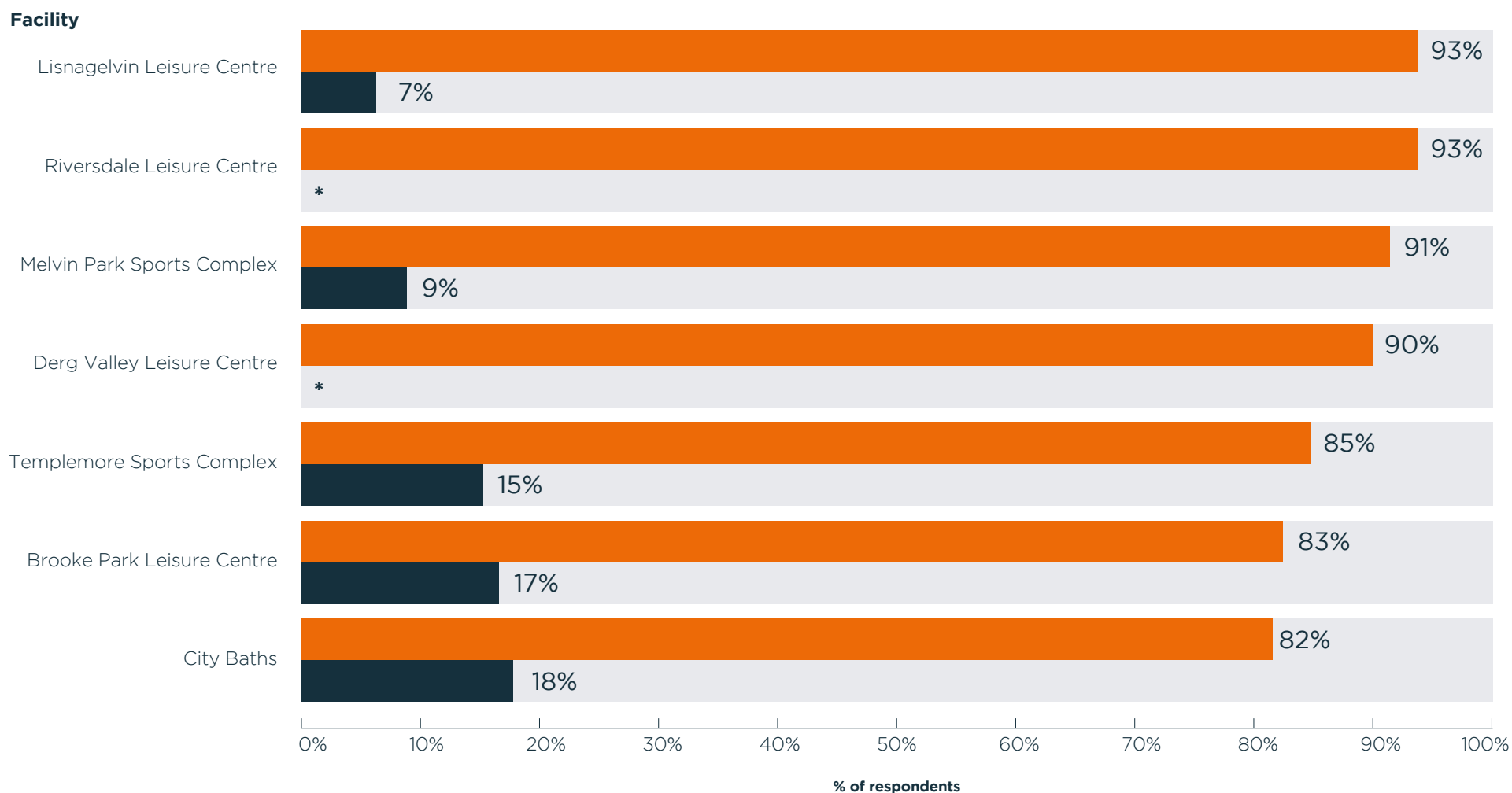
**Figure 6: Respondents view as to whether any groups are treated unfairly in the DCSDC area**



Senior citizens (30%) and young people (29%) were considered to be the groups of people most unfairly treated in DCSDC while Protestants (8%) and Catholics (8%) were considered the least unfairly treated which tallies with the belief that relations between the two communities in DCSDC have been improving.

Respondents were also asked the question “Do you think that the following leisure facilities are “shared and open” to people of all religions or ethnic identity?” Once again, the majority answered “Yes” for all leisure facilities.

**Figure 7: Whether respondents think that the various leisure facilities are 'shared and open' to people of all religions and ethnic identity <sup>1,2,3</sup>**



<sup>1</sup> St. Columb's Park leisure centre closed due to construction of Foyle Arena.

<sup>2</sup> Lisnagelvin leisure centre closed before survey fieldwork period but was open in the 12 months previous.

<sup>3</sup> Please see note on usage of Council Service, pg 25.

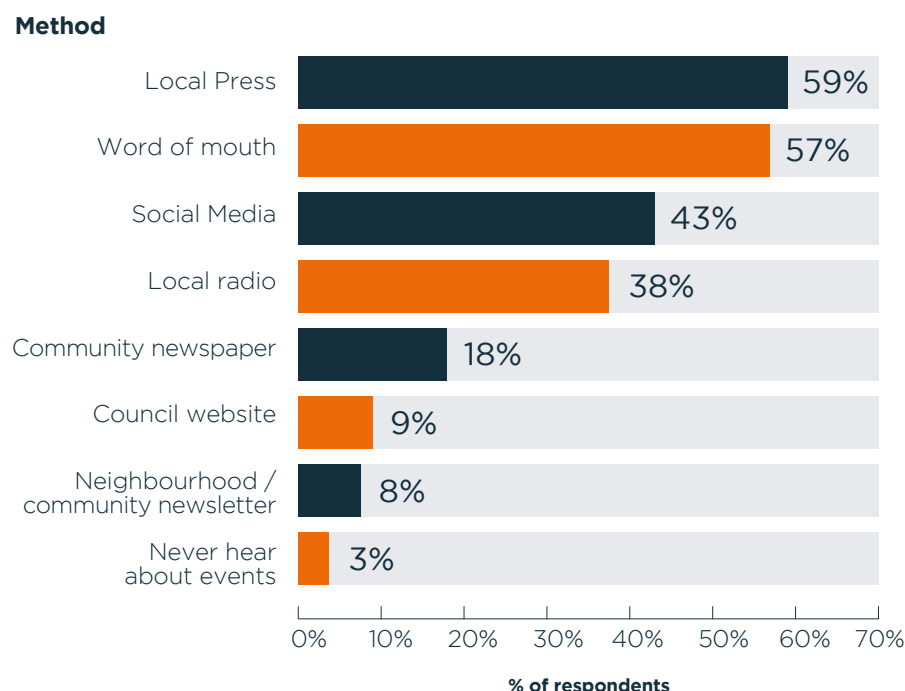
\* Data too small for reliable estimate

Yes No

## Community Participation

In order to improve the wellbeing of a community, communication by civic authorities is essential. Results from the survey show that respondents mostly heard about events in their council area via the local press (59%) and by word of mouth (57%).

**Figure 8:**  
**How respondents hear about events in their council area**

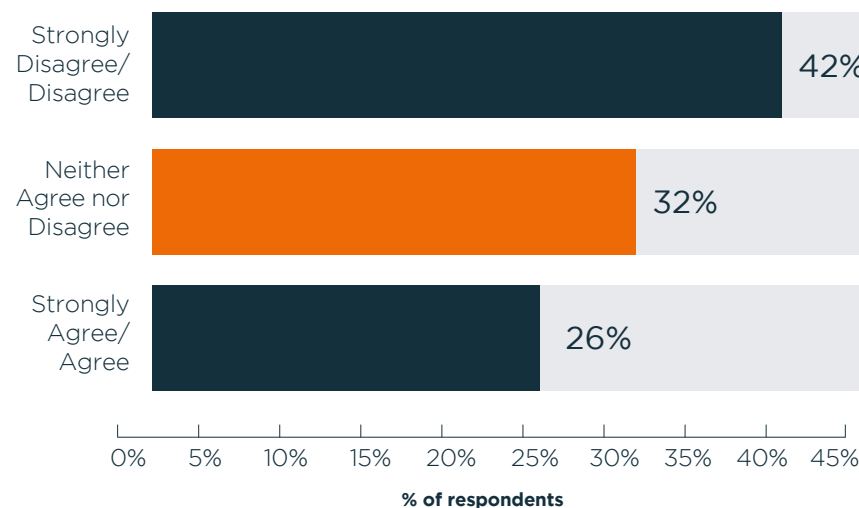


Furthermore, 43% of respondents indicated that they heard of events through social media. The council website (9%) and neighbourhood/community newsletters (8%) were the least frequently used. Only a small percentage (3%) reported that they never heard about events.

## Community voice

Respondents were asked “Do you agree or disagree that you can influence decisions affecting your local area?”

**Figure 9:**  
**Whether respondents agree or disagree that they can influence decisions affecting their local area**



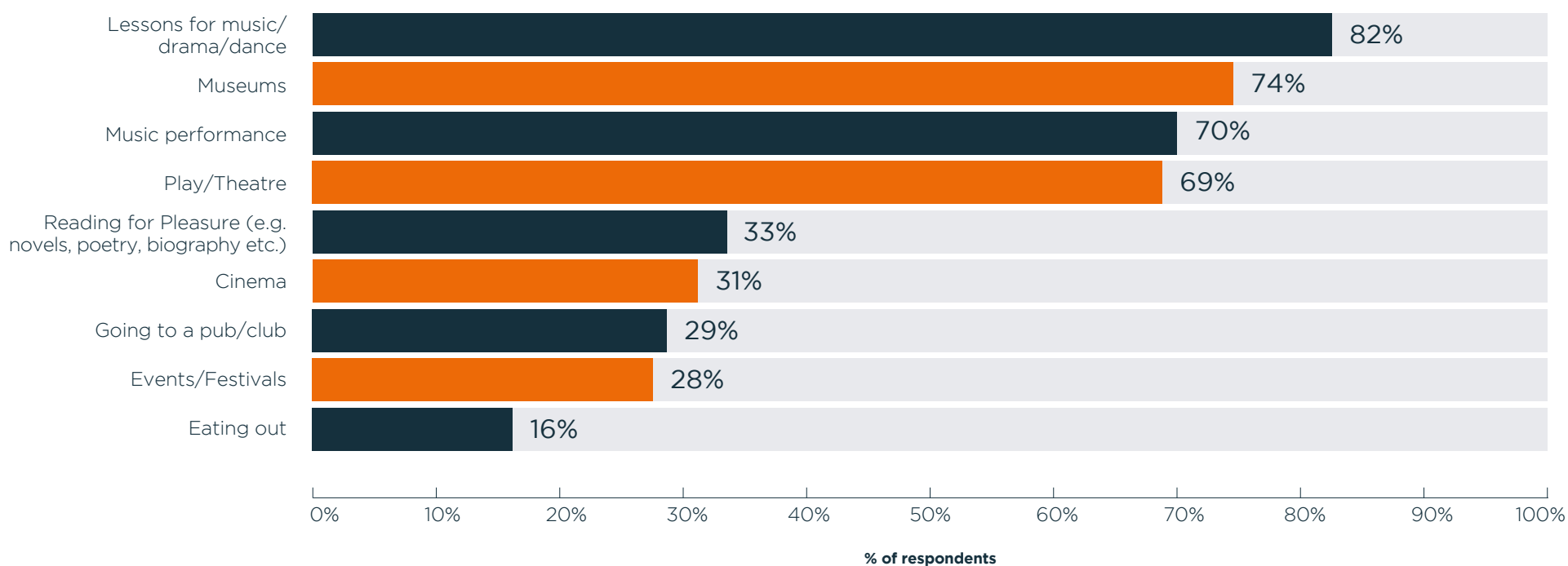
The percentage that disagreed (Strongly Disagree or Disagree: 42%) was higher than those that agreed (Strongly Agree or Agree: 26%) although there was a sizeable percentage of respondents that neither agreed nor disagreed (32%).

The belief held by the majority of people that their power to influence decisions may be limited was also borne out by the Northern Ireland Life and Times survey. In 2014, 30% of respondents to the NI survey indicated that they believed they could influence the course of local decisions made in their area.

## Arts and Culture

Derry-Londonderry recently hosted the inaugural UK City of Culture and respondents were asked “How often do you take part in the following cultural and entertainment activities?”

**Figure 10:**  
**Respondents who never take part in the various cultural and entertainment activities**



Most people reported **never** taking part in lessons for music/drama/dance (82%), followed by the failure to visit museums (74%) or attendance at a music performance (70%).

When respondents did partake in cultural and entertainment activities, the most frequent activities (i.e. more than once a month) were reading for pleasure (e.g. novels, poetry, biography etc) (42%), going to a pub/club (23%) and eating out (21%).



### Cultural provision in DCSDC

Respondents were, however, content at the provision of cultural activities in the council area. Almost three quarters (72%) of the respondents rated the provision of arts and cultural activities in the DCSDC area as good, very good or excellent.

Following Derry-Londonderry's year as UK City of Culture, 67% of the respondents indicated that the year and its programme of events allowed them to take part in, or attend cultural or entertainment activities that they had never been involved in before. In addition 82% believed that DCSDC should continue to invest in large scale cultural programmes and events.

As noted earlier, the rating of the quality of provision of arts and cultural facilities in local areas had the lowest overall score from respondents and, in addition, two-thirds of respondents indicated that they had 'never used'/'hadn't used in the last 12 months' such a facility in their local area.

When asked what they would like to see better provided for in local areas, greater provision of library and cultural facilities was deemed the least favoured option as respondents gave preference to the other options available, such as the better provision of facilities for young children and families.

Whilst respondents appear to be satisfied with the quality of service of council run cultural facilities and would appear to favour the continuation of large scale cultural programmes, the increased provision of cultural activities ranks lower when compared to other options to help with the continued development of DCSDC area as a whole. For example, respondents believed that the support required for job creation was most important.



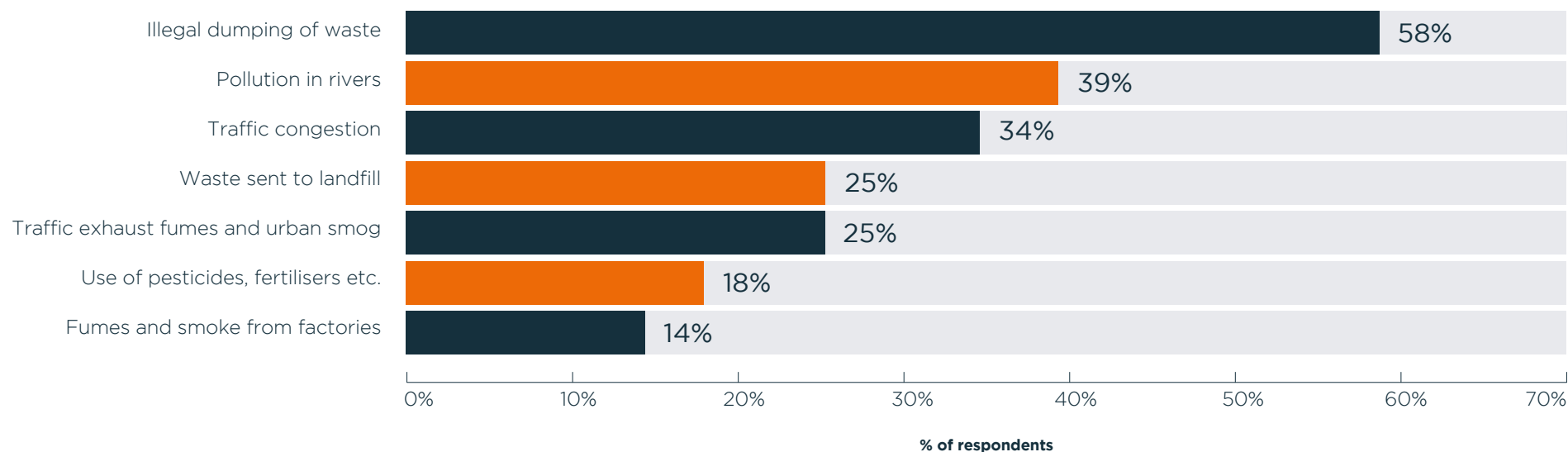
## Environment

### Environmental issues

Respondents were asked to identify which environmental issues were important to them.

**Figure 11:**  
**Environmental problems which are the most important to respondents**

#### Environmental problems



Illegal dumping of waste (58%) was the most important issue followed by pollution in rivers (39%) and traffic congestion (34%). Fumes and smoke from factories (14%) and use of pesticides, fertilisers etc (18%) were the least important, whilst 16% did not consider any of the options provided to be a problematic environmental issue.









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

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District Council  
Comhairle  
Chathair Dhoire &  
Cheantar an tSratha Báin  
Derry Cittie & Strabane  
District Council

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