

May 2024

# Derry City and Strabane District Council

## Corporate Plan 2024/25 and Improvement Plan 2024/25

# Corporate and Improvement Plan 2024-25

## Contents

### Section 1: Background

About this document

Engaging with our Citizens

How our plans fit together?

Derry City & Strabane District Council Community Plan

### Section 2: The Corporate Plan 2024/25

Introduction

Our Mission

Corporate Objectives

Corporate Values

Cross Cutting Themes

Our Resources for 2024/25

Community and Strategic Capital Projects and City Deal

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

Monitoring and Reporting Progress

## Section 3: Performance Improvement Plan 2024/25

### Introduction

#### Identifying our Improvement Objectives 2024/25

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

##### Sub Objectives

- To maintain a minimum of 1.2 million paid user visits
- Maintain baseline of 6,000 paid members (includes direct debits, advanced payments, corporate and staff membership schemes)
- To target underrepresented groups through inclusive leisure, sport and physical participation which lead to more active lifestyles
- Achieve Sport & Physical Activity targets of 5,000 participants per year for targeted programmes including
  - 500 participants with a disability
  - 2,500 'Female' participants
  - 2,000 'Area of High Social Need' participants
- Maintain current levels of satisfaction/net promoter score

**To create a greener, cleaner more attractive district**

Sub-Objectives

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

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

Sub-Objectives

- To embed the Northern Ireland Public Service Ombudsman Complaints Handling Process within all service areas
- To provide accessible services / information

**Statutory Indicators**

**Publishing our Improvement Objectives**

**Reviewing and reporting on our progress**

**How to get involved**

**Section 4:**

**Our Councillors**

**Contact Us**

# 1. Section 1 – Background

## 1.1 About this document

This document is set out in four key sections:

- Section 1 sets out the context for our plans for 2024/25 and provides details of how we have engaged citizens and stakeholders in our planning processes, how our plans fit together.
- Section 2 relates to the Corporate Plan for Derry City and Strabane District Council for the year 2024/25. The Corporate Plan explains our priorities for the forthcoming year and how the Council will spend its budget in support of these priorities.
- Section 3 relates specifically to our Improvement Objectives for 2024/25
- Section 4 provides details of your local Councillors and contact details.

## 1.2 Engaging with our Citizens

One of the values set out in our first corporate plan in 2015/16 was our commitment to one unified Council with the needs of local communities and businesses at the core of what we do, and we have been working to achieve this since the inception of our new Council. Fundamental to achieving such an approach is proactive and meaningful engagement with our citizens and stakeholders.

The Council initiated a co-design process to develop the draft community plan (Strategic Growth Plan) for the Derry City and Strabane District Council area in 2014. More than 5,000 citizen engagements were undertaken, including a citizen survey to 1,400 households, Section 75 focus groups, stakeholder plenaries, task and finish working groups and 8 local community planning groups.

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

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

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

Two statements of progress on the delivery of the Plan were published in 2019 and 2022 respectively and all information on the plan and its progress can be found on [www.growderrystrabane.com](http://www.growderrystrabane.com)

Whilst this Community Plan/Strategic Growth Plan takes a strategic view of the whole District, it is also important to connect to the needs and aspirations at a more local level within our neighbourhoods and communities. As part of the co-design process Eight Local Area Based Growth Plans were developed. Implementation of the Local Growth Plans is overseen by eight Local Growth Partnerships.



The Strategic Growth Plan underwent a statutory review process in 2021/2022 which involved a significant consultation and engagement process. The Council used questionnaires, citizen space and engagement meetings in Derry, Strabane and Castleberg to discuss citizen's views on the plan and its progress. The reviewed and consulted plan was duly republished in November 2022 in accordance with the Local Government Act (2014). The Partnership also adopted a communications and engagement strategy in October 2020. For further information please view [www.growderrystrabane.com](http://www.growderrystrabane.com).



In addition, we regularly seek views in relation to services, strategies, etc. In many cases our approach to citizen engagement has been modified to reflect a more varied, targeted and/or virtual approach. More information on citizen engagement initiatives in the 2023/24 year will be set out in the performance report for 2023/24, which will be published in September 2024.



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

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

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

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

In addition to these corporate management plans, plans will also continue to be developed in relation to thematic/service specific issues, for example, our pitches 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 Strategic Growth 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 Growth Plan, corporate plan, performance improvement plan and directorate plans is augmented by a performance review framework which includes:

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

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

# 1.4 Corporate Planning, Improvement and Performance Review Framework

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

“Inclusive Strategic Growth Plan 2017-2032” - the Community Plan. The district’s integrated plan captures the shared social, economic and environmental outcomes for the area.

Derry City and Strabane District – 2 yearly Statement of Progress. Measures the district’s performance against the shared outcomes, indicators and actions set out in the Strategic Community Plan

### Council: Plans and Performance Review

#### Derry City and Strabane District Council – Corporate Plan 2024/25

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

#### Improvement Plan 2024/25

Improvement Objectives 2023/24 for the forthcoming year

Annual Performance Report 2023/24  
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.

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

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

An extensive process of consultation and engagement was undertaken with local communities and organisations to shape the outcomes. The Inclusive Strategic Growth Plan 2017-2032' - was published in November 2017 and reviewed in November 2022. Add This strategic plan identifies the priority outcomes which aim to make Derry City and Strabane District Council a place where there is:

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

The nine outcome areas are aligned to the pillars of social, economic, and environmental wellbeing and are linked to eight local community plans. Our Corporate Plan and Improvement Objectives support these outcomes.

# Outcomes & Actions

## Our Vision

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

## Our Mission

To improve the social, economic and environmental wellbeing of the city and district and to do so in a sustainable way.



## 2 Section 2

### 2.1 Corporate Plan 2024-2025

The Corporate Plan 2024-2025 represents our priority outcomes as a Council for the next year. It reflects the Council led priorities set out in the Inclusive Strategic Growth Plan and identifies actions we will undertake above and beyond the everyday working of Council services.

The Strategic Growth Plan identifies nine 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 outcomes identified, and it is important to recognise that achievement of each outcome will contribute, in part, to the achievement of others. Some themes, such as equality and sustainability cut across each of the outcomes.

#### Our Mission

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

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

#### Corporate Objectives

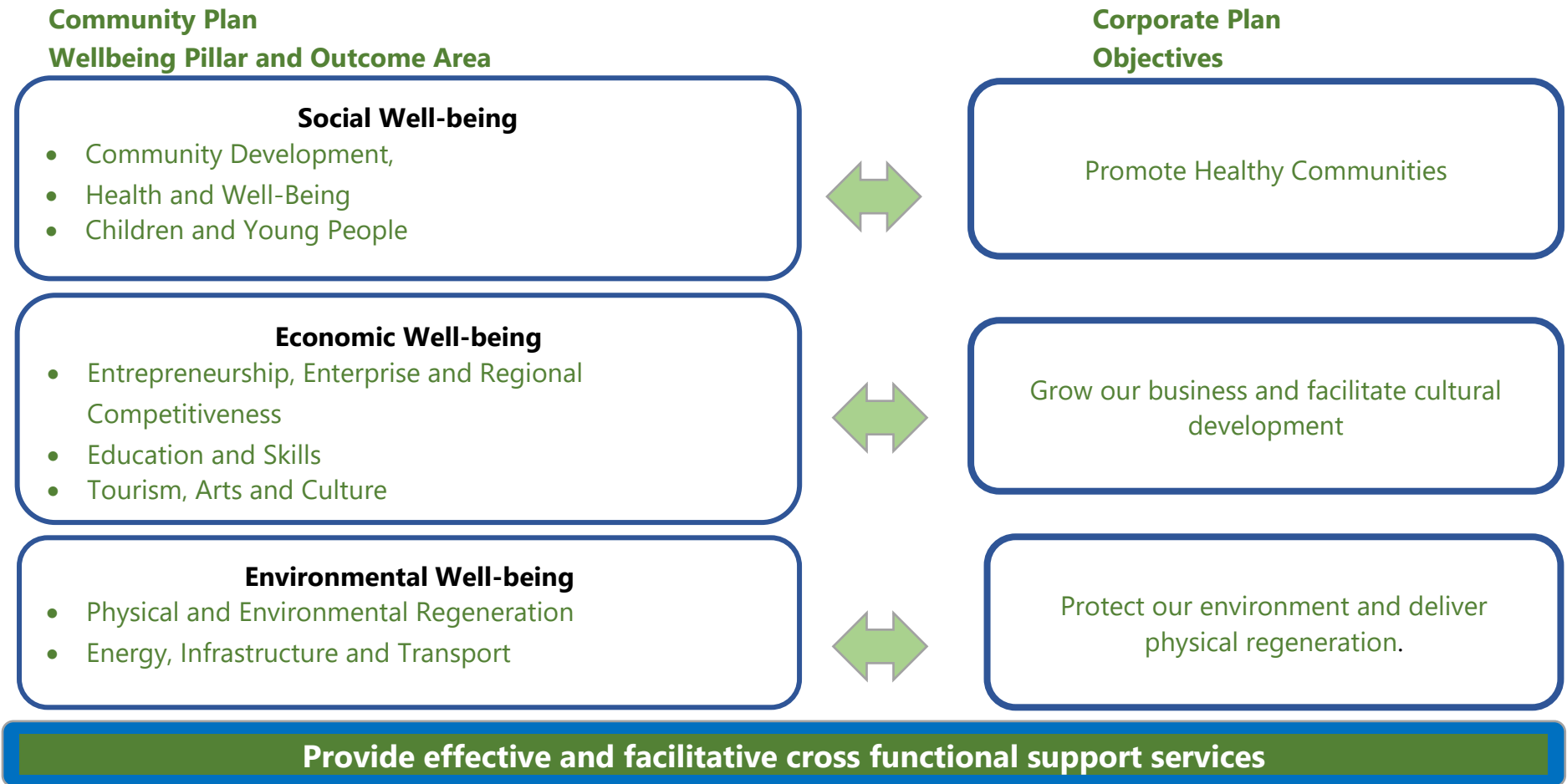
To deliver on our mission, we will focus on four key objectives. These objectives are based on the organisational structure and have emerged following consultation with key partners and from consulting and involving senior council officers and staff.

Our corporate objectives are to:

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

- **Promote healthy communities.**
- **Provide effective and facilitative cross functional support services.**

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



## 2.2 Corporate Values

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

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

## 2.3 Cross cutting themes

### Our commitment to promoting equality

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

People of different

- Religious belief
- Political opinion



- Racial group
- Age
- Marital Status
- Sexual orientation
- Men and women
- People with and without a disability
- People with and without dependants

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

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

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

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

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

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

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

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

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

## 2.4 Our Resources 2024/25

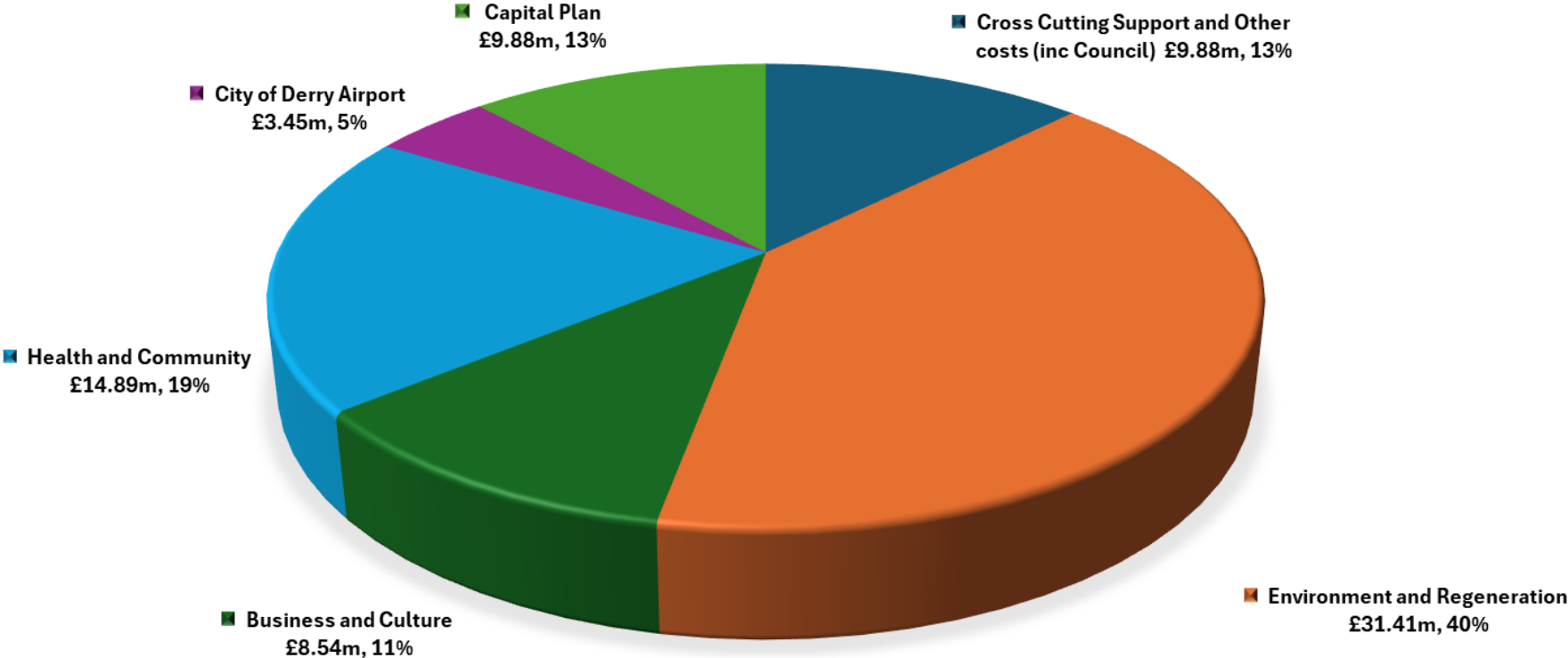
The Councils estimated revenue expenditure (net of specific grant income and fees and charges from council services) in 2024/2025 will be £78.044m.

### Net Revenue Expenditure

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

Environment and Regeneration	£31,407m
Health and Communities	£14,891m
Business and Culture	£8,541m
Capital plan	£9,881m
City of Derry Airport	£3,445m
Cross Cutting Support and other costs (incl. Council)	£9,877m
<b>Total Net Expenditure</b>	<b>£78,044m</b>

### COUNCIL SPEND BY DIRECTORATE 2024/25



## Total Income

For the financial year 2024/25, the net expenditure will be funded from the following sources of income-

District rates income (including de-rating grant)	£76.085m
Rates support grant	£0.619m
Transferred functions grant	£0.441m
Reserves	£0.900m
<b>Total income</b>	<b>£78,044m</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 in 2024/25 compared to the N. Ireland Council average:

### Domestic Ratepayer Examples Based on Average House Values

	Derry City and Strabane	NI Council Average
<b>Average Property Value (£)</b>	<b>96,964</b>	<b>121,495</b>
Average District Rate (£)-	588.57	542.37
Average Regional Rate (£)	488.89	613.17
<b><u>Average Total Rates Bill for 2024-25 (£)</u></b>	<b>1,077.46</b>	<b>1,155.54</b>

This year's District rates increase of 6.50% will mean an average increase of £35.92 per annum or 69p per week and will see the average domestic District rates bill increase to £588.57.

## **Non-Domestic Rates**

Non-domestic rates are a rate for all business properties such as offices, factories and shops, with bills based on the rental value of your property as at March 2023.

Further information and the updated Non domestic valuation list can be found online at the attached link: -

<https://www.finance-ni.gov.uk/news/reval2023-will-help-rebalance-business-rates>

Non domestic ratepayers will also see District rates bills increase by an average of 6.50%

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

- Small Business Rate Relief
- Small Business Rate Relief for small Post Offices
- Charitable Exemption for rates
- Sports and Recreation Rate Relief
- Residential Homes Rate Relief
- Industrial Derating
- Non-Domestic Vacant Rating
- Hardship Rate Relief
- Rural ATMs

Of the 5,654 non domestic properties in this Council area, 15% of business ratepayers are fully exempt from rates; 65% are small businesses who can avail of small business rates relief ranging between 20% and 50% of their rates bills; a further 7% avail of de-rating relief of between 70%-80% of their rates bills and the remaining 14% are subject to full rates.

More details can be found at the attached link: -  
<https://www.nibusinessinfo.co.uk/content/help-available-business-rates>

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

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

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

Information in relation to the actions, projects and plans that are being taken forward in 2024/25 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).

## 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 2025, providing details of how we have performed in the 2024/25 year.

## 3 Section 3: The Performance Improvement Plan 2024/25

### 3.1 Overview

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

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

Improvement Objectives are reviewed annually. Given the significance of the financial situation affecting stakeholders and pending a reconfiguration of the focus of services within the business team, the 'economic' improvement objective was set out in the context of keeping rates to a minimum by achieving financial savings.

Consequently, the Improvement Objectives for 2024/25 are:

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

##### Sub Objectives

- To maintain a minimum of 1.2 million paid user visits
- Maintain baseline of 6,000 paid members (includes direct debits, advanced payments, corporate and staff membership schemes)
- To target underrepresented groups through inclusive leisure, sport and physical participation which lead to more active lifestyles
- Achieve Sport & Physical Activity targets of 5,000 participants per year for targeted programmes including
  - 500 participants with a disability



- 2,500 'Female' participants
- 2,000 'Area of High Social Need' participants
- Maintain current levels of satisfaction/net promoter score

### **To create a greener, cleaner more attractive district**

#### Sub-Objectives

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

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

#### Sub-Objectives

- To embed the Northern Ireland Public Service Ombudsman Complaints Handling Process within all service areas
- To provide accessible services / information

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: [www.derrystrabane.com](http://www.derrystrabane.com). These documents are not intended to be exclusive – the council's plans/activities may be adjusted or added to in line with demand/circumstances.

### **Arrangements to promote continuous improvement**

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

- strategic effectiveness;

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

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

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

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

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

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

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

The Council is also committed to publishing an “Improvement Plan” setting out its improvement objectives as soon as is reasonably practicable after the start of the financial year to which the plan relates and no later than 30<sup>th</sup> June each year. The Improvement Plan also contains details of statutory indicators and standards that the Council is required to meet. Arrangements/ plans /actions that will be taken to ensure delivery of these obligations along with the Improvement Objectives are set out in the Directorate

Delivery Plans and are subject to scrutiny. Progress in our improvement areas/objectives and our statutory indicators will be reviewed on an ongoing basis by the relevant Directors, and by the Council's Senior Leadership Team (quarterly reviews) and by Committees, using a wide range of evidence including update/service/project reports as well as performance reports (6 monthly). Our six-monthly directorate performance reports can be viewed on the Council's website.

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

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

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

### **Identifying our Improvement Objectives**

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

Listed below are the four specific areas we have identified as Improvement Objectives for 2024/25. An initial list of potential improvement objectives 2016-17 was informed by:

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

These improvement objectives have been subsequently reviewed in the context of the Inclusive Strategic Growth Plan 2017-2032 (Our Community Plan), progress made / learning, feedback from the Northern Ireland Audit Office, stakeholder views and strategic priorities including the financial challenges.

These updated Improvement Objectives for 2024/25 were subject to consultation to ensure that they meet the needs and aspirations of our stakeholders.

The three Improvement Objectives for 2024/25 are set out in the table below. This table also shows how each individual improvement objective relates to the improvement criteria set out in Part 12 of the Local Government Act (NI) 2014:

Improvement Objective	Criteria:						
	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
<p>To assist a return to healthy lifestyles through regrowing participation in high quality leisure, sport and physical activity)</p> <p><u>Sub Objectives</u></p> <ul style="list-style-type: none"> <li>• To maintain a minimum of 1.2 million paid user visits</li> <li>• Maintain baseline of 6,000 paid members (includes direct debits, advanced payments, corporate and staff membership schemes)</li> <li>• To target underrepresented groups through inclusive leisure, sport and physical participation which lead to more active lifestyles</li> <li>• Achieve Sport &amp; Physical Activity targets of 5,000 participants per year for targeted programmes including               <ul style="list-style-type: none"> <li>○ 500 participants with a disability</li> <li>○ 2,500 'Female' participants</li> </ul> </li> </ul>	✓	✓	✓	✓	✓		✓

<ul style="list-style-type: none"> <li>○ 2,000 'Area of High Social Need' participants</li> <li>● Maintain current high levels of customer satisfaction/net promoter score</li> </ul>							
<p>To create a greener, cleaner more attractive district</p> <p><u>Sub-Objectives</u></p> <ul style="list-style-type: none"> <li>● To protect and promote our natural and built assets</li> <li>● To protect and enhance our environment</li> </ul>	✓	✓	✓		✓	✓	✓
<p>To deliver improved customer satisfaction by improving customer support services and processes</p> <p><u>Sub-Objectives</u></p> <ul style="list-style-type: none"> <li>● To embed the Northern Ireland Public Service Ombudsman Complaints Handling Process within all service areas</li> <li>● To provide accessible services / information</li> </ul>		✓	✓	✓	✓	✓	✓

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

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

## Improvement Objectives 2024/25

<b>Improvement Objective 1</b>	<b>To assist a return to healthy lifestyles through regrowing participation in high quality leisure, sport and physical activity</b> <u>Sub Objectives</u>
--------------------------------	---

	<ul style="list-style-type: none"> <li>• To maintain a minimum of 1.2 million paid user visits</li> <li>• Maintain baseline of 6,000 paid members (includes direct debits, advanced payments, corporate and staff membership schemes)</li> <li>• To target underrepresented groups through inclusive leisure, sport and physical participation which lead to more active lifestyles</li> <li>• Achieve Sport &amp; Physical Activity targets of 5,000 participants per year for targeted programmes including <ul style="list-style-type: none"> <li>• 500 participants with a disability</li> <li>• 2,500 'Female' participants</li> <li>• 2,000 'Area of High Social Need' participants</li> </ul> </li> <li>• Maintain current levels of satisfaction/net promoter score</li> </ul>
--	--

<b>Lead Officer</b>	Director of Health and Community
---------------------	----------------------------------

**Why we have selected this Improvement Objective**

Derry City and Strabane's Inclusive Strategic Growth Plan 2017- 2032 sets out the strategic community planning partnership's vision for health and wellbeing and the overall outcome to support people live long, healthy and fulfilling lives. Four key areas for improvement have been identified: active ageing and more independent living; reduced health inequalities; increased physical activity; improved mental health.

Engaging users in leisure, sport and physical activity has become an increasing priority at World, National, Governing body and local level. Notably at a Northern Ireland level both the Department for Communities and Sport NI have published new strategy documents and in addition APSE has published a report on Securing the Future of Public Sport and Leisure Services. All of these confirm the need for increased physical activity levels in order to address individual and societal health and wellbeing benefits.

The World Health Organization (WHO) sets out a global Action plan which includes a focus on physical activity as a leading factor in health and wellbeing. According to the WHO, 4-5 million deaths per year could be averted if the global population was more

physically active. Estimates indicate that 27.5% of adults and 81% of adolescents currently do not meet the 2010 Who recommendations, with almost no improvement seen during the last decade. The key target is to reduce world physical inactivity by 10% in 2025 and 15% by 2030 through delivery of Active societies.

There are also inequalities, with girls and women being less active than boys and men in most countries. And there are significant differences in levels of physical activity between higher and lower income groups, and between countries and regions. The WHO's guidelines for staying fit and healthy are broken down by age group. For example, WHO recommends 150 - 300 minutes of moderate aerobic activity per week for all adults; and an average of 60 mins of moderate aerobic activity per day for children and adolescents.

The World economic forum has developed a messaging strategy which summarises the key benefits of physical activity as seen in the diagram overleaf:

1

**Physical activity is good for hearts, bodies and minds.**

Regular physical activity can prevent and help manage heart disease, type-2 diabetes, and cancer which cause nearly three quarters of deaths worldwide. Physical activity can also reduce symptoms of depression and anxiety, and enhance thinking, learning, and overall well-being.

2

**Any amount of physical activity is better than none, and more is better.**

For health and wellbeing, WHO recommends at least 150 to 300 minutes of moderate aerobic activity per week (or the equivalent vigorous activity) for all adults, and an average of 60 minutes of moderate aerobic physical activity per day for children and adolescents.

3

**All physical activity counts.**

Physical activity can be done as part of work, sport and leisure or transport (walking, wheeling and cycling), as well as every day and household tasks.

4

**Muscle strengthening benefits everyone.**

Older adults (aged 65 years and older) should add physical activities which emphasize balance and coordination, as well as muscle strengthening, to help prevent falls and improve health.

5

**Too much sedentary behaviour can be unhealthy.**

It can increase the risk of heart disease, cancer, and type-2 diabetes. Limiting sedentary time and being physically active is good for health.

6

**Everyone can benefit from increasing physical activity and reducing sedentary behaviour,**

including pregnant and postpartum women and people living with chronic conditions or disability.





## Physical Activity Guidelines as Set Out by CMO

The UK Chief Medical Officer activity guidelines sets out an exemplar on how commonly delivered sports and physical activity can improve muscle function, bone health and balance. These range from pre-natal swim classes; crèche facilities; swimming lessons; holiday school clubs; teenage activities; multi sports clubs and fitness classes; fitness for well-being and older people; plus, exercise programmes for long term conditions, cancer patients and overweight individuals. The image below provides a diagrammatic representation on the types of activities that can deliver these benefits and contribute to meeting the physical activity guidelines.



Securing the future of public sport and leisure (published on behalf of APSE, CLOA, LGS) stated that:

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

Council has a specific role in providing a range of publicly accessible, universal, and targeted services and activities. We provide significant sports infrastructure to include leisure centres, community buildings, outdoor sports facilities including pitches and water-based access. This is augmented by the very substantial provision by the voluntary sports sector and sports governing bodies along with schools and higher education providers.

The NI Programme for Government has moved to an outcomes focused delivery-based approach which encourages cross departmental working to deliver on 9 key themes, including 'We all enjoy long, healthy, active lives' which most closely aligns to the outcomes for lifelong participation and engagement in sport and physical activity. However, the strategy will also contribute to the PFG outcomes of 'Children and Young people have the best start in life' and 'Everyone can achieve their potential.'

The Department for Communities in March 2022 published Active Living, the new strategy for Northern Ireland, which 'through its vision and associated key themes and goals, seeks to create a vibrant, welcoming, enjoyable, inclusive and successful sector for everyone, contributing significantly to a healthier and more resilient society.' The Active Living strategy overall vision is to have 'More people, More Active, More of the Time.' The strategy framework sets out this overall vision and the interconnectedness of the cross-cutting themes of anti-poverty, wellbeing and inclusion, sustainability and inclusive growth, agility and innovation. The strategy themes include Recovery from the impact of the pandemic on sport and physical activity; promoting participation, inclusion, and community engagement; Promoting excellence in sport; promoting partnership and integration, providing inclusive and shared spaces and places and promoting the benefits of sport and physical activity.

# The Sport and Physical Activity Framework

## Programme for Government Outcomes and Indicators

### VISION

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

### KEY THEMES



### CROSS-CUTTING PRINCIPLES



### DEPARTMENTAL CROSS - CUTTING THEMES



The Sport NI Corporate Plan 2021-2026 sets out in its mission its commitment to the development of sport, 'We are passionate about maximising the power of sport to change lives. By 2026 we want the power of sport to be recognised by all.' This acknowledges that the power of sport individually and societally has become more important as a result of the pandemic. The emotional, physical, mental wellbeing derived from participating is seen as an important element of Covid recovery and Regrowth. The plan recognises the need for increased participation in sport across the wider community and the need to focus on parts of society that are underrepresented. Two outcomes have been defined:

- People adopting and sustaining participation in sport and physical activity
- Our athletes are among the best in the world

The key strands which will support the achievement of these outcomes include accessible quality infrastructure and safety; physical literacy development; supporting clubs and governing bodies; developing people to include coaches and referees; strategic partnership collaborations; promoting culture and good governance; delivery of events programme; and supporting high performers.

The Levelling Up paper notes the contribution of sport to delivering on 4 of its six capitals including physical, human, social and institutional where investment is needed to address inequalities and restore local pride. It recognises that sports can:

- Contribute to individual health and wellbeing including a broad range of physical and mental benefits
- Public facilities provide a place-based infrastructure through which services can be delivered across the most deprived communities
- Sport and leisure facilities are seen as a significant factor in determining a local community's sense of belonging and pride of place

### **Levelling Up Fund**

Council has recently benefitted from the national Levelling Up Fund (total of £16m) for 3 significant infrastructural projects within the district:

### **Daisyfield Community Sports Hub**

This project will see the regeneration of the Daisyfield pitches with the development of: a single storey sports centre with facilities for fitness classes, boxing, snooker and social area; six block changing room facility; upgrade to the existing natural 100m x 50m grass pitch; a FIFA 1 Star synthetic multi use games area; and car park and associated supporting infrastructure.

### **Derg Active**

The project is an integrated economic, health and well-being, social and environmental project focused on the rural town of Castlederg incorporating the following elements: high quality public realm scheme in the Diamond; upgraded pitches at Mitchell Park for local Gaelic and soccer teams; outdoor gym equipment; new play facility enhancing the heritage site at Castle Park; upgrade to event space at Castle Park; upgrades to outdoor events space at Castle Park; upgrades to Greenways connecting Castle Park & Castlederg town centre; and the creation of two parklets including one in the Diamond in the town centre.

### **Acorn Farm St Columb's Park**

The regeneration of St Columb's Park was endorsed by Council. The project will see the regeneration of the former Ministry of Defence site off St Columb's Park into an urban growing space (Acorn Farm) within the city, a new gate lodge, enhanced car parking, wider environmental improvements to include play provision, enhanced biodiversity signage and landscaping. The focus will be to develop a high quality innovative urban food growing hub; learning and skills development centre (Green Skills Academy); sustainable food events venue; high quality sustainable visitor infrastructure and experience; and support infrastructure.

### **Integrated Care System**

The planned development of Integrated care systems (ICSs) within Northern Ireland with the Partnership structures to be developed by 2024 provide the opportunity for increased health collaboration. Over recent years there has been a growing importance of the need for collaboration with health partners and the introduction of ICSs provides a new mechanism to focus on addressing inequalities and maximising prevention. Councils and the community sector have already shown that they can play their part in this by successfully collaborating on initiatives such as GP referral, Couch to 5K walking and running initiatives and the Macmillan Move More cancer rehabilitation programme which supports those with chronic conditions; and additionally, by a range of secondary prevention programmes which support people with different health and wellbeing needs. There is an imminent opportunity to transition both perception and the delivery of sport and leisure activities to those of an active wellbeing service.

Among such examples might include the co-location of services perhaps to leisure and community venues to increase accessibility, increased provision of existing partnership programmes to target a specific neighbourhood, step up programmes as part of preventative care and more social prescribing. These opportunities will evolve as the outcomes of the Integrated Care Partnerships become established over the coming year requiring a focus on systems, behaviours, and places.

Derry City and Strabane District has been selected by the Department for Health and Public Health Agency as one of the early adopter sites exploring a Whole Systems Approach to Obesity Prevention which is being developed in Northern Ireland. This follows the publication of a report: A Whole Systems Approach to obesity prevention; a rapid synthesis of evidence to inform the Northern Ireland Strategy Project Board which focuses on improving the systems within which we are born, grow, live, work and age. The latest data shows that one in four adults (27%) and around one in sixteen children (6%) are living with obesity in Northern Ireland. Official data shows that the development of obesity is strongly linked to deprivation status. There has been a 12% increase in child obesity between 2011/12 and 2018/19 within primary one children living in the most deprived areas (36%) by comparison to those living in the least deprived areas. It is recognised that obesity increases the risk of developing chronic diseases, such as colon cancer, high blood pressure or type 2 diabetes, and is linked to substantial direct and indirect costs - estimated to be £370m in NI.

Council by participating in the early adopter site will have the opportunity to work with Government and health bodies to influence policy change, work together on local interventions at community level, provide and make available facilities to support healthier food, dietary choices and enhance opportunities for physical activity.

# A Whole Systems Approach to Obesity Prevention

A WSA to obesity prevention focuses on improving the systems within which we are born, grow, live, work and age





The development of the Derry City and Strabane District Council 'Be Active' strategy was informed by a consultation process which sought views about participation in sport and physical activity including barriers to participation with residents, schools and activity providers. Among the findings of the study the following are issues Council along with partners need to address:

- Only 29% of respondents indicated that they achieved the WHO daily physical activity guidance of 30 minutes on 5 days per week; and some 19% indicating that they achieved this on one or no days
- All respondents agreed with the statement that 'being physically active can improve my general health and wellbeing'
- 71% indicated they participated in walking for recreation; 34% in jogging; 31% in aerobics; 29% in weight training and swimming; and 26% in cycling
- The top three responses as to why residents take up physical activity were. 75% to improve health and fitness; 67% to make me feel better; 61% to maintain my mental health
- The top reasons for not being physically active were. 42% due to lack of time or family commitments; and lack of facilities in my area. Other lesser rated reasons were poor weather, cost, being self-conscious, bored with what's on offer; and 1% just not interested
- 71% of schools have delivered sport and physical activity in partnership with Council
- A high percentage of schools would consider making their facilities available for community use if the barriers of insurance and staffing were addressed.
- Nearly half of schools have plans to expand their sports estate, with a strong interest in artificial turf pitches
- 53% of sports providers had delivered activity in partnership with council e.g. local sports clubs, community groups, disability groups have used Council leisure facilities and coaches
- 78% of providers had a willingness to deliver more activity; however, the need for more qualified instructors including those with skills to deliver to disability groups was noted as a need
- There is a network of facilities used for delivery including their own facility, community centres, green spaces



DOH 2022 Health Inequalities report shows that health outcomes in 26 of the 52 measures are worse than the NI average. The overall health status of the District with life expectancy lower than the NI average- men living in the top 20% deprived areas have life expectancy nearly 6 years less and women nearly 3 years less; prescription rates for mood, anxiety disorders, obesity and cancer are 13% higher; in school Year 8 obesity is significantly more prevalent; and 26 of the 52 health outcomes in the DOH 2022 report on health inequalities are worse than the NI average. The WHO state that physical inactivity is one of the risk factors in non-communicable diseases and death worldwide. It increases the risk of cancer, diabetes, heart disease and stroke by 20-30%. It is estimated that 4-5 million deaths per year could be averted if the global population was active.

As a result, the delivery of the Council strategy will focus on the vision of 'more people, more active, more often' with associated objectives around participation across all ages and abilities; supporting the sports clubs as key delivery partners; and developing further partnership working to grow participation and promote the role of sport and physical activity as a key part of a healthy lifestyle.

Developing Healthy Communities Northern Ireland have over 30 years' experience improving peoples' lives. The innovative programmes focus on improving mental, physical and social wellbeing. DHC supports communities, families and workplaces through mentoring, training and funding programmes, and champion healthcare needs with decision makers. Part of a global wellbeing initiative, DHC connect people and facilitate conversations in order to share best practice.

Part of the World Health Organization's (WHO) initiative, Derry City & Strabane District Healthy City & District project brings health, housing, transport, education, environment, and community together to collaborate on a holistic health and wellbeing approach within the district. Derry and Strabane first joined this global network of cities in 2009 and remains one of only a handful of areas in Ireland and the UK to be leading the way through participation in this political movement which is designed to make health and wellbeing a central strategic approach.

Looking beyond the traditional approach, the Healthy Cities framework looks beyond statutory services and care providers as the sole means to deliver health. It brings together the concepts of **People, Place, Participation, Planet, Prosperity and Peace**. There will be specific focus on physical activity in the 2024/25 delivery plan.

The 2023 user and non-user survey of leisure centre users and non-users indicated that:

- 93.5% agreed there is a need for investment in Council facilities
- In terms of the impact on users, 55-60% of users identified positive benefits across the categories of general health, physical health, and mental health, and 7.16% identifying improvements to a specific medical condition
- Swimming, gym use and group exercise classes remain the most popular activity
- Walking remains the highest other physical activity participated in with 74.88%, followed by jogging and running at 28.84% and cycling at 22.33%
- Participation trends vary from 7.34% inactive, 53.6% fairly active and 38.99% active
- The top 3 health and wellbeing objectives identified for 2023 were 86.2% wanting to improve general fitness, 68.35% wanting to lose weight, 64.68% wanting to improve mental health
- Some 77.42% were prepared to allocate more time to health and wellbeing through sport, exercise and being active

#### **What benefits citizens will see: Target Outcomes for 2024/25**

- Re-engagement of users in Council leisure facilities
- Underrepresented groups will lead more active lives
- High levels of customer satisfaction will be maintained
- Increased participation by those living in deprived areas

#### **What actions are we taking to make a difference in 2024/25**

- Deliver Healthy Towns Programme to include minimum of 15 partnership programmes and 10 council led programmes to include physical activity programmes for older people
- Roll out of Coach Education Programme to include CPD training
- Deliver sport and physical activity opportunities across a variety of settings achieving a number of key targets:
  - 5,000 participants

- 2,500 females
- 500 people with disabilities
- 2,000 people from areas of high social need
- Deliver Summer Activity programme for young people
- Deliver “Let’s Get Moving” physical activity programme
- Achieve 550 participation completion rate for ‘Physical Activity Referral Programme’ (PARP) targeting those with health risks relating to obesity, diabetes, or musculoskeletal conditions
- Achieve ‘Athlete Support Membership’ target of 60 participants
- Deliver a Support for Sport Grant Aid programme
- Deliver 10 district wide ‘Sports Forum’ and Sports Committee meetings
- Achieve leisure user visitor numbers (paid visits) of 1.2m visits per year, including:
  - 7,500 participants in centre-based ‘Learn to Swim’ programme over a one-year period
  - 20,000 children achieving the school’s swimming standard as set out in the National Key 2 Curriculum
  - 10,000 participants in fitness classes
- User visitor numbers: 70,000 participants in fitness classes
- User visitor numbers: achieve over 6,000 participants in centre based learn to swim programme across all 4 wet-side sites (April 2024 to March 2025)
- Maintain paid membership base of 6,000 customers per month with positive net gain in member numbers
- Increase the % of bookable activities being booked via the leisure app by 10%
- Re-introduction of services at City Baths
- Introduction of TEEN GYM programme at 5 leisure sites aimed at increasing participation for 12-15 year olds

How will we measure progress	
Performance Measure/Indicator	2024/25 Target

Leisure user visitor numbers (paid visits)	1.2m users including 7,500 in centre based 'learn to swim, 20,000 children reaching swimming standard, 10,000 in fitness classes
Paid Gym memberships numbers	6000 paid members per month
No of participants per year for sports development targeted programmes	5,000 including 500 people with a disability, 2,500 females and 2,000 from area of high social need
Number of completed Physical Activity Referral Programme (PARP) targeting designated special populations – those with obesity, diabetes, or musculoskeletal conditions	550
Number of athletes enrolled in the Elite Athlete Membership Scheme	60
User satisfaction/net promoter score	50
Average Quarterly Mystery Visit Score across all leisure facilities	85%
Increase the % of bookable activities being booked via the leisure app	10%

### 2023/24 Improvement Objective Achievements:

<b>Improvement Objective Reference</b>	<b>Performance Measure/Indicator</b>	<b>2023/24 Target</b>
HC1A	Leisure user visitor numbers (paid visits)	1.1 million

HC1B	No of participants per year for sports development targeted programmes	5,000
HC1B	Number of completed Physical Activity Referral Programme (PARP) targeting designated special populations – those with obesity, diabetes, or musculoskeletal conditions	550
HC1B	Number of athletes enrolled in the Elite Athlete Membership Scheme	60
HC1B	Number of participants in the Coach Education Programme and CPD Courses to support Coach and Club development	100
HC1D	User satisfaction/net promoter score	50
HC1D	Average Quarterly Mystery Visit Score across all leisure facilities	85%
HC1B	Increase in the % of bookable activities being booked via the leisure app	10%

**During 2023/24, we achieved the following in relation to our Improvement Objective:**

- Healthy Towns Partnership programme delivered across the district including 15 partnership programmes and 8 council led initiatives
- Physical Activity initiatives including walking, running (Couch to 5K), cycling initiatives Junior Sports programme, various fitness initiatives delivered across Council
- Published 5-year Physical Activity, Wellbeing & Sport Strategy “Be Active”
- Delivered £30k Sport NI funded Community Investment programme
- Allocated £60,653 through Support for Sport Grant Aid programme
- Allocated £60,374 through Club Maintenance Grant Aid programme
- Disability sport coaching opportunities provided – 6 programmes

- Delivery of summer activity programme for young people across the council area
- Introduction of a pilot physical activity programme to assist females during menopause: 8-week pilot fitness and wellbeing programme launched at Templemore Sports Complex (Feb 2024)
- City Baths refurbishment works completed and centre reopened in December 2023
- Delivery of Coach Education and CPD programme
- Delivery of summer activity programme for young people across the council area
- Junior Gymnastics and Athletics programme delivered
- Secured £621,121 external funding for pitch surface improvements at Foyle Arena and Bishop’s Field
- Continuation of works progressing at Levelling Up Fund programmes in Daisyfield and Derg Active
- Athlete Support Scheme supports 47 athletes at Q3

Further information is available in the Health and Community Directorate Delivery Plan 2024/25.

<b>Improvement Objective 2</b>	<p><b>To create a greener, cleaner more attractive district</b></p> <p><u>Sub-Objectives</u></p> <ul style="list-style-type: none"> <li>• To protect and promote our natural and built assets</li> <li>• To protect and enhance our environment</li> </ul>
--------------------------------	--

<b>Lead Officer</b>	Director of Environment and Regeneration
---------------------	--

<b>Why we have selected this Improvement Objective</b>
This improvement objective relates directly to the Strategic Growth Plan objective that we live sustainably – protecting the environment, under the theme of Physical and Environmental Regeneration. This was a key theme that emerged during the

significant engagement process carried out as part of the development of the Strategic Growth Plan. The improvement objective will allow us to pull together the actions that will demonstrate that we are protecting and enhancing our local environment and the partnership approach that we have taken to maximise effect.

#### **What benefits citizens will see: Target Outcomes for 2024/25**

- An enhanced public realm and built environment
- Provision of additional greenways for active travel and modal shift
- A reduction in the amount of biodegradable waste sent to landfill
- An increase in the percentage of household waste recycled and composted

#### **What actions are we taking to make a difference in 2024/25**

- We will continue to implement the Green Infrastructure Action Plan
- We will continue to implement the Council Pollinator Plan
- We will progress delivery of regeneration plans
- We will progress the development of a new strategic West Bank cemetery for Derry City
- We will progress the construction of new greenways
- We will progress the construction of new play areas
- We will progress the construction of Acorn Farm
- We will begin to implement the Regional Energy Strategy
- We will begin to implement the Climate Adaptation Plan
- We will improve average processing time Council received Major/Strategic planning applications and local applications
- We will progress the implementation of the planning review service

#### **Measures of Success and Performance**

Performance Measure/Indicator	2023/24 Target
Total number of applications processed by Building Control	Demand led
Percentage of household waste arisings sent for preparing for reuse and recycling (including composting)	50%
Biodegradable local authority collected municipal waste sent to landfill – (tonnes)	Reduce
Total amount of local authority collected waste which has been collected by a district council	No target
Average processing time for local planning applications	Less than 15 weeks
Average processing time for Council received Major/Strategic planning applications	Less than 30 weeks
Percentage of enforcement cases processed within 39 weeks	70%
Total number of local and major planning applications received	Demand led

**During 2023/24, we achieved the following in relation to our Improvement Objective:**

### **Environment and Building Control**

- Full plan applications processed, including sub sites = 1,053\*
- Building Notice applications processed = 1,883\*
- Regularisation applications processed = 296\*
- Site inspections undertaken = 9081\*



- Property Certificates processed = 1359\*  
\*at quarter 3

### **Postal Numbering and Street Naming**

- Total number of new postal number requests processed = 421
- Total number of Land and Property Services queries dealt with = 561
- Total number of residents consulted, as part of 11 bilingual street name requests = 360
- Total number on new or replacement street signs = 148
- Total new bus shelters 0, Total refurbished 1

### **Energy**

- Installation of smart energy motors at Guildhall realising potential annual energy savings of circa 40% over previously installed motors
- Extension of Installation of an innovative energy control system, HEATBOSS to Guildhall following previous installation in Harbour House to optimise comfort conditions in individual rooms. Project formed part of a pan European learning partnership funded by the EU (SMARTRenew Project). - Heatboss system installed, commissioned and training given to local staff
- Completion of Energy Audits as part of the North West Decarbonisation project across 15 public sector buildings across the City and District
- Progression of on street Electric vehicle charge points as part of an NI Consortium bid

### **Green Infrastructure**

#### GI Regeneration

- Completion of Northwest Greenways Projects: the £3.3m Culmore Greenway, £2.3m Pennyburn Bridge and £515k Strabane North Greenway funded by INTERREG VA, DfC and Council
- £6.2m UKLUF Acorn Farm Gatelodge and Urban Farm at St Columbs Park both commenced on site

- Completion of 2.7km Strathfoyle Greenway (£2.9m) and Clooney Masterplan (Stage 2 Consultation) complete and progressing to Planning
- Completion of £240k improvements to car park at St Columb's Park
- Completion of £185k replacement 'Foot Stick' pedestrian footbridge, Learmount, Park, County Derry
- Commencement of three new Rural Covid Recovery projects in Claudy, Learmount and Newtownstewart (at £1m)
- Glendermott Valley Peace + Projects funding application lodged (E15m)
- Planning Permission secured for £105k secured for UK Shared Prosperity Fund for Strathfoyle Greenway (Phase 2) for Stradowen Greenway
- City Deal – Central Riverfront Masterplanning complete for the OBC
- Commenced on site for £1.6million Derg Active GI Projects namely, The Diamond, Castle Park and Dergview Greenway funded by the UKLUF

#### GI Climate Action

- Secured £300,000 of funding from Innovate UK to deliver the Net Zero Derry & Strabane project and appointed Net Zero Innovation Delivery Officer. Including formation of Derry & Strabane Sustainability & Climate Commission and progression of DCSDC Climate Mitigation Plan
- Secured €50,000 funding from Creative Ireland to deliver Blueprint project - art and creative led exploration of climate impacts focussing on flood affected communities in Derry & Strabane
- Secured approval for £300,000 from Peace Plus for Green Club programme across the City & District
- Completed stage I of Lottery funded Artitude project and worked with lead partners The Playhouse to secure further £1,099,320 of funding for stage II
- Led the City Deal Environment & Climate Working Group & prepared Green Statement of Intent
- Co-Chair of NI Cross Deal Environment & Climate Working Group
- Initiated Ebrington Decarbonisation Cluster
- Supported the development of Community Resilience Pilot – Prepare, Adapt, Strengthen
- Submitted returns for Council Climate Commitments: Covenant of Mayors, ICLEA/ CDP/ Race to Zero/ Race to Resilience
- Submitted consultation responses and contributed to development of: NI Climate Change Bill, NI Green Growth Strategy, Public Body Reporting, NILGA Climate Programme

- Ongoing management and delivery of Climate Adaptation Plan
- Continued involvement in Acorn Farm Programme – including completion of Whole Life Carbon Assessment for capital project

#### GI Management

- Brooke Park – secured Green Flag Award
- Brooke Park – secured Green Flag Heritage Award
- Derry City and Strabane District Council awarded a Bronze Award and is a UK Sustainable Food Place.
- Ongoing Development of the Acorn Food Network, working in partnership with a wide range of public and private sector partners to further develop Council Area as a sustainable food place and continue to build the food movement within the city and district
- Participation in NI Science Festival alongside Community Partners Acorn Farm programme ongoing partnership support and
- delivery of £1.7m funding from the Climate Action Fund Lottery Programme, in particular continuing to support the I Can Grow, I can Cook and Growing Challenges programmes
- Development of proposals to incorporate an orchard and educational demonstration garden in the area surrounding the new gate lodge premises in St Columbs Park

#### Regeneration

- £1.2m secured for the delivery of the Covid Recovery Small Settlements Programme-funded Commercial Façade Painting Scheme in 8 rural settlements targeting a total of 250 properties and contractor appointed
- Delivery and completion of the £1.2m DfC-funded Spencer Road & Carlisle Road Revitalisation Shopfront Enhancement Programme targeting a total of 85 properties
- Delivery and completion of the £220k DfC-funded Clooney Terrace Cannon Site Environmental Improvement Scheme and project launch
- Draft Newtown Stewart Town Centre Regeneration Framework completed and public consultation process initiated
- Submission of funding applications to the PEACE+ Programme for (a) Historic Cemeteries Heritage-led Regeneration Scheme (b) Conservation-led War Memorials Maintenance/Restoration project and outline offer of funding secured from SEUPB

- Submission of an application & funding secured from the UK Architectural Heritage Fund for the design and delivery of a Walled City Heritage Development Trust Programme in conjunction with lead partner Inner City Trust
- Delivery and completion of the Irish Walled Town Network-funded City Walls Cannons Carriages painting scheme
- Completion of the Derry City Centre Pedestrian Way-finding Strategy & Design Toolkit and submission of funding application for capital implementation phase
- Funding secured for the design and delivery of a Built Heritage Audit and Guide of attractions in Sion Mills and Newtownstewart
- Funding secured and conservation architects appointed to undertake a conservation-led condition assessment for the former Austins Department Store

## **Planning**

### Major/Strategic & Local Planning Permissions Granted

#### Residential approvals include:

- Major full and reserved matters planning applications on zoned housing land at H1B at Skeoge, Derry for a total of 244 dwellings
- Approval granted for the redevelopment of the Convent Grammer site in Strabane to provide 78 social and affordable housing units
- Permission granted for the redevelopment of the former IAWS site in Newbuildings to provide 49 new homes
- Permission granted for 41 apartments at Crescent Link in the Waterside
- Change of use of an existing listed building in the city centre to provide 40 apartments for student accommodation
- Permission granted for 40 social housing apartments at Letterkenny Road
- Redevelopment of site on Limavady Road to provide 12 apartments
- Permission granted for new housing and apartments (16 units) at Prehen Road
- Approval for new residential development on Limavady Rd (11 units)

#### Commercial/Economic Approvals include:

- Permission granted for major regeneration development at Ebrington for erection of Grade A office building, multi-storey car park and two mixed use developments including commercial and residential
- Planning approval granted for regeneration of Ebrington to provide for 40 new apartments and mixed use creative industries/office development
- Major new factory development for Fab Plus in Strabane Business Park
- Major redevelopment at Maydown site to facilitate a coal manufacturing facility for the production of smokeless fuel
- Planning approval granted for a major new concrete manufacturing facility located at Maydown
- Major outline approval for new service station at Drumahoe
- Major application approved to provide new Gas powered turbine and decommissioning of coal plant at Maydown Works, Derry
- New petrol filling station including local community shop, deli, hot food bar, customer seating area with associated sanitary, storage and staff facilities, fuel forecourt facility with canopy and carparking at Castlegore Rd Castleterg
- Approval for retention of extension to O'Neill's Sportswear in Strabane providing storage and distribution area and increased parking provision
- Approval for storage building for bulk storage of medical consumables at Maydown
- Approval for First floor extension to service station and diner to provide ancillary storage and office accommodation and alterations to shop front, forecourt canopy and fuel pumps at Milltown Service Station & Diner, Newtown Stewart
- Approval for mixed use development comprising 5 x Pump 24 hour unattended petrol filling station and drive-thru restaurant on Strand Road
- Approved Extension to the Kes Group factory in Strabane to provide extension to production and processing unit and increased administrative space and parking
- Retention of vehicle maintenance building for McKinney crane hire in Strabane

Renewable/Energy approvals include:

- Permission granted for Battery Energy Storage System at Springtown, Derry
- Planning approval granted for Synchronous condenser at Shannaghy Road, Killeter
- Ground mounted solar panel development approved at Slaughtmanus Road, Derry
- Eight separate single wind turbines throughout the district

- Ground mounted solar panel development at Loughan Road, Donemana

#### Community/Infrastructure Approvals include:

- Planning permission granted for major development to provide cross border Community Park and new bridge linking to Lifford as part of Riverine development, Strabane
- Approval for extension to the Strathfoyle Greenway
- Approval granted for the provision of a new pedestrian/Cycle Greenway at Bunrana Road
- New play park granted approval at Tullyally
- New changing room extension to existing cricket clubhouse and change of use for part of adjacent agricultural lands for the existing cricket club at Bonds Glen Cricket Club Killaloo
- Improvements to Memorial Garden, Claudy
- Approval for the Installation of 2 No. 10 M. high ball stop fencing systems at Bishop's Field Sports Centre
- Proposed extension to existing cinema complex to provide indoor mini-golf and games arcade & associated site works at Brunswick Movie Bowl
- Approval for extension Ashlea Primary School, Tullyally
- Approval for extension to Knockavoe School, Strabane, to provide 2 additional classrooms and multi-purpose spaces
- Approved listed building refurbishment works to Foyle Arts Building Strand Road
- Approved stadium redevelopment at Ryan McBride Brandywell Stadium, to provide new safe standing covered terrace and associated works
- New waste water pumping station at Drumahoe
- Approved double classroom at Lisneal College

#### Local Development Plan

- The Planning Appeals Commission (PAC) had been considering the Council's submitted LDP documents (100 no.) since September 2022, with correspondence from / to the Council in Spring 2023. At the end of April 2023, the PAC wrote to the Council, advising that the Commissioner would hold the LDP Independent Examination's (IE) public hearing sessions over 4 weeks in September – October 2023

- Significant IE preparation took place, with 3 further Barrister Review sessions held, the 120 BTC actions were undertaken – including updated evidence base, in April to June 2023
- A Revised LDP Timetable was consulted-upon and published in July 2023. Statutory IE notifications were issued, Public Notices were published and IE logistics were organised
- From July to September 2023, detailed answers were prepared for the 93 IE topic questions issued by the PAC, working closely with the Council's Barrister and consultees. A Schedule of LDP Further Changes (79 no.) was also prepared/submitted to the PAC
- The LDP Independent Examination was held over a 5-week period in September and October 2023, conducted remotely by the PAC and available for the public to stream live on YouTube. This was an intense and significant milestone for the LDP Team, Planning Department and wider Council, professionally undertaken, and with the PAC due to report its findings to DfI in April 2024, with a view to Adoption of the LDP Plan Strategy towards the end of 2024-2025

### **Environment**

- Refuse Collection including Bulky Waste Collection services provided across the city and district to domestic and business users
- Ongoing promotional activity across all service areas with regard to anti – litter and fly tipping promotions, waste, and recycling etc
- Progressed with the development of lands at Mullennan for the new Municipal Cemetery
- Completed works at extension to City Cemetery
- Ensured that Council properties and facilities remained in full compliance with statutory requirements e.g. EICR, Fire, Legionella Management etc with circa 1500 certificates tested and renewed
- 27 Fixed Penalty Notices issued for littering / indiscriminate dumping
- 2,299 incidents of fly tipping reported and investigated
- Winner of Ulster in Bloom – City Category
- Average of 50% Household recycling rate
- Gold Award – Britain in Bloom
- Received Innovation in Community Engagement Award at RHS Britain in Bloom
- Completion of plant upgrade at City Baths

- RoSPA inspections and associated remedial works completed at Council play areas
- Annual Festive lighting schemes

Further information on the work progressed in relation to the improvement objective is given in the Environment and Regeneration Service Plan for 2024/25.



<b>Improvement Objective 3</b>	<b>To deliver improved customer satisfaction by improving customer support services and processes</b> <u>Sub-Objectives</u> <ul style="list-style-type: none"> <li>To embed the Northern Ireland Public Service Ombudsman Complaints Handling Process within all service areas</li> <li>To provide accessible services / information</li> </ul>
--------------------------------	--

<b>Lead Officer</b>	Lead Democratic Services and Improvement Officer
---------------------	--

<b>Why we have selected this Improvement 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 / facilities.</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 and accessible services, better collaboration with customers, increased transparency to the general public, and more-proactive efforts to improve customer satisfaction.</p> <p><b>Why we have decided to keep this as an improvement objective for 2024/25</b></p> <p>We have carried this improvement objective forward as:</p> <ul style="list-style-type: none"> <li>Access arrangements, communication channels, and engagement processes have continued to evolve. In order to continue to build customer confidence and service participation, we need to ensure that we continue to provide new, effective, and innovative ways of engaging with our citizens</li> <li>We value our stakeholders and recognise the importance of providing accessible, customer focused services</li> </ul>

- We recognise that more work is required to achieve improved processes / satisfaction levels
- We wish to work towards a recognised framework for customer excellence

#### **What benefits citizens will see: Target Outcomes to be achieved in 2024/25**

- Accessible, responsive, customer orientated services
- Evidence of customer engagement and high customer satisfaction
- Effective call handling
- A more accessible and effective customer complaints process

#### **What actions are we taking to make a difference in 2024/25**

- Continue to implement the Public Services Ombudsman Model Complaints Handling Procedure including the delivery of training and awareness sessions to all relevant stakeholders
- Review and enhance the visibility of the complaints handling process to ensure that no barriers to participation exist
- Develop guidance and support resources for staff dealing with customers
- Carry out surveys, within 1 month of training completion (for all training) to assess if improvement has been achieved
- Enhance the Council website to provide an effective source for Council information including on Data Protection and Customer Care
- Continue to increase awareness of FOIs, EIRs, SARS by providing awareness/training sessions
- Provision of effective media management and communication services within Council to ensure active media coverage and social media engagement, that generates positive profile and coverage on all Council services, initiatives, and events
- Ensure all our media databases and connections are updated and that we regularly engage with our contacts to build on relationships and further develop links
- Enhance visibility of key Council contacts on website
- Provide Safeguarding Policy training, support, and advice to ensure the implementation of the Council's Safeguarding Policy and Procedures throughout the organisation
- Continue to grow the digital offer across a range of platforms (social media, cloud-based/web). Identify innovative smarter approaches to service promotion, customer engagement and event hosting, and review the success of these interventions on an annual basis

- Engage with key stakeholders including Section 75 groups in developing policies and plans and seek to improve our approach
- Review feedback and monitoring systems to ensure that information is available on impacts and outcomes

How will we measure progress	Target 2024/25
<ul style="list-style-type: none"> <li>• Telephony - Average time to answer external call (seconds) (Council overall)</li> </ul>	10 Seconds
<ul style="list-style-type: none"> <li>• Telephony - % abandoned external calls</li> </ul>	5%
<ul style="list-style-type: none"> <li>• % compliance with FOI, EIR, SAR target timelines</li> </ul>	90%
<ul style="list-style-type: none"> <li>• Analysis of training feedback – knowledge levels of 80% of participants should increase (to Good or Excellent) – where appropriate</li> </ul>	80%
<ul style="list-style-type: none"> <li>• Number of requests for information in alternative formats responded to</li> </ul>	Data only
<ul style="list-style-type: none"> <li>• % satisfaction with services</li> </ul>	Based on service standards
<ul style="list-style-type: none"> <li>• Number of complaints received at Stage 1 and Stage 2</li> </ul>	Data only
<ul style="list-style-type: none"> <li>• Number of complaints escalated from Stage 1 to Stage 2 within timescale</li> </ul>	Data only
<ul style="list-style-type: none"> <li>• Percentage of complaints closed in full at Stage1 within 5 working days</li> </ul>	100%
<ul style="list-style-type: none"> <li>• Percentage of complaints closed in full at Stage 2 within 20 working days</li> </ul>	100%
<ul style="list-style-type: none"> <li>• Summary of complaint issues and actions taken</li> </ul>	N/A
<ul style="list-style-type: none"> <li>• Number of compliments received</li> </ul>	Data only

**During 2023/24, we achieved the following in relation to this Improvement Objective:**

- To enhance accessibility to Council business, all Council and Committee Meetings were broadcast to the Council’s You Tube Channel
- Achieved 94% customer satisfaction rating for Council’s Irish Language Services
- Delivered a programme of events to mark Irish Language Week and Ulster-Scots Language Week

- Introduced a new customer complaints handling process which provides greater accessibility and a more streamlined process for service users
- Developed and delivered training and awareness sessions for staff on the new Northern Ireland Public Service Ombudsman complaints handling process
- Developed and published external guidance documentation for the new complaints handling process
- Delivered targeted policy and customer care training sessions for staff in key areas, including revised e-learning modules
- Continued to work with other Councils on best practice approaches to Safeguarding
- Monthly Community Funding Bulletin issued to a broad range of community and voluntary organisations and partners across the district with up-to-date vital funding horizon scanning
- Draft Audit of Inequalities, draft Equality Action Plan and draft Disability Action Plan prepared
- Annual Equality Progress Report submitted within deadline to Equality Commission
- Annual return of Rural Needs Assessment Summary to DAERA completed and submitted on time
- Council achieved two Green RAG ratings from UNICEF for progress of the multi-agency child rights action plan/ embedding a Child Rights Based Approach to improve services.
- A programme of Child Rights Training for Council Staff, External Partners, Elected Members and Children and Young People was progressed
- Social narrative films were developed and launched on the Council website to assist D/deaf, disabled, and neurodiverse customers with additional needs to better plan their visit to cultural organisations.
- The Council delivered FestivALL which promoted the reduction of physical, communicational, social, and economic barriers faced by people with disabilities, carers, and older people
- Training delivered included Disability Awareness, Planning an Accessible Event, and Deaf Awareness
- All Councillors have signed up to become JAM Cad friendly

Further information on the work progressed in relation to the improvement objective is given in the Strategic Planning & Support Units Service Plan for 2024/25.

## Statutory Indicators:

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

Ref	Statutory Indicator	Standard to be met (annually)
ED1	The number of jobs promoted through business start-up activity (Business start-up activity means the delivery of completed client led business plans under the Department of Enterprise, Trade and Investment's Regional Start Initiative or its successor programmes.)	140
P1	The average processing time of major planning applications. [An application in the category of major development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015(a)]	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks.
P2	The average processing time of local planning applications. [Local applications means an application in the category of local development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015, and any other applications for approval or consent under the Planning Act (Northern Ireland) 2011 (or any orders or regulations made under that Act)]	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks.
P3	The percentage of enforcement cases processed within 39 weeks. [Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (Northern Ireland) 2011 (or under any orders or regulations made under that Act). (b).]	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint
W1	The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).	50%

	[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)]	
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled. [Local authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]	No current target
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings. [Local authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district council]	No current target

### **Publishing our Improvement Objectives**

Our Improvement Plan containing Improvement Objectives for 2024/25 is published on the Council’s website at [www.derrystrabane.com](http://www.derrystrabane.com). Members of the public will also be able to access this information at the Council’s offices and can comment on our Improvement Objectives by emailing us at: [improvement@derrystrabane.com](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, where this is permissible.

### **Reviewing and reporting on our progress**

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

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

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

We will report our performance against these (2024/25) Improvement Objectives in September 2025.

### **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 4266.


We also have a dedicated Equality Assurance and Oversight Group which provides the opportunity to engage directly with council officers regarding the Council’s activities. If you have any queries or would like to become a member, please email: [equality@derrystrabane.com](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.




## Section 4 Our Councillors




Party	Name	Address and Contact Details
<b>Ballyarnett</b>	<b>District Electoral Area</b>	
SF	Councillor Sandra Duffy 	80 Oakbridge Park, Derry, BT48 8PY <b>Email:</b> <a href="mailto:sandra.duffy@derrystrabane.com">sandra.duffy@derrystrabane.com</a> <b>Phone:</b> 028 71354740 <b>Mobile:</b> 07800506328
SDLP	Councillor Rory Farrell 	20 Lawrence Hill, Derry, BT48 7NY <b>Email:</b> <a href="mailto:rory.farrell@derrystrabane.com">rory.farrell@derrystrabane.com</a> <b>Mobile:</b> 07751699295









SDLP	<p>Councillor Catherine McDaid</p> 	<p>24 Larkhill, Derry, BT48 8AT  <b>Email:</b> <a href="mailto:catherine.mcdaid@derrystrabane.com">catherine.mcdaid@derrystrabane.com</a>  <b>Mobile:</b> 07872393687</p>
SF	<p>Councillor Amanda Clarke</p> 	<p>27 Papworth Avenue, Derry, BT48 8PT  <b>Email:</b> <a href="mailto:amanda.clarke@derrystrabane.com">amanda.clarke@derrystrabane.com</a>  <b>Mobile:</b> 07756273323</p>
SF	<p>Councillor Pat Murphy</p> 	<p>43 Moyola Drive, Derry, BT48 8EG  <b>Email:</b> <a href="mailto:patrick.murphy@derrystrabane.com">patrick.murphy@derrystrabane.com</a>  <b>Mobile:</b> 07928782399</p>




SDLP	<p>Councillor Brian Tierney</p> 	<p>46 Glencaw Park, Derry, BT48 8LR  <b>Email:</b> <a href="mailto:brian.tierney@derrystrabane.com">brian.tierney@derrystrabane.com</a>  <b>Mobile:</b> 07731309734</p>
<b>Derg</b>	<b>District Electoral Area</b>	
SF	<p>Councillor Caroline Devine</p> 	<p>37 Tullycar Road, Aghyaran, Castlederg, Co Tyrone, BT81 7YB  <b>Email:</b> <a href="mailto:caroline.devine@derrystrabane.com">caroline.devine@derrystrabane.com</a>  <b>Mobile:</b> 07706682487</p>
UUP	<p>Alderman Derek Hussey</p> 	<p>38 Garvetagh Road, Castlederg, Co Tyrone, BT81 7QH  <b>Email:</b> <a href="mailto:derek.hussey@derrystrabane.com">derek.hussey@derrystrabane.com</a>  <b>Mobile:</b> 07774246223</p>




DUP	<p>Alderman Keith Kerrigan</p> 	<p>22 Shanog Road, Castlederg, Co Tyrone, BT81 7QS  <b>Email:</b> <a href="mailto:keith.kerrigan@derrystrabane.com">keith.kerrigan@derrystrabane.com</a>  <b>Phone:</b> 02881678587  <b>Mobile:</b> 07783036388</p>
SF	<p>Councillor Antaine Ó Fearghail</p> 	<p>2 Rose Vale, Sion Mills, Co Tyrone, BT82 9FD  <b>Email:</b> <a href="mailto:antaine.ofearghail@derrystrabane.com">antaine.ofearghail@derrystrabane.com</a>  <b>Mobile:</b> 07936351984</p>
SF	<p>Councillor Ruairi McHugh</p> 	<p>74 Hillview Park, Castlederg, Co Tyrone, BT81 7PR  <b>Email:</b> <a href="mailto:ruairi.mchugh@derrystrabane.com">ruairi.mchugh@derrystrabane.com</a>  <b>Mobile:</b> 07751576632</p>

Faughan	District Electoral Area	
DUP	Alderman Julie Middleton 	c/o Member Services, Council Offices, 98 Strand Road, Derry BT48 7NN <b>Email:</b> <a href="mailto:julie.middleton@derrystrabane.com">julie.middleton@derrystrabane.com</a> <b>Mobile:</b> 07568524580
SF	Councillor Sean Fleming 	34 Tamneymore Park, Derry, BT47 2EF <b>Email:</b> <a href="mailto:sean.fleming@derrystrabane.com">sean.fleming@derrystrabane.com</a> <b>Mobile:</b> 07742521046
UUP	Alderman Janice Montgomery 	42 Faughan Crescent, Drumahoe, Londonderry BT47 3LA <b>Email:</b> <a href="mailto:janice.montgomery@derrystrabane.com">janice.montgomery@derrystrabane.com</a> <b>Mobile:</b> 07851415180




SF	<p>Councillor Alex Duffy</p> 	<p>41 Deramore Drive, Strathfoyle, Derry, BT48 6XL  <b>Email:</b> <a href="mailto:alex.duffy@derrystrabane.com">alex.duffy@derrystrabane.com</a>  <b>Mobile:</b> 07547722966</p>
SDLP	<p>Councillor Declan Norris</p> 	<p>111 Glenrandel, Eglinton, Derry, BT47 3XN  <b>Email:</b> <a href="mailto:declan.norris@derrystrabane.com">declan.norris@derrystrabane.com</a>  <b>Mobile:</b> 07591620601</p>
<b>Foyleside</b>	<b>District Electoral Area</b>	
SF	<p>Councillor Grace Uí Niallais</p> 	<p>3 Claremont Manse, Derry, BT48 7GA  <b>Email:</b> <a href="mailto:grace.ui.niallais@derrystrabane.com">grace.ui.niallais@derrystrabane.com</a>  <b>Mobile:</b> 07889545865</p>




SF	<p>Councillor Conor Heaney</p> 	<p>23 Oranmore Park, Creggan Road, Derry, BT48 0JP  <b>Email:</b> <a href="mailto:conor.heaney@derrystrabane.com">conor.heaney@derrystrabane.com</a>  <b>Mobile:</b> 07738236308</p>
IND	<p>Councillor Shauna Cusack</p> 	<p>c/o Member Services, Council Offices, Strand Road, Derry, BT48 7NN  <b>Email:</b> <a href="mailto:shauna.cusack@derrystrabane.com">shauna.cusack@derrystrabane.com</a>  <b>Mobile:</b> 07919962169</p>
SDLP	<p>Councillor Lilian Barr (Mayor)</p> 	<p>c/o Mayor's Parlour, The Guildhall, Derry BT48 6DQ  <b>Email:</b> <a href="mailto:lilian.seenoi-barr@derrystrabane.com">lilian.seenoi-barr@derrystrabane.com</a>  <b>Mobile:</b> 07880207223</p>




PBP	<p>Councillor Shaun Harkin</p> 	<p>74 Norburgh Park, Derry, BT48 0RQ  <b>Email:</b> <a href="mailto:shaun.harkin@derrystrabane.com">shaun.harkin@derrystrabane.com</a>  <b>Mobile:</b> 07960404137</p>
<b>Sperrin</b>	<b>District Electoral Area</b>	
IND	<p>Councillor Jason Barr</p> 	<p>7 Tamworth Grove, Strabane, Co Tyrone, BT82 8HN  <b>Email:</b> <a href="mailto:jason.barr@derrystrabane.com">jason.barr@derrystrabane.com</a>  <b>Mobile:</b> 07549355296</p>
IND	<p>Councillor Raymond Barr</p> 	<p>3 Dennett View, Burdennet, Strabane, Co Tyrone, BT82 0BY  <b>Email:</b> <a href="mailto:raymond.barr@derrystrabane.com">raymond.barr@derrystrabane.com</a>  <b>Phone:</b> 02871841681  <b>Mobile:</b> 07775920088</p>




SF	<p>Councillor Paul Boggs</p> 	<p>29 Glenevish Hill, Strabane, BT82 8LZ  <b>Email:</b> <a href="mailto:paul.boggs@derrystrabane.com">paul.boggs@derrystrabane.com</a>  <b>Mobile:</b> 07544946314</p>
DUP	<p>Alderman Gary Wilkinson</p> 	<p>c/o Member Services, 98 Strand Road, Derry, BT48 7NN  <b>Email:</b> <a href="mailto:gary.wilkinson@derrystrabane.com">gary.wilkinson@derrystrabane.com</a>  <b>Mobile:</b> 07484603716</p>
SF	<p>Councillor Brian (Barney) Harte</p> 	<p>8 Hillmount Grove, Strabane, BT82 8LX  <b>Email:</b> <a href="mailto:brian.harte@derrystrabane.com">brian.harte@derrystrabane.com</a>  <b>Mobile:</b> 07596595586</p>
IND	<p>Councillor Paul Gallagher</p>	<p>13 Gartan Avenue, Strabane, Co Tyrone, BT82 9AZ  <b>Email:</b> <a href="mailto:paulm.gallagher@derrystrabane.com">paulm.gallagher@derrystrabane.com</a>  <b>Mobile:</b> 07872638565</p>





		
SF	<p>Councillor Fergal Leonard</p> 	<p>2 Spruce Road, Strabane, Co Tyrone, BT82 8LL  <b>Email:</b> <a href="mailto:fergal.leonard@derrystrabane.com">fergal.leonard@derrystrabane.com</a>  <b>Mobile:</b> 07711841297</p>
<b>The Moor</b>	<b>District Electoral Area</b>	
SDLP	<p>Councillor John Boyle</p> 	<p>3 Caradale Park, Derry, BT48 0NU  <b>Email:</b> <a href="mailto:john.boyle@derrystrabane.com">john.boyle@derrystrabane.com</a>  <b>Mobile:</b> 07748192198</p>
IND	Councillor Gary Donnelly	c/o Member Services, Council Offices, 98 Strand Road, Derry BT48 7NN

		<p><b>Email:</b> <a href="mailto:gary.donnelly@derrystrabane.com">gary.donnelly@derrystrabane.com</a></p> <p><b>Mobile:</b> 07802648444</p>
SF	<p>Councillor Patricia Logue</p> 	<p>190 Lecky Road Derry, BT48 6NR</p> <p><b>Email:</b> <a href="mailto:patricia.logue@derrystrabane.com">patricia.logue@derrystrabane.com</a></p> <p><b>Mobile:</b> 07851313583</p>
SF	<p>Councillor Emma McGinley</p> 	<p>15 Mulroy Gardens, Derry, BT48 9QP</p> <p><b>Email:</b> <a href="mailto:emma.mcginley@derrystrabane.com">emma.mcginley@derrystrabane.com</a></p> <p><b>Mobile:</b> 07718266155</p>

SF	<p>Councillor Aisling Hutton</p> 	<p>4 Birch Hill, Belt Road, Derry, BT47 2FJ  <b>Email:</b> <a href="mailto:ailsing.hutton@derrystrabane.com">ailsing.hutton@derrystrabane.com</a>  <b>Mobile:</b> 07510360473</p>
<b>Waterside District Electoral Area</b>		
UUP	<p>Alderman Darren Guy (Deputy Mayor)</p> 	<p>41 Rossdale, Kilfennan, Londonderry, BT47 7NN  <b>Email:</b> <a href="mailto:darren.guy@derrystrabane.com">darren.guy@derrystrabane.com</a>  <b>Mobile:</b> 07751310133</p>
SF	<p>Councillor Christopher Jackson</p> 	<p>16 Tamneymore Park, Derry, BT47 2EG  <b>Email:</b> <a href="mailto:christopher.jackson@derrystrabane.com">christopher.jackson@derrystrabane.com</a>  <b>Mobile:</b> 07841697856</p>

DUP	<p>Alderman Chelsea Cooke</p> 	<p>c/o Member Services, Council Offices, 98 Strand Road, Derry BT48 7NN  <b>Email:</b> <a href="mailto:chelsea.cooke@derrystrabane.com">chelsea.cooke@derrystrabane.com</a>  <b>Mobile:</b> 07540887068</p>
DUP	<p>Alderman Niree McMorris</p> 	<p>2 Finn Gardens, Londonderry, BT47 6NG  Email: <a href="mailto:niree.mcmorris@derrystrabane.com">niree.mcmorris@derrystrabane.com</a>  Mobile: 07720138961</p>
SDLP	<p>Councillor Sean Mooney</p> 	<p>92 Victoria Gate, Waterside, Derry, BT47 2TQ  <b>Email:</b> <a href="mailto:sean.mooney@derrystrabane.com">sean.mooney@derrystrabane.com</a>  <b>Mobile:</b> 07517341736</p>

SF	<p>Councillor Caitlin Deeney</p> 	<p>88 Strabane Old Road, Derry, BT47 2EG  <b>Email:</b> <a href="mailto:caitlin.deeney@derrystrabane.com">caitlin.deeney@derrystrabane.com</a>  <b>Mobile:</b> 07857089913</p>
SDLP	<p>Councillor Martin Reilly</p> 	<p>161 Waterfoot Park, Caw, Derry, BT47 6SY  <b>Email:</b> <a href="mailto:martin.reilly@derrystrabane.com">martin.reilly@derrystrabane.com</a>  <b>Mobile:</b> 07812162488</p>

## Contact Us

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

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

Tel: (028) 71 253 253

E: [improvement@derrystrabane.com](mailto:improvement@derrystrabane.com)

Website: [www.derrystrabane.com](http://www.derrystrabane.com)

Find us on Facebook [derrycityandstrabanedistrictcouncil](https://www.facebook.com/derrycityandstrabanedistrictcouncil)

X@dcscouncil