



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

Directorate Delivery Plan 2024/25

Business & Culture

Derry City and Strabane District Council

To ensure consistency of approach and accessibility for users, please adhere to this template

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Business & Culture

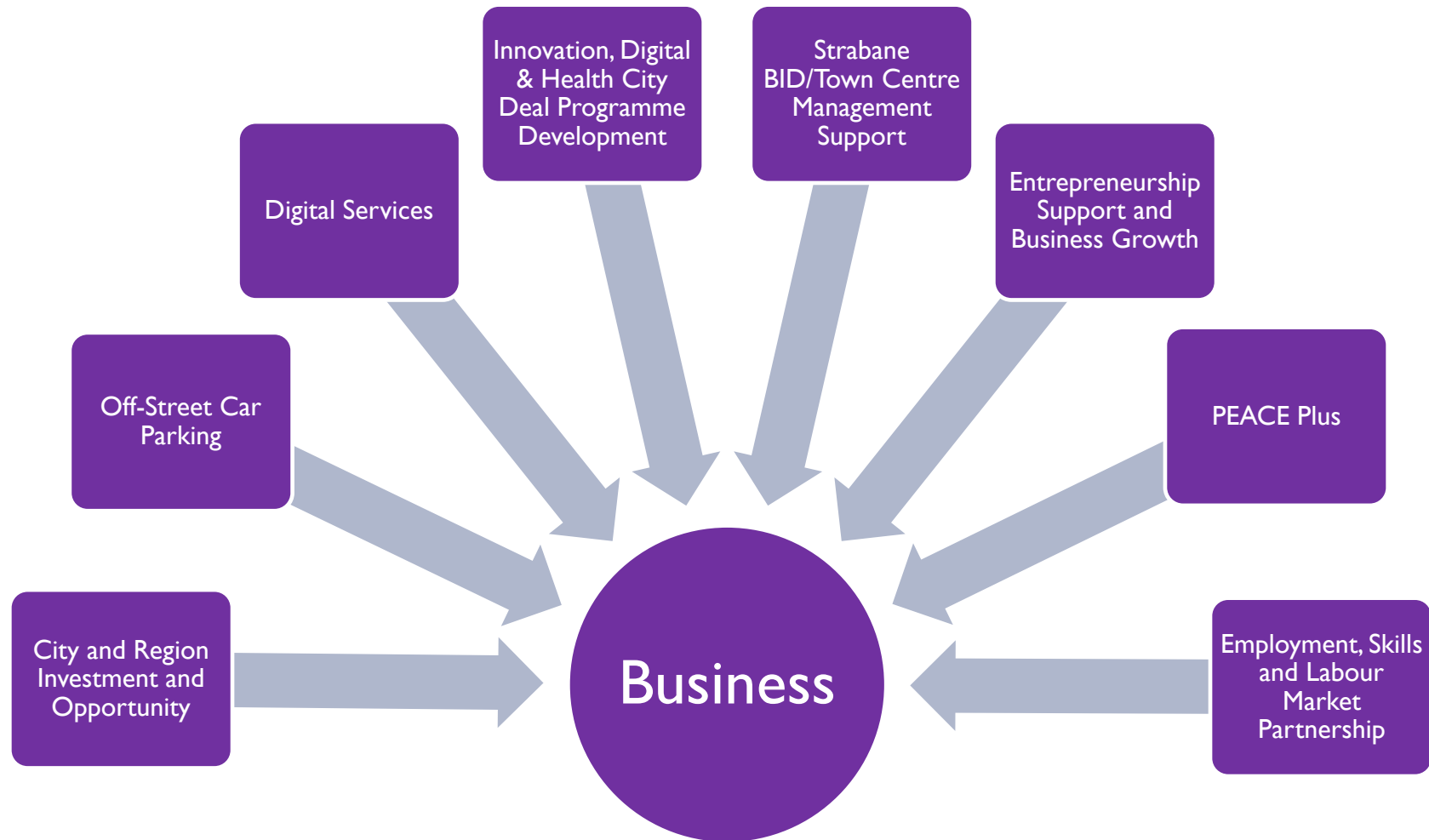
Directorate Delivery Plan 2024/25

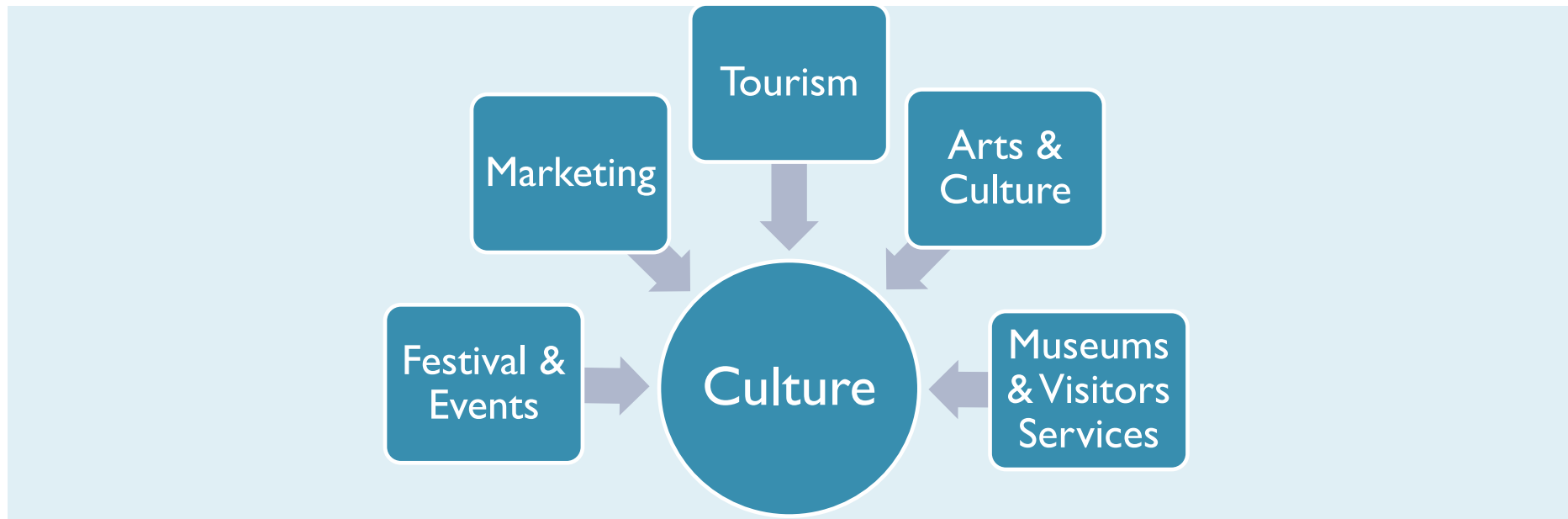
Section One: Directorate Profile / Summary

1.1 Purpose of Directorate

- Leading and delivering on the primary objectives of job creation, business support, skills enhancement, inward investment and economic regeneration in partnership with other Directorates and relevant local, regional, cross-border and national partners and in line with the Inclusive Strategic Growth Plan.
- Driving rural development across all sections and functions of Council providing equality of opportunity throughout the new Council area for the benefit of all local communities and businesses
- Harnessing the potential of the transferring functions, powers and assets from Departments of Economy, Infrastructure and Communities to promote entrepreneurship, enterprise, growth, and prosperity across the City and Region.
- Developing and Delivery of the Innovation, Digital and Health Programme of the DCSDC City Deal and Inclusive Future Fund.
 - Drive the visitor and tourism economy of the North West by exploiting the regenerative, cultural and economic benefits of tourism and promoting and marketing the City and Region through the development of festivals and events for both local and international audiences, high quality visitor attractions, services and experiences.
 - Develop Arts and Culture throughout the City and Region in partnership with established and emerging cultural organisations as primary drivers of social, cultural and economic regeneration and well-being.
 - Manage, interpret and promote the history and heritage of the Council region by delivering world class visitor experiences through our Museum and Visitor attractions, education and learning programmes and provision of an Archive and Genealogy Service.

1.2 Services Provided





Tourism

- Delivery of the Tourism Strategy and servicing of the Strategic Tourism Partnership for implementation
- Strategic Tourism Development including engagement with statutory partners and industry
- Drive product, experience and experience development across Food, Culture & Heritage, Activity & Outdoors, Screen
- Development and delivery of the Heritage Animation & Visitor Servicing Grant Aid
- Source and maximise funding opportunities to support tourism development activities

- Facilitate Visitor Information Centre's directly at the Alley Arts & Conference Centre, Strabane and via a Service Level Agreement with Visit Derry who also have responsibility for Destination Marketing.
- Delivery of the Local Food and Drink Strategy and Action Plan 2019-2025

Museum & Visitor Services

- Management and development of facilities including: The Guildhall, Tower Museum, Harbour House, Foyle Valley Railway Museum, Museum Collections Store and development of exhibitions within the Alley Theatre
- Delivery of Museum Exhibitions & Events Programme including learning, education and outreach programme
- Curatorial, Archive and Genealogy Service
- Collections management and conservation
- Visitor Experience, guided tours and customer service
- Private & Corporate Events, and Civil Weddings
- Capital project development including the new DNA Museum
- Museum & Heritage Advocacy

Arts and Culture

- Strategic development of the Arts & Culture sector within DCSDC including engagement with statutory partners and local stakeholder organisations and practitioners
- Roll out of the Arts & Culture Strategy and servicing of the co-delivery mechanism for implementation
- Design and delivery of sub actions within the Arts & Culture Strategy including NW Audience Development Programme, Collaborative Resilience Programme and Built Heritage Consortium.
- Management of the Alley Arts & Conference Centre including Strabane Visitor Information Service
- Delivery of the Arts Development and Access & Inclusion functions of the Business & Culture Directorate aimed at reducing barriers to participation in the arts by our citizens including those from the pan disability community
- Design and delivery of the relevant Grant Aid programmes for Council as well as collection of impact data

- Delivery of key note arts & cultural events including Culture Night and Disability Awareness week and support for arts and culture content within wider civic events programme.
- Review and management of SLA arrangements with the Millennium Forum and North West Carnival Initiative
- Ongoing care for the public artwork portfolio

Festivals & Events

- Delivery of Councils major events and civic event programme
- Management and administration of the Headline Events fund supporting high level external events
- Management and administration of Community Festival Fund
- Assist delivery of mayoral and corporate events programme
- Develop the skills and capacity for both internal staff and look at the development of the skills externally in the wider events community.

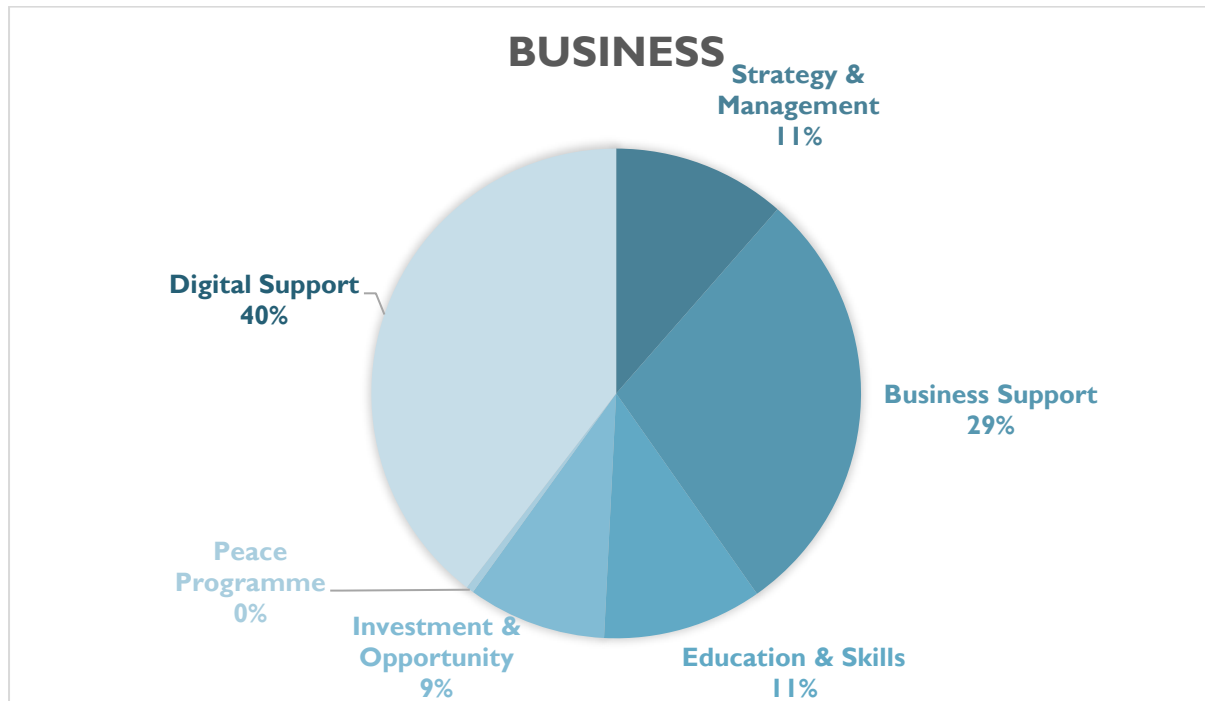
Marketing

- Strategic Marketing Planning, Campaign Development and Delivery (including media planning, buying and campaign evaluations).
- Design/Publication and Graphic Design (including brand development and management).
- Social Media and Digital Engagement (including content development, platform and reputation management, website updates and strategic online advertising).
- Management of the Marketing and Communications campaign for the NI Enterprise Support Service (NIESS).

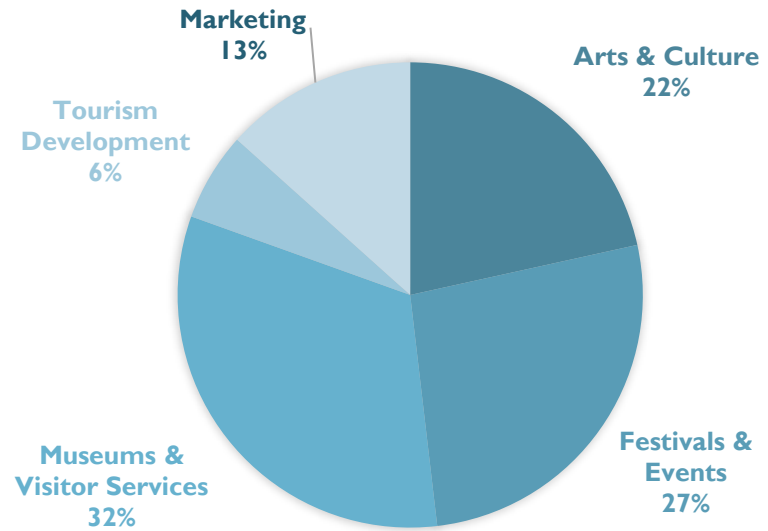
1.3 Summary of Resources

Financial Resources

The Directorate has a net budget of £8,541,150 representing 10.94% of the Council's overall net expenditure budget of £78,043,844 for the 2024/25 year. A breakdown of these resources by service area is provided in the diagram below.



CULTURE



Staff and Other Resources

Entrepreneurship Support & Business Growth

Danielle McNally – Acting Business Development Manager

Maria McKeever – Business Officer

Carolann Doherty – Business Officer

Catherine Collins – Rural Business Project Officer

Wendy Barnett – Administrative Officer

Employment, Skills and Labour Market Partnership

Nicky Gilleece – Labour Market Partnership Manager

Emma Quinn – LMP Project Officer

Eileen McGrinder – Skills Project Officer

City & Region Investment & Opportunity and Off-Street Car Parking

Rosalind Young – Investment Manager

Adam Goodall – Investment Officer

Gemma Scarlett - Off-Street-Car Parking Development Officer

Margaret Nicell – Off-Street-Car Parking Administrative Officer

City Deal – Innovation, Digital and Health Programme Development

Louise Breslin – Digital Innovation Programme Manager

Strabane BID/Town Centre Management

Emma McGill – Strabane BID/Town Centre Manager

PEACE Plus Programme

Sue Divin – PEACE PLUS Manager (100% funded)

Fiona Lafferty – PEACE Plus Project Officer

Mary-Claire Kerlin – PEACE Plus Project Officer

Digital Services

Paul Jackson – Digital Services Manager

Collette Devine – Digital Services Support Officer

James Travers - Digital Services Support Officer

Lesley Anne - Digital Services Support Officer

Shaun Mullan - Digital Services Support Officer

Jack Henry - Web Officer

Tourism

- Tourism Manager (TM) x 1
- Tourism Project Officer x 1
- Rural Tourism Officer x 1

Museum and Visitor Service – Guildhall & Tower Museum

- Curator x 1
- Archivist x 1
- Project Officer x1
- Education Officer x 1 (Post-holder in DNA Project)
- Education Assistant x 1
- Collections & Engagement Assistant x 1
- Collections Assistant x 1
- Operations Manager x 1
- Team Lead x 4
- Administration Officer x 1
- Visitor Services Officer x 1
- Duty Officer x 4
- CSAs x 10
- TSAs x 10
- Cleaners x 6
- Casual staff, Volunteers, Placements

Arts and Culture (including Alley Arts & Conference Centre)

- Arts and Culture Manager (ACM) x 1
- Arts Development Officers x 2
- Access and Inclusion Officer x 1
- Administration Support x 1
- Venue Operations Manager x 1
- Theatre Technical Officer x 2
- Venue Administrative Assistant x 1
- Visitor Service Officer x 1
 - Visitor Information Centre/Box Office x 1 FT X 2 PT
 - Cleaner/Caretaker (PT) X 2
 - Casual Duty Officers and Front of House Staff x 30

Festival and Events

- Festival and Events Manager (FEM) x 1
- Event Co-ordinators x 4
- Event Safety Officer x 2
- Event Administrator Grant Aid x 2

Marketing

- Marketing Manager x 1
- Marketing Team Leads x 2
- Marketing Officers x 5
- Marketing Lead NIESS x 1
- Marketing Officer NIESS x 2
- Marketing Assistant NIBSUP x 1
- Design & Publications Officer x 1

- Graphic Designer x 1
- Admin x 2

Section Two: Achievements 2023/24

2.1 Highlights

City Region Investment and Opportunity

- Hosted 8 no. inward visits profiling the city region and strengthening economic and cultural ties with North America, GB, Ireland and Asia. The highest profile visit this year was the senior US business delegation visit to Derry led by the US Special Envoy for Economic Affairs, Joseph Kennedy III.
- Supported 7 no. investor visits to the city region representing Financial and Professional Services, Health and Renewables.
- Produced 10 nr. tailored propositions promoting Derry City & Strabane as an investment location.
- 2 nr. Investor forums hosted as part of the aftercare service for new and existing investors.
- Hosting the Irish Network of Learning Cities (10-12 October 2022) bringing together 20+ representatives from across the learning cities on the island of Ireland to Derry for a 2-day learning cities exchange.
- Securing opportunities for industry in the NW to be showcased at the NI Investment Summit coordinated by the Dept for Business and Trade, Invest NI and NIO with the NI Investment Summit. The conference was attended by 181 international investors from 24 countries representing 130 companies and organisations. Primary focus was to profile investment from FDI however there was an opportunity for local innovation driven SMEs to be showcased.
- Hosting the MIT EMTech Europe Festival 2023, a 2-day conference attracting 175 people including young U35 innovators from across Europe promoting the NW as region of innovation with one local innovator being one of only 5 Irish innovators to reach the final list.
- Hosting the Invest NI FDI Sales Conference 11-12 January 2024
- Coordination and delivery of 3 nr. key in-market events to raise the profile of the city region. In the City of London with a reception hosted by the Irish Embassy in partnership with Donegal County Council. In Boston a reception hosted by the Irish Consulate and the Golden Bridges annual transatlantic conference. Golden Bridges and Irish Embassy event attracting audiences of 100+ key diaspora and business connections. The Irish Consulate reception attracting 80 guests (restricted capacity).
- Planning and coordination of the international RegTech conference bringing together policy makers, regulators, experts and regulated entities to discuss the future of regulation.

- Submission of the Euro 49.7 million feasibility study to the Shared Island Fund for the establishment of an International Regulatory Innovation Supercluster in the NW City Region as a global centre of excellence for innovation and creativity in the field of regulation and regulatory technology.
- Coordination and delivery of the Ireland North West trade and investment visit to Philadelphia and Boston in 13-17 November 2023
- Design and delivery of the Pathfinder Go To Market Lab in partnership with Donegal County Council and Catalyst supporting 10 founder/CEOs with their US go-to-market strategy
- Submission of the RegTech Project to the Shared Island Fund in partnership with ATU, Catalyst and Donegal County Council

Employment, Training and Skills LMP:

- Progressed the year three Labour Market Partnership Action Plan.
- LMP Board progressed with 11 meetings including 1 AGM and 4 capacity building sessions for members.
- 3-year Strategic Assessment completed, and 2024/25 Action Plan drafted and submitted.
- Progressed actions for the apprenticeship subgroup of the Education & Skills Delivery Partnership.
- Managing the Apprenticeship Forum, we developed and delivered two apprenticeship marketing campaigns ‘All Age Apprenticeships’ and ‘Women into non-traditional sectors’ across the Council area to increase the number of people taking up an apprenticeship.
- Hosted an Apprenticeship Fair in February 2024, actively participated in the NI Apprenticeship Week 05-09 February 2024 and maintained bespoke getapprenticeships.me website.
- Partnered with DfC on the delivery of 2 Major Job Fairs: Derry Cross Border Fair in the City Hotel had 509 attendees, 50 employers and 7 support organisations; Strabane, held in the Alley Theatre, had 164 attendees, 20 employers and 9 support organisations.
- Minimum of 175 people assisted through 17 Employment Academies.
- Lifelong Learning is reviving and enhancing Community Education through building partnerships and connecting or reconnecting communities with formal and informal education opportunities. 90 people have been assisted through Lifelong Learning and through the Flexible Learning Fund.
- Supported 9 events across Derry and Strabane:
 - 5 mini job fairs with local Jobs and Benefits Offices (JBO).
 - youth careers event with Lisnagelvin JBO.
 - cost of living event with Strabane JBO.

- employers' apprenticeship lunch with Strabane JBO
- IT roadshow schools' event with 'Bring IT On'.

Entrepreneurship, Business Support and Growth

NI Entrepreneurship Support Service

£17m funding allocation secured from UKSPF Department of Levelling Up to deliver NI Entrepreneurship Support Programme (Go Succeed) in collaborative bid developed by 11 NI Councils.

35 Small Business Grants issued to Start & Growth Enterprises to the value of £121,000

Enterprise Awareness programme delivered comprising of 17 events delivered to 489 participants

Business Start Up

NI Business Start Up Programme (Go For It 6 Month Target April – Sept 24)

- 118 Business Plans Approved
- Statutory Jobs Target: 70 Actual Jobs Promoted: 71

Business Growth

- Two Peer Support Networks delivered, Female Founders & Tourism Enterprises each meeting 3 times
- 12 workshops and events delivered to 292 participants
- 888 mentoring hours allocated to 63 businesses (data to 22nd Feb 2024)

Digital Transformation Flexible Fund (DTFF)

DTFF grants worth between £5,000 and £20,000 launched locally on 30th November 2023 to help small and micro businesses accelerate their digital transformation ambitions. DCSDC Target: 42 over 3 year period.

Customer Centric Service Delivery Model

124 Meetings with local entrepreneurs and businesses (data to 22nd Feb 2024)

45 Referrals to other programmes of support including INI, Smart Manufacturing Data Hub, Craft NI, InterTrade Ireland, Innovate NI & Tech Start (to 22nd Feb 2024)

Facilitation of Trading Opportunities

Walled City Market – 1 April 2023, 22 Traders

Jazz Market – 29 & 30 April 2023, 17 Traders

Halloween Market – 28 to 31 October 2023, 11 Traders

Facilitated communications & recruitment of the following trading opportunities

Council Managed Events:

- NW Angling Fair – 1 & 2 April 2023
- Waterside Half Marathon – 3 September 2023
- One World NW Multi Cultural Festival – 23 September 2023
- Guildhall Craft Fair – 17 to 19 November 2023
- Christmas Light Switch On – 24 November 2023
- Mayors Countdown to Christmas – 21 & 22 December 2023
- St Patrick's Day, Derry – 17 March 2024

Non Council Managed Events:

- Ballymoney Spring Fair – 21 & 22 April 2023
- Derry GAA Parade – 24 July 2023
- Derry GAA The Games – 24 to 27 July 2023

- St Columb's Park House Big Summer Markets – 22 July, 26 August & 2 September 2023.
- Culmore Hub Craft Fair – 26 November 2023

Strabane BID

- Working in partnership with Council's Capital and Strategic Projects teams to progress business case for Strabane's Public Realm scheme including gathering and submission of 103 letters of support from the business community and assisting in the addressing of queries from the Dept.
- Successful lobbying on behalf of the business community resulting in;
 - Opening of Canal Basin car park 24/7.
 - Removal of hazardous ground mounts along Castle Street.
 - Relining of Castle Street road markings.
 - Clean up of Strabane town centre ahead of signature Summer Jamm festival.
- Strabane Gift Card Sales exceeded £185,000 since its inception in 2018, representing a significant direct boost to local businesses and Strabane's economy.
- Increased engagement with businesses leading to a more powerful collective voice for Strabane's business community, evidenced through consultation and action.
- Business engagement event held attracting 25 attendees and featuring guest speakers as below.
 - Toni Forrester, CEO Letterkenny Chamber. Shop LK gift card.
 - Angela Hughes and Joanne Bennison, DCSDC. Information and update on Strabane Public Realm scheme and Town Centre Regeneration project.
- Increased partnership working leading to building relationships, gaining a stronger voice at central government level, knowledge transfer / best practice, projects and action with; NI BIDs, Londonderry Chamber of Commerce, Letterkenny Chamber of Commerce, PSNI, local schools and community.
- Delivery of the Teacher Treats and Christmas Card initiative enabling engagement with schools to foster a love local shop local ethos from a young age.
- Teacher treats campaign saw a 281% gift card sales increase in the month of June 23 compared to June 22.
- Raising £674 for charity through the Christmas Card campaign and increasing exposure of the BID, it's message and branding.
- Professional business photos commissioned for use in promotional campaigns featuring local businesses as the heart of Strabane through advertising and videography. Photos also released to businesses for use in their own campaigns.
- Love Strabane event uptake increased by 39% in its second year.

- Further investment in Strabane’s festive lighting through purchase of a bespoke ‘Love Strabane’ branded reindeer and sleigh.
- Working in partnership with Council’s Regeneration team to develop and maintain a vacancy audit in Strabane town centre.

PEACE Plus

- August 2023 First Council of 17 to submit a fully detailed bid to SEUPB on Theme 1.1 Local Co-Designed Action Plan. The bid included 58 projects with geographic impact across our 8 local growth areas (50% of the total bid) and thematically at a district level (50% of the total bid). Meeting SEUPB allocations across the three themes of Community Regeneration and Transformation (CRT Minimum 30%-40% of bid); Thriving and Peaceful Communities (TPC 30%-40% of bid)) and Building Respect for Cultural Identity (BRCI Minimum 20% of bid).
- Launch of the bid submission and information to local community and voluntary sector via public event and Magazine ‘easy read’ summary in September 2023.
- Delivery of 5 Publicly Advertised Tender Training Sessions (An Chroí, Strabane Library, DCSDC Strand Road, Sion Mills, St. Columb’s Park House). Total 121 registrations. Training of 100+ participants to build capacity in e-Tendering across the Community and Voluntary Sector.
- Advertisement on E-tenders and OJEU of 21 Tenders (10 CRT Theme Tenders, 5 TPC Theme Tenders, 6 CCD Theme Tenders.)
- Continuing servicing of the monthly PEACEPLUS Partnership Board and 3 thematic steering groups.
- Recruitment of a new Finance Officer (Post to begin on receipt of Letter of Offer).
- Design and procurement of marketing and communications materials including banner stands, pens, training/conference folders.
- Pro-active communications including maintenance of website, monthly e-mailouts, social media and press releases.
- Agreement of pro-forma templates for Tenders, Project Progress Reports, Service Level Agreements and Contracts.
- Response to all SEUPB queries by January 2024.
- Probable Receipt of Letter of Offer in February/March 2024

Innovation, Digital and Health Programme Development

- Development of 9 no. project elements re. Smart Derry Strabane City Deal Programme across four thematic areas: Digital Enabling Infrastructure, Smart City (Testbeds & Living Labs); Digital Innovation and Digital Transformation
- Deliver of 5G “Proof of Concept” demonstration at Halloween 2023 in collaboration with BT
- Submission of the Smart Derry Strabane Programme Business Case to the Department of the Economy (Jan 2024)
- Successful application to EU Intelligent Cities Challenge in collaboration with ERNACT and Donegal County Council
- Stage 1 application submitted to Horizon Europe re. REDIRECT Project (rural communities adopting digital innovation towards their climate neutrality) in collaboration with ERNACT and partners from Ireland, Spain, Italy, Greece, Slovenia, Poland, Finland, Sweden
- Support development and submission of bid to Peace Plus: Smart Towns and Villages thematic area in collaboration with Entrepreneurship Support & Business Growth team, ERNACT, Donegal County Council, North West Regional College, Ulster University and Údarás na Gaeltachta,

Tourism

- Food Network maintained supporting 87 businesses with ongoing capacity building, training and promotion
- Delivery of 12 food events/experiences as part of the Love LegenDerry Food month February 2024
- Facilitated screen related queries
- Ongoing support for Walls Experience & DNA City Deal Projects
- Delivery of the Walls Animation programme in partnership with The Honourable The Irish Society
- Delivered Heritage Venues Collaboration and Resilience Programme funded by Heritage Lottery Fund (k100k) – supporting 13 venues with experience development, capacity building, marketing and programming.
- Delivery of the 3 x North West Development Programmes, event delivery, marketing and signage project
- 6 venues supported through the Heritage Animation & Visitor Servicing Fund
- Secured £71,000 from Tourism Northern Ireland to deliver the Derry Girls pilot exhibition in the Tower Museum. Visitor numbers for 2023 were 38,783, up 22,089 from 2022 (17,674) generating £123,784, up £78,486 from 2022 (£45,298) in the first 6 months.
- Tourism Experience Development programme developed and funded by Go Succeed supporting 12 businesses with mentoring, workshops and grant aid.

- DCSDC's lead role in the support of Sperrin Partnership along with other Sperrin Councils and the receipt of funding by Sperrin Partnership to develop an action plan for the Sperrin Area of Outstanding Natural Beauty.
- Completion and official launch of the Sperrins Sculpture Trail Rural Tourism Scheme project.
- In partnership with Donegal Council Council the delivery of a comprehensive scoping study to enable the future development of the Slí Cholmcille.

Museum & Visitor Services

- Derry Girls Experience opened in Tower Museum July 2023 reaching 10,000 visitors by 10th August. Along with retail, promoting guided tours and pre-booking available online, success for the DGE contributed to Tower Museum (year to date end Feb) income up 272% on previous year and footfall up 207% on previous year.
- Tower Museum pre-booking available online and daily guided tours of Guildhall actively promoted to FIT visitors.
- Staffing & Visitor Services focus on visitor experience and revenue management, specifically tapping into external events and tourism spend;
 - Guildhall 10 years reopened after restoration as a 4* visitor attraction celebrated during Staff Recognition event.
 - All Visitor Services staff trained in Customer Service with a focus on TNI 'Embrace a Giant Spirit' Campaign, Age Friendly awareness, Disability awareness, site specific training and council wellbeing and mandatory training.
 - Successful operational delivery of programme of events – Playhouse Beyond Belief, Hume Foundation "*Making Hope and History Rhyme*" event with President Clinton, BBC Songs of Praise & BBC Proms, GAA World Games closing ceremony, Coronation events, Wellbeing events, Mayoral events, Council Festival programme (Jazz, Culture Night, Halloween, Christmas, Spring Carnival), Conferences, Concerts and Weddings
 - Visitor Services team working towards Volunteering industry standard award.
- Trip Advisor Travellers Choice award for Guildhall and Tower Museum
- Heat Boss Intelligent Heat Management System installed in Guildhall after proving successful in Harbour House. Saving energy and cost.
- Attendance at trade / networking events and learning journeys with TNI, AVEA, NITA, TI, Titanic Belfast, Young V&A, Museum of London
- Post-Covid recovery on track with Guildhall footfall up 14% on previous year and tracking 94% of 2019/20 footfall figures. Guildhall income up 38% on previous year and 58% up on 2019/20 figures.
- Tower Museum footfall more than double previous year and income up 272% on previous year. (Figures are year to date end Feb)

Delivery of the Museum Service annual programme including:

Tower Museum - Exhibitions

'You, Me & Tea' exhibition, Tower Museum (April-June 2023)

'The Derry Girls Experience', Tower Museum (July 2023-ongoing)

Alley Theatre

Exhibition of Maquettes (April 23-Jan 24):

Alley Theatre & Tower Museum - NI Science Festival (Feb-March 24)

Programme - 'Art in the Community' funded by Esmee Fairbairn:

The programme focused on developing access to the art collection, engaging groups with various themes from the collection. A part-time facilitator post for 12 months engaged young and old, rural based sessions and sessions in the Tower Museum.

Programme – Global Voices, Local Choices with NIMC:

The programme focused on developing relationships with the Chinese community, sharing stories of their heritage and traditions. An authentic Mbira was loaned for display in the Tower Museum – a traditional native instrument from Africa, the homeplace of the NIMC Coordinator.

Highlights from the Events Programme included:

'Customs Border Centenary', Tower Museum (April 2023):

A launch and online talk showcasing the collection which features maps, interviews and archives relating to the creation of the customs border in 1923 and the history and timeline until their removal after the Good Friday Agreement. The collection can be found online at <https://towermuseumcollections.com/customs100/>

Workers Rights Social Justice, Tower Museum (April-May 2023):

The Tower Museum events focused on collections and activists looking at the under-representation of women in art with NMNI and a panel discussion focusing on 'Shirts, Ships, & Strikes' with Dr Adrian Grant.

Launch of the 'Northland Broadcast & Tower Museum Film Archive' (online) with NI Screen (Sept 23):

The cataloguing and digitisation of a private collection of audio-visual material, funded by the National Archives Covid 19 Grants.

<https://digitalfilmarchive.net/collection/tower-museum-and-northland-broadcast-205>

TIDE 'Island City' VR Experience

The new Virtual Reality Experience, 'Island City', opened in July 2023, allowing users to embark on an interactive journey along the Foyle showing the remarkable transformation of the River Foyle from the Mesolithic period right through the first settlements to the Siege of Derry, the Age of Migration, the Second World War and the present day.

Playful Museums Programme

Live Well Programme, Reminiscence Workshops & Dementia Training sessions

School Workshops & Conference

The Museum Team also exhibited and or participated at a range of events including:

- GAA World Games
- Antiques Roadshow
- Archive & Records Association conference & Irish Museum's Association Conference
- Culture Night
- HED/ European Heritage Open Days – Museum Stores
- Waterside Half Marathon
- Amelia's Flight of Hope Movable

Arts and Culture

- Ongoing facilitation of the Co Delivery group to oversee the roll out of the Arts & Culture Strategy including:
- City Conversation event and the UK City of Culture ‘10 Years On’ Conference – Cracking the Cultural Code. Derry and Strabane’s Arts & Culture Co-Delivery Group delivered A City Conversation, a special discussion event reflecting on our Arts & Culture sector in the 10 years since the City secured the first ever UK City of Culture designation in 2013. Over 70 delegates from across the cultural sector attended the event which encouraged open and honest conversation focused on addressing the unprecedented challenges of Brexit, Covid 19, Cost of Living crisis toward articulating the way forward, helping to inform a range of cultural strategies under development and the UK Department of Culture Media and Sport Cracking the Cultural Code conference which took place in September 2023
- Completion of the Collaborative Resilience Programme and roll out of the Cultural Branding initiative
- Establishment and securing of external resource to initiate the Built Heritage Consortium.
- Ongoing delivery of Audience Development Plan for the NW including Families and Older People's programmes:
 - Joint cross border project working with older people including facilitation of the older peoples panel linked with the Age Friendly Strategies.
 - Ongoing development of the social media engagement and associated materials
- Delivery of Culture Night 2023. Derry Strabane Culture Night 2023. Over 50 cultural partners actively delivered programming across 27 venues across the district, attracting audiences more than 3,500 and generating positive feedback from artists, organisers, venues and audiences.
- Creative Arts Network – Regional Engagement. The NW Creative Arts Network aims to make it easier for our Regional Arts Support Organisations to meet and connect with local artists, practitioners, and organisations in Derry-Strabane. Sessions took place in June and November 2023, with over 70 participants attending.
- Programming of Arts and Cultural activities to add value to DCSDC annual programming in Derry and Strabane events
- Delivery of Heart of the Sperrins II an Arts Council NI funded Older Peoples project delivered in partnership with DCSDC Museum Services.
- Ongoing delivery of annual events programme and continuous improvement actions for Alley Theatre including:
 - 10 exhibitions held in Alley Gallery
 - 141 performances in The Alley, 200 days of performances in auditorium
 - 13,370 tickets sold
- Establishment of ASpace2 as the new cafe tenant within the Alley Theatre.

- Aspace2 is a registered charity and social enterprise which reinvests any profits generated into services supporting children, young adults and adults with a learning, physical or sensory disability, including Autism Spectrum Disorder. The new coffee shop, based at the Alley Theatre, provides a realistic training platform for people with a learning, physical or sensory disability and or autism in catering and hospitality. Training is provided by a team of catering and hospitality staff both in-house in Aspace2 and tutors from the North-West Regional College. The focus is on the development of new skills with many trainees completing NVQs, barista and health and safety qualifications.
-
- Work in partnership with pan-disability user groups to develop keynote events annually:
 - Disability Arts within DCSDC has been provided a platform with a number of performances from Stage Beyond and exhibitions at CCA taking place as part of this year's Bounce Festival. We have a 2-day FestivALL taking place on 20th -21st March at Foyle Arena aiming to deliver an event that will focus on promoting the reduction of physical, communicational, social, and economic barriers faced by people with disabilities, carers and older people and have a direct impact on improving physical and mental wellbeing needs.
- Continue to develop the Accessibility of Cultural Venues across the city and district:
 - Access Audit Review completed with 12 cultural organisations and City Baths receiving accessibility audit reviews. Direct Access was successful supplier to deliver audits.
 - SNV Project has been completed with 14 cultural organisations receiving a video that provides a guide through their premises highlighting all relevant accessibility information that will ensure service users will be fully informed before attending venue. Each video has 3 edits ISL/BSL/Voiceover with captions.
 - Access Grant Aid Programme for Cultural Organisations has been rolled out annually to support venues address recommendations raised in access audits
 - Promotion and implementation of accredited continuous improvement initiatives for access and inclusion
 - Introduction of the EASI (Equality & Access Standard Initiative) accreditation scheme across the North-West. EASI managed by University of Atypical a disability led arts charity, puts D/deaf, disabled and neurodiverse people first in an improvement scheme designed to assist arts and cultural organisations perform well in their equality, access and inclusion offer.
- Lead on DCSDC applications to DfC's Regional Capital Accessible Grant programme for culture.

- The funding programme for 2023/24 has opened and DCSDC have 3 projects that submitted successful applications with a total budget of £72,948.00. There are 2 projects from Arts and Culture and 1 project from Sports Development. Venues receiving funding are The Alley and St Columb's Hall.
- Ongoing oversight of the public artwork portfolio including contribution to creation of new artworks.
- Delivery of the Cultural Organisation Fund, Access Improvement Fund and Artist & Cultural Practitioner Fund

Marketing Achievements 2023/24

- Designed, developed, delivered, and supported 158 marketing campaigns for Council services, festival & events, funded programmes and cross cutting projects across 3 directorates and strategic support units.
- Achieved a 4% increase in our overall online community size across all social media platforms (Facebook, Twitter, Instagram & LinkedIn) resulting in a total combined audience size of 390,000.
- Worked in collaboration with Digital Services to design and launch of new Council www.derrystrabane.com
- Successfully attracted 100,000 visitors to Derry Halloween with 30% out of these being out of state visitors.
- Assisted in securing TNI funding to support marketing efforts for Halloween, while also supporting sponsorship in kind from BT for Northern Ireland's inaugural drone show during Halloween festival.
- Successfully completed the marketing and communications service for the Go For It programme.
- Initiated the delivery of the marketing and communications service for the new NIESS programme, including the procurement of a marketing agency and recruitment of marketing resources. Commenced the developed and implementation of a full marketing and communications campaign that will run until March 2025.
- Successfully launched and delivered the Diaspora campaign, resulting in an 80% increase in the global subscriber database and the consistent delivery of quarterly ezines.
- Implemented Google Translate on the Council website following thorough community engagement, ensuring inclusivity of languages spoken within the City & District.
- Successfully launched 5 key leisure campaigns, resulting in the sale of 1,846 memberships across all centres in the fiscal year, generating a revenue total of £70,574.65.

- Redeveloped Waste and Recycling App, integrating new pointer data to deliver postcode-specific messages to residents regarding local services.
- Secured £12,000 in funding for the Chewing Gum Taskforce Campaign & Equipment from Keep Britain Tidy.
- Secured £31,000 in funding for the Switch to Repair electrical reuse Campaign from Material Focus.
- Achieved a 1% increase in the blue bin recycling rate.

Festivals and Events

- Returned to a full complement of live events including City of Derry Jazz and Big Band Festival, Derry and Strabane Halloween, North West Angling Fair, Strabane Lifford Half Marathon, Waterside Half Marathon, Summer Jamm, Craft Fair, Christmas Switch On Derry and Strabane, St Patricks Day Derry and Strabane.
- Supported significant destination events including the World GAA games and BBC Antiques Roadshow
- Total event attendees to date over 229,215 attendees (March 2024).
- Support the Mayors Supercar event held in May with all proceeds in aid of the Mayor’s Charity and the Bear Run in April.
- Devised a new start and finish line for the Waterside Half Marathon to great success.
- Managed Headline and Community Festival funds with a total of £120,000 awarded through Community Festivals Funding and £240,000 awarded through Headline Events funding.
- Secured in 2023 £105,000 through Tourism Northern Ireland for funding for Derry Halloween.
- Lead the development of a business engagement programme, working in collaboration with teams across Business and Culture. 2 events held.

2.2 Progress Update

Code	Title	Description	Progress Update
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C.BU232 4.12.01	Launch of the Ireland NW Investment Strategy	Launch of the NW City Region Investment Strategy	There has been a soft launch of the NW City Region Investment Strategy with the use of the new branding at two key events – the international RegTech conference in October and the reception hosted by the Irish Embassy in London. There has been very positive feedback to date.
C.BUS23 24.12.02	Update Invest Derry Strabane website	Update Invest Derry Strabane website to reflect sector strengths and messaging	This is an ongoing piece of work. Updates are ongoing on both the Invest Derry Strabane web pages and the Ireland North West webpages to reflect the messaging and investable opportunities in the city and district and across the wider city region.
C.BU232 4.12.03	Raise the Profile of the Region and Priority Sectors	Promotional events to raise the profile of the region and priority sectors in key markets and in the NWCR	Throughout the year there have been a number of significant events and engagements both in market and in the city region that have served to raise the profile of the region and its priority sectors. The MIT EMTech Festival in May with its association with MIT raised the city region's prominence as an innovation location. Several visits by Joseph Kennedy III to the city culminated in the US Special Envoy bringing a senior business delegation from the US to Derry in October. Key markets remain City of London and North America, with Golden Bridges and the reception hosted by the Irish Embassy in London providing key opportunities to raise the profile of the region.
C.BU232 4.04	Develop and Deliver Digital Promotional Campaigns	Develop and deliver digital campaigns to promote the city region, priority sectors and remote working opportunities	Campaigns are ongoing. This involves sourcing content, case studies, testimonials etc to communicate the key messages.
C.BU232 4.12.05	Develop Enquiry Handling Protocols	Develop enquiry handling protocols	This is ongoing. There remains an informal protocol with Donegal County Council for any cross border investor enquiries. A new sharefile is being developed to enable both investment agencies, IDA and Invest NI, access to data/statistics that will aid their sales team with location intelligent. This is currently being finalised and will be updated each quarter.

C.BU232 4.12.06	Work With Interested Companies to Understand Their Requirements	Work with interested companies to understand their requirements	Ongoing activity. There have been 7 investor visits in 2023-24 to date which are being followed up and remain live opportunities. In addition to new investment opportunities, the team engage with existing investors to understand their growth requirements.
C.BU232 4.12.07	Host Visits as a Result of National Investment Agency Activities	Host visits as a result of national investment agency activities and partner council lead generation activities	There have been 7 investor visits this year to date, all have been coordinated by Invest NI with Council playing a key role in introducing the city region and articulating the key investment messages and comparative advantages the location offers.
C.BU232 4.13.01	Host Inward Visits to Strengthen Economic and Cultural Connections	Hosting inward visits to strengthen economic and cultural connections	The Council has hosted 8 inward visits to the city and district this year to date with a further two planned for Feb and March from the City of London Corporation and Honourable the Irish Society Governors respectively. Relationships have continued to strengthen with the US and City of London. New connections have been established with Canada and Singapore. The city has hosted the Irish Network of Learning Cities, the international teams of the NI Bureau (USA, Brussels and China) as well as the Invest NI FDI Sales team from across the world which have provided significant opportunity to strengthen relations with the overseas team and for the teams to have a better understanding of the city region.
C.BU232 4.13.02	Ireland North West Trade and Investment Mission	Ireland North West Trade and Investment Mission to Boston and Philadelphia	The mission took place 13-17 November 2023 with the civic strand of the programme incorporating both Boston and Philadelphia. The trade/innovation strand centred on Boston. A total of 10 founder/CEOs representing both life sciences and tech sector participated on the Pathfinder programme delivered by Catalyst in partnership with the Councils. The Go Go Market Lab provided a programme dedicated to supporting these early stage companies with their go to market strategy for the US. Follow-up is ongoing and two of the companies have now applied to join Boston Basecamp as a direct progression opportunity from Pathfinder. The partner councils are currently reviewing the post

			project evaluation on Pathfinder and the various mission engagements and activities ahead of planning and preparing for the 2024 programme.
C.BU232 4.14	Talent Attraction Campaign	Digital campaign to attract (back), retain and develop talent in the city region for employment, entrepreneurship and remote working opportunities	Ongoing campaign and securing of case studies/testimonials of returners/relocators to share their experiences. Channels include the ezine, linkedin, web pages and social media.
C.BU232 4.15	Service Existing Investors and Bring In New Investors	Service existing investors and bring new investors into the wider ecosystem	
C.BU232 4.15.01	Provide 1:1 Client Management Services	Provide 1:1 client management services for new and existing investors in the city region	This has been a challenge due to resourcing difficulties however the 1:1 engagement is ongoing formally and informally.
C.BU232 4.15.02	Host Investor Forum Meetings	Host 6-monthly Investor Forum meetings	The second investor forum is planned for 15.3.24. The Forum provides the CEO with the opportunity to engage directly with senior executives from the business community. Discussion will focus on city region growth deal update and the opportunities for investors to engage with Council. The forum forms part of the aftercare support.
C.BU232 4.15.03	Co-ordinate Aftercare Activities	Coordinate aftercare activities including events with further and higher education partners, Invest NI, government departments and other bodies	In addition to the investor forum, the team provides opportunities for companies to engage, partner and be involved in wider business, enterprise and innovation activities in the city and district. This includes activities such as inward visits, conference speaking opportunities and specific training, skills opportunities.
C.BU232 4.15.04	Trade & Innovation Mission to US	Trade & Innovation Mission to US supporting minimum 6 companies from the NW	The target of 6 companies was exceeded with 10 founder/CEOs joining the first cohort of Pathfinder. This was a pilot as it was a different delivery model to previous traditional trade missions. The programme focused on supporting these early stage companies with their GTM strategy providing direct access to business experts and mentors, honing their sales pitches and messaging. Post mission there have been 1-1s with the companies.

C.BU232 4.15.05	Work With Partners To Support Cross Border Cooperation	Work with partners to support cross border cooperation and initiatives in priority sectors including the NW Regulatory Tech Cluster and Cyber Security Pathway Programme	The strategic partnership with Donegal County Council continues to strengthen. Delivery of the cross-border investment strategy is underway and the cross-border feasibility study for the global regetch cluster has been submitted to Shared Island. The Council is exploring with the NW Tertiary Education Cluster the opportunity for a cross border learning city region and a Peace Plus Skills project application is being developed focusing on digital skills. The RegTech project also successfully delivered an international conference on the future of regulation. The London reception was coordinated jointly by the Councils and was hosted by the Irish Embassy. A joint comms plan is also being developed.
C.BU232 4.16	Build and Maintain a Vibrant Global community	Build and Maintain a Vibrant Global community	Two ezines have been developed and issued in 2023/24 to date with a further edition being developed for issue in March,
C.BU232 4.16.01	Diaspora LinkedIn research report	Diaspora LinkedIn research report	This is being delivered in-house rather than an external research report. It is ongoing with plans to create a database of key strategic diaspora contacts in key markets.
C.BU232 4.16.02	Develop Content and Marketing Campaign	Develop content and marketing campaign for diaspora engagement	Ongoing activity throughout the year to identify stories of interest for diaspora. Content used in the ezines and for social.
C.BU.232 4.16.03	Develop International Relations Stakeholders Group	Develop international relations stakeholders group locally	DCSDC is an active member of the TEO led local authority/government international relations group. Terms of Reference have been developed for a local stakeholders group but not yet activated. Mapping of international relations activities has been carried out.
C.BU.232 4.16.04	Develop Diaspora Ambassadors Pilot Initiative	Develop Diaspora Ambassadors Pilot Initiative	On hold due to resourcing.
C.BU232 4.17	Development and Delivery of the City Region Growth Deal	Support the development and delivery of the City Region Growth Deal	City Region Growth Deal has played an important part of the city region communications, the key projects and the part they play in the region's research and innovation infrastructure.

C.BU23.2 4.17.01	Connect Businesses and Investors with City Deal Research	Connect businesses and investors with the City Deal innovation, digital and health-focussed research	Ongoing. Potential investor, new and existing investor connections with existing research and innovation providers. Showcasing and connecting PMC, CARL and CIDRA with strategic partners/key inward visits.
C.BU232 4.1702	Promote the City Deal Research and Innovation Specialisms	Promote the City Deal research and innovation specialisms in investment communications	Marketing and investment promotion collateral continually updated to promote City Deal research and innovation specialisms – web and social. Sector propositions are being updated to reflect ongoing developments and investments as a result of the initial city deal investment commitment.
C.BU2324. PI45	LMP SP2 Access for All Academies Completers Move into Employment / Further Education / Training	Labour Market Partnership Strategic Priority 2 Access for All Academies completers move into employment / further education / training	Academy ongoing therefore outcomes are not available.
C.BU2324. PI46	LMP SP2 Support for Life & Work	Labour Market Partnership Strategic Priority 2 Support for Life & Work	Onloading clients from the Condition Management Programme as an extension of the 12-week support programme. Also includes use of Flexible Learning Fund to assist unemployed / economically inactive residents undertake training to move them closer to work.
C.BU2324. PI47	LMP SP2 Participants Supported	Labour Market Partnership Strategic Priority 2 Support for Life & Work CMP participants supported	16 participants enrolled and supported.
C.BU2324. PI48	LMP SP2 CMP Participants Stay in or Find Work	Labour Market Partnership Strategic Priority 2 Support for Life & Work CMP participants stay in or find work	Ongoing, statistics not yet available.
C.BU2324. PI49	LMP SP2 Lifelong Learning	Labour Market Partnership Strategic Priority 2 Lifelong Learning	9 classes were delivered through the Lifelong Learning programme including 2 x Essential Skills Literacy, 2 x Essential Skills Numeracy, Level 1 Hair and Beauty and 4 x Event Stewarding.
C.BU2324. PI50	LMP SP2 Lifelong Learning Participants	Labour Market Partnership Strategic Priority 2 Lifelong Learning number of participants	A total of 70 participants registered. 17 completed by end Q4: 4 completed numeracy, 5 completed literacy, 8 completed hair and beauty. One class of literacy, 1 class of numeracy and event stewarding are still ongoing.

C.BU2324.PI51	LMP SP2 Lifelong Learning Completers Developing Skills	Labour Market Partnership Strategic Priority 2 Lifelong Learning completers developing skills as a result of participation on the learning activity	17 completed and 17 have developed skills and gained a qualification in their respective learning subject.
C.BU2324.PI52	LMP SP3 Co-host 2 Inter Agency Job Fairs	Labour Market Partnership Strategic Priority 3 - Co-host 2 inter agency job fairs with stakeholders	Partnered with DfC on the delivery of 2 Major Job Fairs: Derry Cross Border Fair had 509 attendees, 50 employers and 7 support organisations; Strabane had 164 attendees, 20 employers and 9 support organisations.
C.BU2324.PI53	SP3: Apprenticeship Fair Delivered	SP3: deliver 1 apprenticeship fair with local training providers	We set up and hosted an Apprenticeship Fair in Derry in February 2024 with 6 apprenticeship providers, the CITB bus and 296 attendees and 18 employers attending to find information. This was one event we actively participated in during the NI Apprenticeship Week 05-09 February 2024 as well as maintaining the bespoke getapprenticeships.me website and hosting an employer's apprenticeship breakfast in Strabane.
C.BU2324.PI54	SP3: Apprenticeship Marketing Campaign Delivered	SP3: deliver 1 apprenticeship marketing campaign across the DCSDC area	Managing an Apprenticeship Forum, we developed and delivered two apprenticeship marketing campaigns 'All Age Apprenticeships' and 'Women into non-traditional sectors' across the Council area. These campaigns ran before and during apprenticeship week in February 2024.
C.BU2324.19.04	Engage With Corporate Businesses to Encourage Uptake	Engage with corporate businesses to encourage uptake of the Strabane gift card as an employee reward	A programme of engagement with corporate businesses took place to advertise and promote the Strabane gift card and the Strabane Christmas card.
C.BU2324.20.01	Progress and Further Develop Work on the Website	Progress and further develop work already completed on the website to include full redesign in line with the new Love Strabane branding and ethos to maintain consistency across all platforms	Layout of new Love Strabane website completed including redesign and new branding. Further work required to adopt consistency of text / fonts throughout, content and pictures. Link to Strabane gift card completed to allow for online purchases via website.
C.BU2324.20.02	Work to Build Purchase Options for General and Corporate Sales	Work with Miconex to build direct online gift card purchase options for both general and corporate sales	Strabane gift card can now be purchased directly online. There is a separate corporate ordering section enabling businesses the choice of paying by card or by invoice.
C.BU2324.21	Partner With Key Organisations and Entities to Benefit Strabane	Partner and engage with key influential organisations and entities to benefit Strabane - Build Relationships, engage and partner with organisations such as	Engagement with Londonderry Chamber of Commerce's CEO Anna Doherty re building relations in Strabane.

		Londonderry Chamber of Commerce, Letterkenny Chamber of Commerce and other NI BIDs to share knowledge, best practice and collaborate	Engagement with Letterkenny Chamber's CEO Toni Forrester re Shop LK gift card. Toni featured as guest speaker at BID's business engagement event in Q3. Meeting of all NI BIDs in April and September to share best practice and knowledge. Partnership with NI BID managers to lobby for change and improvement to BIDs. Meeting with DfC held in January to discuss.
C.BU2324.22	Support City Deal	Support the development and delivery of the Strabane Regeneration Project as part of the City Deal and Inclusive Future Fund	Ongoing meetings with Council's capital development team and site visit completed.
C.BU2324.23	Secure a Letter of Offer from SEUPB for PEACEPLUS Theme 1.1 Local Co-Designed Action Plan	31-Mar-2024	
C.BU2324.23.01	Submit bid once programme call is opened in Spring 2023	31-May-2023	Complete. Bid Submitted August 2023. DCSDC were the first council of 17 eligible to submit their application.
C.BU2324.23.02	Respond to any clarification requests	30-Sep-2023	The PEACE team responded to all clarification requests in December 23 and January 24.
C.BU2324.23.03	Receive and sign off LOO for target of €9,254,427 (£8,047,327)	31-Oct-2023	Excellent progress made towards this in 23-24. DCSDC anticipates being one of the first of 17 councils (NI & ROI border area) to receive a Letter of Offer. LOO is anticipated February/March 2024
C.BU2324.24	PEACEPLUS programme management	31-Mar-2024	

C.BU232 4.24.01	Maintain the PEACEPLUS Board and steering groups	31-Mar-2024	Ongoing. The PEACEPLUS Board and Steering Groups meet regularly (monthly on an ongoing alternate basis) using a range of venues across the city and district.
C.BU232 4.24.02	Ensure ongoing compliance with Health and Safety Requirements	31-Mar-2024	Ongoing. PEACEPLUS have passed all Health and Safety Requirements. Team training is in date and there are no outstanding issues.
C.BU232 4.24.03	Recruit a full PEACEPLUS team of 5 staff	31-Mar-2024	Due to having to include budget for a First Level Control post pro-rata in the Finance Department, the PEACEPLUS team will now have only 4 members. 3 members of staff are in post. Recruitment for the 4 th and final member of the team has been completed. Staff member will take up post once the LOO is received from SEUPB.
C.BU232 4.24.04	Establish a Monitoring and Evaluation process (and compliance with GDPR requirements)	31-Dec-2023	Due to delays by SEUPB in the overall programme, it is too early to begin this apart from the fact that the Board have agreed the 6 key monitoring questions. PEACE Team continue to request information from SEUPB on this aspect, but no information has been forthcoming.
C.BU232 4.24.05	Complete quarterly progress reports and claims to SEUPB (Once LOO received) and comply with Audit requirements	31-Mar-2024	Not applicable until Letter of Offer has been received. Relevant work however has been set in place to establish the systems which will likely be required e.g. progress reports for projects, draft contracts, tender processes required for SEUPB level audit and procurement.
C.BU232 4.25	PEACEPLUS Programme communications	31-Mar-2024	

C.BU232 4.25.01	Deliver a programme launch with press release as per SEUPB requirements once LOO received	31-Dec-2023	Not applicable until Letter of Offer has been received. As this is not likely until Feb/March 24 due to SEUPB, the launch will not happen this financial year. The team however are well ahead of where they need to be on this. A public/community update was held in September 23 once the bid was submitted. Meeting held with NWRC about students providing video/journalism coverage cost-effectively. CRT steering group have discussed April/May as a potential launch event date dependent on the availability of SEUPB CEO and relevant Ministers. Meeting held with SEUPB Communications team Jan 24.
C.BU232 4.25.02	Source relevant publicity materials e.g. Banner stands, photo board, pens	31-Dec-2023	Banner stands are in place. Pens and Folders in place. Photo Board will wait for LOO and launch. SEUPB have released communications requirements info on web Jan 24.
C.BU232 4.25.03	Update PEACEPLUS website when relevant	31-Mar-2024	Website has been updated in throughout 23-24 to include information on the bid and Board Minutes as well as press releases. There is a facility for anyone to sign themselves up for monthly e-bulletins.
C.BU232 4.25.04	Work with DCSDC Marketing on communications	31-Mar-2024	Ongoing work with marketing. Public events such as community updates and tender training are advertised via MailChimp, Eventbrite and on council's social media. Press release issued for community update event in Sept and monthly e-bulletins.
C.BU232 4.26	Community Regeneration and Transformation	31-Mar-2024	
C.BU232 4.26.01	Initiate procurement phase of tenders and Service Level	31-Mar-2024	PEACEPLUS Tender template agreed with procurement. Initial work building capacity of Board in Oct 23. First tenders issued 'at risk' in November 23. Multiple batches of tenders since issued and





	Agreements for this theme		assessed. CRT team has many tenders in the early phases of the procurement plan as these are projects which include capital works and need longer timescales.
C.BU232 4.26.02	Begin establishment of contracts	31-Mar-2024	Contracts cannot be issued until Letter of Offer received. However, draft contracts/templates have been written and are being reviewed with DCSDC legal team and have been approved by Board.
C.BU232 4.27	Thriving and Peaceful Communities	31-Mar-2024	
C.BU232 4.27.01	Initiate procurement phase of tenders and Service Level Agreements for this theme.	31-Mar-2024	PEACEPLUS Tender template agreed with procurement. Initial work building capacity of Board in Oct 23. First tenders issued 'at risk' in November 23. Multiple batches of tenders since issued and assessed.
C.BU232 4.27.02	Begin establishment of contracts	31-Mar-2024	Contracts cannot be issued until Letter of Offer received. However, draft contracts/templates have been written and are being reviewed with DCSDC legal team and have been approved by Board.
C.BU232 4.28	Celebrating Cultural Diversity	31-Mar-2024	
C.BU232 4.28.01	Initiate procurement phase of tenders and Service Level Agreements for this theme	31-Mar-2024	PEACEPLUS Tender template agreed with procurement. Initial work building capacity of Board in Oct 23. First tenders issued 'at risk' in November 23. Multiple batches of tenders since issued and assessed.
C.BU232 4.28.02	Begin establishment of contracts	31-Mar-2024	Contracts cannot be issued until Letter of Offer received. However, draft contracts/templates have been written and are






being reviewed with DCSDC legal team and have been approved by Board.






TOURISM

C.CU2324.23	Develop the Walled City Experience	Develop the Walled City Experience	31-Mar-2024		0%	Objective Progress
C.CU2324.23.01	Heritage Animation & Visitor Servicing Fund	Design and manage the Heritage Animation & Visitor Servicing Fund	31-Mar-2024		100%	HAVS 2023/24 programme complete with all venues delivering activity as planned HAVS Grant Aid 2024/25 issued and funding allocated
C.CU2324.23.02	Collaborative Heritage Product and Capacity Building Programme	Develop and deliver the collaborative heritage product and capacity building programme	31-Mar-2024		100%	Monthly meetings held with heritage venues group NLHF programme with heritage venues completed – focus on capacity building and resilience. Collaborative brand developed, promotional booklet, audio guides and collaborative marketing campaign. Ongoing work on heritage product development Delivery of events/programmes for Culture Night and new promotional video created for social media
C.CU2324.23.03	Secure Funding, Develop and Deliver Animation	Secure funding, develop and deliver animation	31-Mar-2024		100%	Successful opening of the Derry Girls Experience in the Tower Museum in July supported by TNI funding. Funding proposal developed for Derry Girls Phase 2 experience Series of workshops delivered at Number 19 Craft Village for Craft Month in August funded by The Honourable The Irish Society. Activities delivered for Culture Night and plans underway for Halloween and Christmas

C.CU2324.23.04	Deliver Initiatives to Enhance the Walled City	Deliver initiatives to enhance the Walled City where WAW meets CCR	31-Mar-2024		100%	Best of the North West joint DCSDC/DCC destination marketing campaign delivered in April 2023 in partnership with Visit Derry. Included TV/Radio, print and digital engagement National Geographic promotion in their special UK and Ireland supplement to the main magazine delivered in June 2023
C.CU2324.23.05	Scope Out the Potential to Access Shared Island Funding	Scope out the potential to access Shared Island funding to work with statutory partners for signage re WAW/CCR	31-Mar-2024		100%	Working with TNI, Visit Derry and Tourism NI on Shared Island funding to link CCR with WAW. Funding confirmed €7.2m Signage element of the NW Programme still ongoing
C.CU2324.24	Deliver Capital Programme - Walled City Experience	Deliver capital programme to enhance visitor experience of the Walled City	31-Mar-2024		0%	Objective Progress
C.CU2324.24.01	Support Development of DNA	Support development of DNA	31-Mar-2024		100%	Monthly project board meetings attended. Attend monthly steering group meetings – Interpretation and exhibition/Marketing/Funding
C.CU2324.24.02	Support Development of the Walled City Experience	Support development of the Walled City Experience as part of City Deal	31-Mar-2024		100%	Ongoing engagement on project elements Monthly Project Board attended Carried out a survey in partnership with Visit Derry re coach drop off requirements and also provided input into Lighting Strategy
C.CU2324.24.03	Family Friendly Wet Weather Attraction at Templemore	Support development of family friendly wet weather attraction at Templemore	31-Mar-2024		0%	No update
C.CU2324.25	Develop the Food and Drink Experience	Develop the Food and Drink Experience	31-Mar-2024		0%	Objective Progress
C.CU2324.25.01	Deliver Actions Within the Food & Drink Strategy	Deliver actions within the Food & Drink Strategy	31-Mar-2024		100%	As a result of a reduced budget the focus was on delivering the LegenDerry social media campaign for the 2023/24

						<p>Attended the Balmoral Show 10th -13th May to showcase the LF Network with 8 different producers featured</p> <p>Lara Goodall Consulting appointed to carry out a review of the Legenderry Food Network to redevelop TOR, action plan for 24/25</p>
C.CU2324.25.02	Facilitate the LegenDerry Food Network	Facilitate the LegenDerry Food Network	31-Mar-2024		50%	<p>Attended regular monthly meetings with LF Network committee</p> <p>Capacity building sessions delivered with the LF Network committee to provide tools for the committee to plan ahead</p> <p>Further engagement planned with lobby groups such as Food NI</p>
C.CU2324.26	Develop Rural Tourism Product	Develop Rural Tourism product	31-Mar-2024		0%	Objective Progress
C.CU2324.26.01	Support the Sperrins Partnership	Support the Sperrins Partnership and deliver agreed actions in the Brand & Tourism Action Plan and Environment & Heritage Plan	31-Mar-2024		85%	<p>Council funding for initiative agreed.</p> <p>Relevant officer attendance at Board, Director, Statutory Partner, Operational Delivery, and Branding & Tourism, AONB meetings.</p> <p>Continued support of the delivery of the Partnership's agreed Tourism & Branding Action Plan</p> <p>Continued support of the development an AONB Management Plan for the Sperrins. (Letter of Offer for funding received from DAERA and recruitment of an AONB officer initiated- Lead Sperrin Partnership)</p> <p>Programme of Sperrins Hillwalk events programme agreed and developed for 2023-2024. (Sperrin Partnership & Events Team)</p> <p>DFI Road Service commissioned to complete remedial work to DCSDC section of Sperrins Scenic Driving Routes. (£5,000). Works outstanding due to contractor issues.</p>
C.CU2324.26.02	Support the International Appalachian Trail Ulster Ireland	Support ongoing maintenance and promotion of the International Appalachian Trail Ulster Ireland	31-Mar-2024		100%	<p>Delivery of post RDP online marketing activity.</p> <p>Annual inspection of route undertaken and maintenance requirements actioned.</p> <p>Reengagement of IAT Ulster Ireland Steering Group</p>

C.CU2324.26.03	Support the Sperrins Sculpture Trail and the Sperrin Heritage Site	Support promotion of the Sperrins Sculpture Trail Project and development of visitor services on the wider Sperrin Heritage Site	31-Mar-2024		100%	<p>DAERA funded Rural Tourism Scheme project completed and launched July 4</p> <p>Partner Council marketing working group established to promote the Sperrins Sculpture Trail: Activity completed to date: Brand toolkit developed; Website designed and live; Photography commissioned; Media launch March 2024.</p> <p>Internal cross directorate steering group established and meeting to deliver phase 2 of Sperrin Heritage Site development activity. Activity completed to date: Vehicle parking installed; Site signage and interpretation installed; Footfall counter installed.</p>
C.CU2324.26.04	Development of Rural Based Visitor Trails and Routes	Maintenance and development of existing/new rural based visitor trails and routes	31-Mar-2024		100%	<p>Checks on 14 no. SDC legacy interpretive panels completed & repairs undertaken.</p> <p>Strabane Town Trail: John Dunlap Plinth uplift completed</p>
C.CU2324.26.05	Support Additional Rural Product Development	Support additional rural product development opportunities across the district	31-Mar-2024		100%	<p>Ongoing support of <u>Environment & Regeneration section</u> in the development of an action plan update for Sion Mills and a master plan for Newtownstewart.</p> <p>Support of the Health & Community section in the development of tourism related updates to the Local Community Growth Plans</p> <p>Uplift to internal branding within Strabane Visitor Information Centre completed (including launch event and stakeholder Sperrins Gateway familiarisation trip)</p> <p>Increased profile of rural product (Strabane & The Sperrins/Beyond The Walls) on Visit Derry Marketing Platforms.</p>
C.CU2324.26.06	Scope Out the Potential for Capital Funding	Scope out the potential for capital funding through the Shared Island Unit re Sli Cholmcille	31-Mar-2024		100%	<p>Scoping study, business case, brand guidelines, trail hardware kit and online route mapping exercise completed. (Donegal County Council Lead Partner)</p>
C.CU2324.27	Develop Marine Tourism Opportunities & Promote the District's Waterways	Develop Marine Tourism opportunities & promotion of the use of the District's Waterways - Support opportunities to develop and promote marine and water-based tourism in partnership with key stakeholders	31-Mar-2024		25%	<p>Ongoing engagement with the Loughs Agency</p> <p>Represented on Tourism NI Strategic Framework Group to develop and deliver Outdoor and Activity Tourism established in Feb 24</p>

						Meetings held and process initiated to enable a partnership approach among key stakeholders to scope out Moirlough's potential.
C.CU2324.28	Develop Screen Tourism Product and Tourism Opportunities	Develop Screen Tourism product and tourism opportunities	31-Mar-2024		0%	Objective Progress
C.CU2324.28.01	Resource All Screen Related Inquiries	Resource all screen related inquiries	31-Mar-2024		100%	All screen related activity resourced
C.CU2324.28.02	Maximise Screen Tourism Opportunities with stakeholders	Maximise screen tourism opportunities with stakeholders	31-Mar-2024		100%	Continued engagement with Hat Trick Productions re the Derry Girls project following successful launch of the Derry Girls Experience in July 23. Funding secured from TNI & TI to develop a concept for additional Derry Girls experience.
C.CU2324.28.03	Develop 'Screen Office'- Supported by Online Platform	Develop 'Screen Office'- supported by online platform and look at sourcing funding for additional development	31-Mar-2024		50%	Ongoing Working with range of partners on a feasibility study under Shared Island for an Atlantic Region of Creative Content (ARCC) to look at the development of an all island creative industries cluster
FESTIVAL AND EVENTS						
C.CU2223.14	Delivery of Core Programme of Tier 1 Events	Delivery of Tier 1 events, NW Angling Fair, City of Derry Jazz Festival, Summer Jamm, Halloween Derry and Strabane, Craft Fair, Christmas Switch On Derry and Strabane, Festive Time Programme, St Patricks Day Spring Carnival Derry and Strabane.	31-Mar-2024		100%	All events delivered within the timeframe and on budget.






C.CU2223.15	Manage and Administer Community Festival Fund	Develop, assess, award, administer and manage the allocation of Community Festivals Fund £200,000 estimated 27 events	31-Mar-2024		100%	All funding allocated for this year
C.CU2223.16	Manage and Administer Headline Events Fund and National Events Fund	Develop, assess, award, administer and manage the allocation of Headline Events Fund £240,000 estimated 11 events	31-Mar-2024		100%	All funding allocated for this year
C.CU2223.17	Develop Skills and Capacity in Event Management and Delivery	Develop Skills and Capacity in Event Management and Delivery	31-Mar-2024		100%	Internal Event Control training delivered for 12 staff in June 2023. First Aid Training provided for 6 staff.
C.CU2223.17.01	Develop Skills for Staff & External Organisations in Event Management	Develop skills and capacity for both staff and external organisations in event management and delivery	31-Mar-2024		100%	Event safety Officers attended Crowd Management Safety, 2 additional staff trained in NEBOSH. Worked with Skills Development team to recruit for Stewarding level 2 training.
C.CU2223.17.02	Organised Group Training	Organised group training in the following areas, Event Control, CCTV, Event Health and Safety, External - Radio training, Counter Terrorism	31-Mar-2024		100%	Supported Emergency planning agencies in the delivery of awareness training re Counter Terrorism and Martins Law and event training.. Case study Halloween. Invited all Headline Events and Key event organisers in October 2023. .
MUSEUM & VISITOR SERVICES						
C.CU2324.01	Lead, Develop and Deliver the DNA Museum Project	Continue to lead, develop and deliver on the interpretation, operations and funding for this project	31-Mar-2024		100% 0%	Full funding package secured with final letters of offer in place. ITT to be issued early in f/y 24/25 with a view to museum opened in 2026. Engagement session throughout 2024
C.CU2324.02	Delivery of a Museum Service	Increase participation and engagement by delivery of a Museum Service Annual Programme - Ongoing creation & delivery of an	31-Mar-2024		100% 0%	Objective Progress

	Annual Programme	annual programme of exhibitions & events				
C.CU2324.02.01	Deliver 1 Signature Exhibition in the Tower Museum	Deliver 1 signature exhibition in the Tower Museum	31-Mar-2024		100% 0%	Derry Girls Experience - opened July 2023
C.CU2324.02.02	Hold 1 'Behind the Scenes' Tour at Museum Stores	Hold 1 'Behind the Scenes' tour at Museum Stores	31-Mar-2024		100% 0%	As part of the HED / European Heritage Open Days - Sept 16 2023
C.CU2324.03	Develop and Implement a Learning & Engagement Programme	Development and delivery of Learning & Engagement Programme	31-Mar-2024		100% 0%	Objective Progress
C.CU2324.03.01	Deliver 12 School Group Tours Annually	Deliver 12 school group tours annually	31-Mar-2024		100% 0%	13 sessions held across 5 schools included Plantation. Siege, WW1 & WW2 themes, plus 'Troubles'
C.CU2324.03.02	Deliver Key Programmes	Deliver the following key programmes: o Playful Museums o Reminiscence Programme o Live Well Programme	31-Mar-2024		0%	4 x Playful Museums sessions at Tower Museum with plans for monthly programme from April 2024 (Feb 24) 5 x Reminiscence sessions 4 x Livewell programmes consisting of 6 sessions for each group
C.CU2324.04	Deliver Archive & Genealogy Service	Hold 2 Archive & Genealogy events per quarter	31-Mar-2024		100% 0%	Complete 14 sessions held onsite and at external sites including local history, genealogy groups and third level students.
C.CU2324.05	Museum Service Volunteer Programme	Ongoing delivery of Volunteer Programme and research and access to collections:	31-Mar-2024		100% 0%	Complete

		<input type="checkbox"/> Identify key collections for volunteer access & engagement				4 x Collections Volunteers with a focus on new accessions and DNA priorities Team of 12 volunteers working on Cemetery Registers
C.CU2324.06	Review Museum Collection Store and Apply for Development Funding	Ongoing development and reorganisation of museum stores to create further public access to collections: <input type="checkbox"/> Obtain funding for development	31-Mar-2024		50% 0%	Project is ongoing, funding application was unsuccessful but other avenues are currently being explored.
C.CU2324.07	Increase MVS visitor Numbers for GH	Increase MVS visitor numbers for GH by 5% on 2022 figures	31-Mar-2024		0%	Objective Progress
C.CU2324.07.01	Attend 4 Trade Events With TNI / Tourism Ireland or Visit Derry	Attend 4 trade events with TNI / Tourism Ireland or Visit Derry	31-Mar-2024		50% 0%	Attended One Young World Summit Oct '23, UK Inbound Tour Operator Dinner Planned - Meet the Buyer Workshop
C.CU2324.07.02	Expand Social Media Engagement	Expand social media engagement	31-Mar-2024		0%	Limited resources to focus on social media A number of VS staff have received training and regular posts are being published. Potential for more engagement with reels etc if budget / resources are available
C.CU2324.07.03	Grow Engagement Between Staff and Industry Colleagues	Grow engagement between staff and industry colleagues	31-Mar-2024		100%	Attended <ul style="list-style-type: none"> - Digital Innovation Event April - Tourism Cluster Group NWRC May - Tourism Summit UU June - Assoc. of Visitor Experiences & Attractions networking June - Irish Museum Assoc. Conf Sept - NI Tourism Alliance Conf Oct - Study Visit to Titanic Belfast Oct - Study visit to London Museum, Young V&A Feb '24
C.CU2324.08	Increase MVS Income by 5% on 2022	Increase MVS income by 5% on 2022	31-Mar-2024		100% 0%	Objective Progress Year to date (end Feb) MVS income is +66% on previous year

						Guildhall £244,589 / Tower £129,250 – 2023/24 Guildhall £177,165 / Tower £47,485 – 2022/23
C.CU2324.08.01	Develop Retail Offering and Spend	Develop retail offering and spend	31-Mar-2024		100%	Additional providers added - Fosters Chocolate - Ferry Clever - Derry Nice Things - Carrick Foods
C.CU2324.08.02	Increase Bars Spend by 5%	Increase bar spend by 5%	31-Mar-2024		50%	
C.CU2324.08.03	Implement Charges on Events Ancillaries	Implement charges on events ancillaries (AV equipment, glass hire, linen hire etc.)	31-Mar-2024		100%	Established
C.CU2324.08.04	Introduce Charging for Harbour House and Council Chamber	Introduce charging for Harbour House and Council Chamber	31-Mar-2024		100%	Established
C.CU2324.09	Develop Sustainability Strategy Within MVS	Develop Sustainability Strategy within MVS	31-Mar-2024		0%	Objective Progress
C.CU2324.09.01	Continue to Develop Sustainability Practices	Continue to develop sustainability practices throughout the Guildhall and Tower Museum	31-Mar-2024		100%	Green team established focusing on waste, procurement, suppliers, catering
C.CU2324.09.02	Introduce At Least One New Green Action	Introduce at least one new green action	31-Mar-2024		100%	New bins located throughout the building Reduction in plastic on deliveries Heat Boss installed in Guildhall
C.CU2324.10	Develop a Wedding Strategy	Develop a Wedding Strategy	31-Mar-2024		0%	Objective Progress

C.CU2324.10.01	Create New Wedding Brochure	Create new wedding brochure	31-Mar-2024		25%	Photography complete Brochure on hold due to lack of resources
C.CU2324.10.02	Update Wedding Images	Update wedding images	31-Mar-2024		100%	
C.CU2324.10.03	Hold at Least 1 Wedding event	Hold at least 1 wedding event	31-Mar-2024		100%	Wedding Show February 6 weddings converted on the day
C.CU2324.10.04	Increase Wedding Reception Bookings by 5	Increase wedding reception bookings by 5	31-Mar-2024		50%	
C.CU2324.11	Guildhall and Tower Museum - Develop Visitor Experience	Develop visitor experience throughout the Guildhall and Tower Museum	31-Mar-2024		0%	Objective Progress
C.CU2324.11.01	Update Signage throughout the Guildhall and Tower Museum	Update internal visitor signage throughout the Guildhall and Tower Museum	31-Mar-2024		100%	Ongoing, new panel in Main Hall corridor, new captions throughout Tower Museum and Guildhall
C.CU2324.11.02	Update External Signage	Update external signage	31-Mar-2024		100%	New External Signs in place
C.CU2324.11.03	Develop Virtual Access to Guildhall and Tower Museum	Develop virtual access to Guildhall and Tower Museum	31-Mar-2024		100%	Virtual tours complete
C.CU2324.11.04	Promote Guided Tours in Guildhall and Tower Museum	Promote guided tours in Guildhall and Tower Museum	31-Mar-2024		100%	Guided tours promoted to independent travellers and charged accordingly
C.CU2324.11.05	Continue to Facilitate	Continue to facilitate placements and volunteers	31-Mar-2024		100%	3 paid placements and ongoing engagement with NWRC.

	Placements and Volunteers					
C.CU2324.12	Maintain 4* TNI Grading for Guildhall and Tower Museum	Maintain *4 TNI grading for Guildhall and Tower Museum	31-Mar-2024		100%	Ongoing
ARTS & CULTURE						
C.CU2324.PI0 1	Number of Arts & Culture Strategy Co Delivery Group Meetings	Delivery of the Co Designed Arts & Culture Strategy (2019-2024)	31-Mar-2024		100%	Complete and ongoing with a strategy review process to be initiated April 2025.
C.CU2324.PI0 2	Number of Cultural Organisations Engaged in Collaborative Resilience Programme	Engage 26 cultural organisations in Collaborative Resilience Programme	31-Mar-2024		100%	This programme is complete. Council are seeking support from statutory partners to initiate the implementation phase of the programme.
C.CU2324.PI0 3	Number of Organisations in NW Audience Development Programme	Secure minimum of 30 cultural organisations in ongoing impact monitoring	31-Mar-2024		100%	This programme is ongoing with a review scheduled for March 2024.
C.CU2324.PI0 4	Number of Continuous Improvement Programmes Engaged In	Supporting the EASI accreditation as the most appropriate quality accreditations for the wider cultural sector as part of the NW Audience Development Programme.	31-Mar-2024		100%	The Alley is part of the EASI accreditation pilot initiative as delivered by the University of Atypical.

Section Three: Improvement Planning and Performance

The Directorate has set a number of improvement objectives for 2024/25 which aim to bring about improvement in one or more of the following improvement criteria:

- Strategic effectiveness (SE)
- Service quality (SQ)
- Service availability (SA)
- Fairness (F)
- Sustainability (S)
- Efficiency (E)
- Innovation. (I)

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

An overview of these objectives and the work we will be undertaking in 2024/25 is set out in paragraphs 3.1 – 3.3 below, under the headings of:

- 2024/25 Directorate Improvement Objectives (Outcome Improvement Objective, and Other Service Improvement Objectives)
- Mainstreaming the Equality and Disability Duties, Rural Needs and Climate Change

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

Should take into consideration the Council's values:

- 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.
-

3.1 2024/25 Directorate Improvement Objectives

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

Community/Corporate Plan Objective	PEACE Outcome / Improvement Objective / Service Objective 2022/23	Link to Improvement Criteria **
Support the creation of new sustainable jobs in the council area	Deliver NIESS Deliver Customer Centre Service Delivery Model (Direct 1:1 Meetings with local SME's)	Sustainability (S)
Strengthen the local business base by assisting more businesses to become competitive in indigenous and export markets	Provide accessible, needs driven business support that is tailored to business requirements Develop business engagement, networking & promotional opportunities Generate referrals to Invest NI and other Business Support agencies/ partners	Sustainability (S)
Promote Business Innovation & Growth	Deliver NIESS Programme	Innovation (I)

	Deliver NIESS Grant Scheme Deliver Digital Transformation Flexible Fund Programme	
<p>Social Wellbeing (Strategic Community Plan) Outcome 1 We live in a shared, equal and safe community.</p> <p>Principal Action: Promote greater integration and inclusion within and between communities of place and of interest.</p>	<p>The PEACEPLUS team will work to ensure that the delivery of the Local Co-Designed Action Plan incorporates a Co-Design Approach through our Board and that our programmes promote peace and reconciliation and cultural inclusion under the themes of Local Community Regeneration and Transformation; Thriving and Peaceful Communities; and Celebrating Cultural Diversity.</p>	<ul style="list-style-type: none"> • Strategic effectiveness (SE) • Fairness (F) • Sustainability (S) • Innovation. (I)
<p>Social Wellbeing (Strategic Community Plan) Outcome 1 We live in a shared, equal and safe community.</p> <p>Principal Action: Create safer Communities</p>	<p>The PEACEPLUS team will manage the delivery stages of projects to include programmes to promote shared space, equality and community safety where relevant to the programme requirements under the themes of Local Community Regeneration and Transformation; Thriving and Peaceful Communities; and Celebrating Cultural Diversity.</p>	<ul style="list-style-type: none"> • Strategic effectiveness (SE) • Fairness (F) • Sustainability (S) • Innovation. (I)

Community/Corporate Plan Objective	PEACE Outcome / Improvement Objective / Service Objective 2022/23	Link to Improvement Criteria **
<p>Council's Corporate Value:</p> <p>One new unified Council with the needs of local communities and businesses at the core of what we do.</p>	<p>The PEACEPLUS Team will ensure that it continues to adopt a unified Council approach in all areas of its work. Specifically, it will ensure that Board and Steering Group meetings are held in a range of venues across the Derry~Londonderry, Strabane and rural areas. The PEACEPLUS Board structure includes specific geographical representation with each LCGP / 8 DEA's nominating representation to the Board. In conducting public meetings relevant to its service delivery, e.g. tender training sessions, it will ensure a wide range of geographical locations are used as relevant. The Co-Design of the bid has ensured that 50% of the overall project funding is allocated proportionately across the 8 LCGP areas to ensure geographic spread of the benefit of the funding.</p>	<ul style="list-style-type: none"> • Strategic effectiveness (SE) • Service quality (SQ)
<p>Council's Corporate Values:</p> <p>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.</p>	<p>The PEACEPLUS Service will ensure high quality service provision to maximise the opportunity provided by PEACEPLUS European funding. It will do this by striving to deliver one of the most efficient and effective PEACEPLUS Theme 1.1 Local Co-Designed Action Plans, aiming to ensure maximum benefit for our local area. It will ensure clear codes of practice, conflict of interest policies are in place and that relevant training and development is co-ordinated to ensure effective, ethical and purposeful service delivery. It will develop the PEACEPLUS Webpage and e-bulletins to communicate effectively with relevant stakeholders including through bi-annual printed newsletters. The team will continue to share best practice with other council areas where applicable and learn from the best practice of others where applicable through the PEACE Managers Forum. The team will aim to sustain and build connections and positive professional relationships with the local community and voluntary sector and other relevant agencies.</p>	<ul style="list-style-type: none"> • Strategic effectiveness (SE) • Service quality (SQ) • Fairness (F) • Innovation. (I)

Community/Corporate Plan Objective	PEACE Outcome / Improvement Objective / Service Objective 2022/23	Link to Improvement Criteria **
<p>Council's Corporate Value: Balancing urban and rural needs.</p>	<p>The PEACE Service will ensure that it is aware of the Rural Needs Act. It will ensure that urban and rural needs are adequately represented in a balanced way within our thematic work plans and in how services are geographically delivered overall within the Local Co-Designed Action Plan. It will continue to link with the Rural Development Programme where applicable and ensure that rural participants and locations benefit from the range of projects. A proportionate split of funding has been allocated via the LCGP structure including the 3 rural DEA's Sperrin, Derg and Faughan.</p>	<ul style="list-style-type: none"> • Strategic effectiveness (SE) • Service quality (SQ) • Service availability (SA)
<p>Council's Corporate Value: Committed to clear and timely communication and celebrating our achievements.</p>	<p>The PEACE Team will ensure that communication around the PEACEPLUS Consultation and Co-design process is promoted in a clear and timely manner through web, social media, e-newsletter and press releases. Success is communicated in liaison with the marketing and press teams within council.</p>	<ul style="list-style-type: none"> • Strategic effectiveness (SE) • Service quality (SQ)

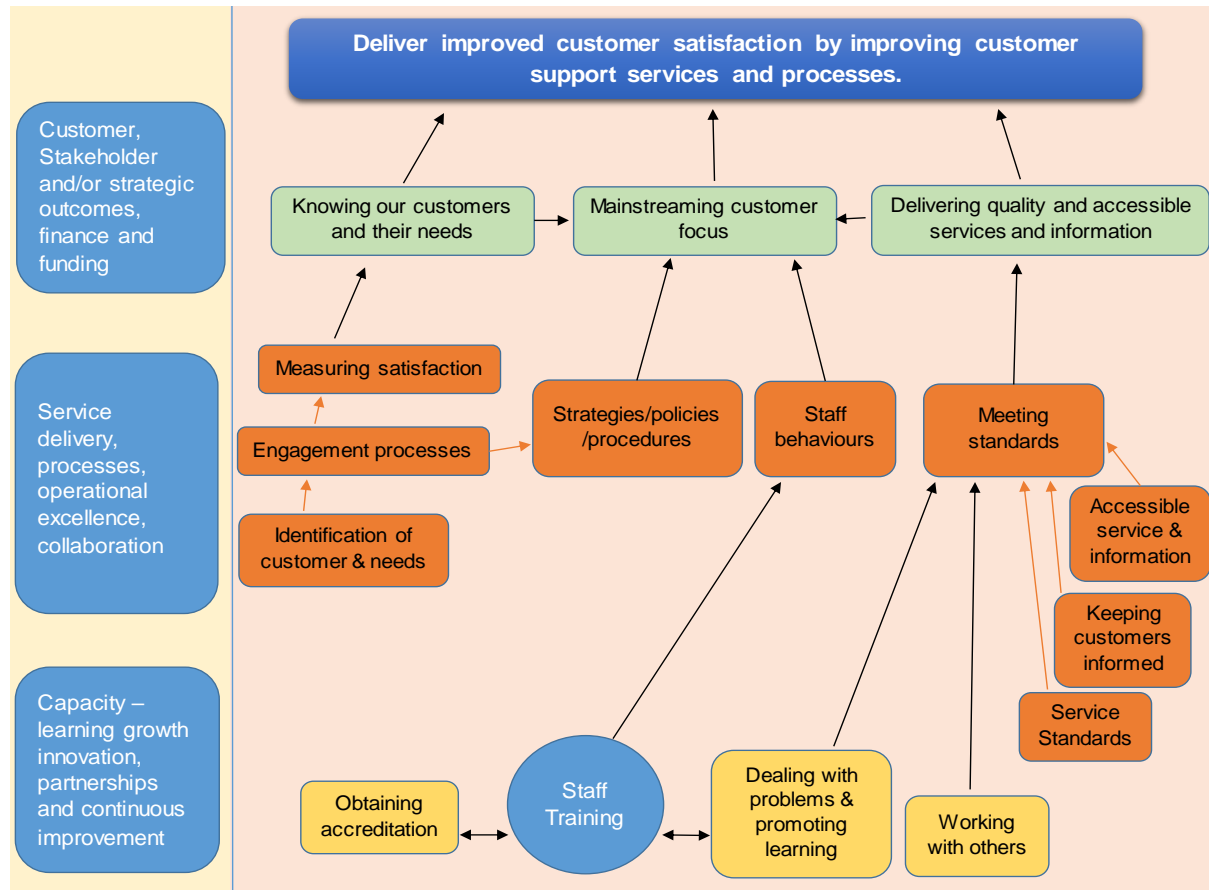
** Enter SE, SQ, SA, F, S, E, I, as appropriate

3.2 Outcome Improvement Objective

Strategy Map: How we will deliver our Outcome Improvement Objective (optional)

Outcome	
Key Strategies:	

example



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

Equality is a specific cross-cutting theme within the PEACEPLUS Theme 1.1 programme. It is integral to our area of work that the funding and delivery of the programme should have a positive impact on equality and inclusion. As such is taken very seriously within all areas of the service. The PEACEPLUS service is committed to fulfilling its Section 75 and Disability duties and promoting equality of opportunity and good relations.

During the Co-Design phase of our processes in 2023-24 the PEACE Team worked with an extensive range of organisations to ensure that our funding bid included wide ranging projects with a peace, reconciliation, equality and diversity focus. As we move into procurement and delivery phase, these will directly assist the council to fulfil its Section 75(2) duties for the promotion of Good Relations and which embed Equality and Sustainability into the service delivered. Section 75(1) categories should also be positively impacted. The bid underwent full screening under the Integrated Impact Assessment (Equality Screening, Rural Needs, Climate Impact Assessment and Privacy Impact Assessment).

All Tenders include a briefing on accessibility, equality, non-discrimination and sustainable development as these are horizontal principles cross-cutting all areas of our work. The team offer specific training on this during tender training workshops and have also built in a Child Rights Approach (where relevant) as part of our learning from the Child Friendly Cities and District (UNICEF) training. All projects will complete quarterly project reports which include a specific section on Equality. Mandatory training will be provided to all projects on monitoring and evaluation. Ultimately, an independent evaluation of our delivery will include evaluation of whether our programme delivery has met its requirement to have Equality as a clear cross-cutting theme in all our work.

Under PEACEPLUS, the team will develop relevant evaluation and monitoring systems include specific age-appropriate monitoring of Section 75 in terms of participants and will also aim to track the transformative impact for peace and reconciliation and attitudinal change towards embracing of diversity and tackling of prejudice. It is noted that, in line with advice from the Equality Commission, NISRA and SEUPB, this monitoring will be non-mandatory for programme participants, but is strongly encouraged. An annual Equality return for the PEACEPLUS programme is made to SEUPB in January each year once a Letter of Offer has been received.

The PEACEPLUS Service notes from the audit of inequalities and from engagement in our own co-design process that the following are frequent concerns of specific groups:

- Disabled – Access; Inclusion; Employment; mainstreaming of provision in community projects
- LGBTQIA+ – Employment; Safety; Training on Gender Identity; Mental Health
- People with children – Safety; Suitable Facilities; Intergenerational opportunities; trans-generational trauma
- Community Background – Shared Space; Procurement; tokenism and targets
- Youth – lack of service provision, particularly for rural youth
- BME – Access to information; Communication; Services for Asylum Seekers and Refugees; language barriers;
- Older People – Access to Information; Inclusion
- Carers – Time management
- Mental Health and Wellbeing remain significant priorities across many Section 75 groups, particularly in the post-Covid era and with the current cost-of living crisis

Within the Equality Context detailed above there are lawful positive actions which the PEACEPLUS Team can enact. These include the promotion of equality of opportunity; the promotion of Good Relations; promotion of accessibility; promotion of diversity; promotion of engagement and promotion of inclusion. These can be employed throughout the duration of our project delivery. In the co-design process, many of these issues were formulated into relevant project ideas to make a positive local difference.

Equality in the Co-Designed Local Action Plan.

The PEACEPLUS Co-Designed Action Plan includes a range of projects which should have specific positive impact on equality. All projects must be cross-community on a 65%/35% ratio and have a ‘transformative’ positive impact on reconciliation. Further to that, many projects have specific equality focus. For example, these include:

With BAME identities: World Café Community Hub (A shared welcoming space for diverse identities); HumanKind (A Humanitarian and volunteering focused project including refugees and asylum seeker understanding); Out and About (BAME Social & Capacity project); and Connect (A 2-year women’s project for asylum seeker, refugee and BAME women), Distance Travelled (Traveller project).

With LGBTQ+ identities: An LGBTQIA+ Sexual Orientation and Gender Identity Awareness Training project.

With diverse religious beliefs: Cecil Frances Alexander Celebrated (an inter-church community education and local tourism project) and Columba Journey (an inter-faith/inter-church education and heritage project).

With Older People: Culture Club (Derg)

With Younger People: let's Talk (Youth); Fit for Purpose (Soccer based citizenship); Street Art Re-imaging; Pre-Teen Transition Project; Strabane Youth Project; Our Place, Our Planet; FYI Foyleside Youth Initiative; Rural Teens; Sperrin youth Voices; Ballyarnett Early Years Project.

With Ulster-Scots and Irish traditions: Culture now Showcase; Irish Language Outreach and Inclusion; Derg Festivals Project.

With people with disabilities: Urban Social Farm project (learning disability inclusion project).

With specific genders: Ballyarnett Women's programme; Ballyarnett Men's Programme; Operation Desperation (Cultural project based around Domestic Violence history in the city).

Rural Impact

By way of rural impact assessment, a rural screening process has been completed on the bid. PEACEPLUS has 50% split of money across the 8 Local Growth Partnership areas. The formula used for that references population, deprivation and rurality. Specifically, this has meant that the 3 rural DEA's have a target allocation as follows:

Sperrin £281,907 (388 participants); Faughan £337,582 (465 participants) and Derg £433,087 (595 participants).

Each of these rural areas co-designed the projects they wished to see included in the bid and which met the funding criteria.

Climate Impact.

In terms of Climate Impact, the PEACE Team is mindful that the PEACEPLUS programme has the potential to make a positive impact on Climate Change. Significant effort was made to include relevant projects and elements of projects within the Local Co-Designed Action Plan. As part of this, the PEACEPLUS team focused on trying to find relevant projects that met the programme criteria but also had a positive impact on reducing greenhouse gas emissions, ensuring resilience to adverse effects of climate change, reducing the adverse impacts of climate change. Communities were encouraged to suggest or explore ideas which could include for example zero waste circular economy, renewable energy, improved habitat and biodiversity etc. Examples of these include:

- Green Clubs: A project with 10 sports clubs working towards environmental sustainability.
- Our Planet, Our Place: A project focusing on arts and outdoor environment for young people.
- Be Driven: A rural community shared transport initiative training up rural mini-bus drivers.
- Reimage-Recycle: A project which has a focus on upcycling of discarded materials for re-use.
- Urban Social Farm: A project with potential to leave a significant legacy of positive environmental and food security work.
- Waterside Food Poverty: A project which may help towards zero waste and better use of food through a community kitchen.
- Farming and Environmental Champions: A project in the Sperrin area promoting positive environmental engagement.

A more paperless approach to meetings has been adopted by the Board and Steering Groups. Sustainability is a cross-cutting theme in PEACEPLUS.

The service area is aware that future proofing some projects may require detailed specialist assessment such as whole life carbon assessment or climate change risk analysis. It notes that much of the Community and Voluntary Sector is stating it is under-trained, under-equipped and under-funded to deal with climate impact – specialist support and specific funding is required which is beyond the scope of the PEACEPLUS Theme 1.1 programme in council.

3.4 Improvement Delivery Plan

In order to deliver our Directorate outcome and/or service improvement objectives we have identified a number of key activities, as set out below. These actions represent part of the work that will be progressed by the Directorate during 2024/25.

Ref	Directorate Outcome/ Service Improvement Objective	Key Activities/Actions/Sub-actions/milestones	Target Date	Lead Officer
	Provide an efficient and effective off-street car parking service	<p>Complete exit management from existing agency agreement with Dfl by 31 March 2024</p> <p>Commence the new parking and PCN processing contract on 1st April 2024</p> <p>Optimise the cost-efficiency of the car park assets</p> <p>Use of data analytics to enhance operations and improve user experience.</p>	March 2025	RY
	Ensure all car parks are well maintained, safe to use and accessible	<p>Carry out regular inspections of all car parks.</p> <p>Deliver a programme of capital works to re-surface a four off-street car parks deemed high priority due to current surface condition.</p>	March 2025	RY

		Upgrade P&D machines to introduce contactless payment options in paid car parks and improve the customer experience Review the provision of disabled parking		
	Ensure there is a framework for the use of car parks for other purposes	Formalise a policy for alternative use requests of the off-street car parks Identify pricing scheme	March 2025	RY
4	Delivery of the NW City Region Investment Strategy	Refresh the collateral including the city region overview and sector propositions (Phase 1) Promotional events in key markets to raise the profile of the city region and its priority sectors (Phase 2) Develop and deliver digital campaigns to promote the city region and priority sectors Develop enquiry handling protocols Work with interested companies to understand their requirements and how the location meets their requirements	March 2025	RY
5	Raise the profile of the DCSDC region and promote regionally and globally	Hosting inward visits to strengthen economic and cultural connections Build on the unique relationship with the City of London to develop opportunities for trade and investment	March 2025	RY

		Develop and maintain relationships in key markets aligned with the NW City Region Investment Strategy		
6	Talent Attraction Campaign	Digital campaign to continue to attract (back), retain and develop talent in the city region for employment, entrepreneurship and flexible working opportunities. Engage with employers to identify education, skills and training opportunities that will secure existing and support future growth.	March 2025	RY
7	Service existing investors and bring new investors into the wider ecosystem	Engage with and support new and existing investors on an ongoing basis Build and maintain relationships with key partners, stakeholders and industry networks in the city region Host 6-monthly investor forum meetings Coordinate and promote aftercare activities to strengthen networks and ecosystem in the NW Trade and Innovation Mission to the US supporting minimum of 6 companies from the NW Work with partners to support cross border cooperation and initiatives in priority sectors including the RegTech supercluster	March 2025	RY

	Support the development and delivery of the City Region Growth Deal	Promote the City Region Growth Deal, its projects and regional innovation specialisms in investment communications Connect business, investors and visitors with the city deal innovation project partners	March 2025	RY
8	Build and maintain a vibrant global diaspora community	Develop database of diaspora contacts in key markets and engage with strategic diaspora Develop content and marketing campaign for diaspora engagement including the ezine	March 2025	RY
1	Deliver NIESS to provide accessible, needs driven business support that is tailored to business requirements	Business Plans Job Creation Deliver 1:1 Mentoring Support Deliver Business Workshops	March 25	DMN
2	Deliver Customer Centre Service Delivery Model (Direct 1:1 Meetings with local SME's)	Facilitate direct 1:1 meetings with business advisors & local micro/ SME's	March 25	DMN
4	Develop business engagement, networking & promotional opportunities	Facilitate peer support networking opportunities	March 25	DMN
5	Generate referrals to Invest NI and other Business Support agencies/ partners	Business referrals to Invest NI and to other Business Support Organisations	March 25	DMN
6	Deliver NIESS Grant Scheme	Deliver capital grant scheme	March 25	DMN

7	Deliver DTFF Grant Scheme	Deliver capital grant scheme	March 25	DMN
1	Lead and deliver on Strabane BID's second term business plan 2021 – 2026 under the 5 themes of Promote, Strengthen, Support, Improve and Attract.	<p>Deliver a programme of activities to drive footfall into Strabane town centre and encourage business engagement.</p> <p>Deliver initiatives and a programme of support to town centre businesses to enable growth and prosperity.</p> <p>Deliver a focused marketing campaign to raise the profile of Strabane town as a destination to shop, visit and enjoy.</p> <p>Maintain business engagement and continue to be a strong collective voice for Strabane's business community.</p>	March 25	EMcG
2	Develop Strabane's Gift Card	<p>Recruit 5 additional businesses to accept the gift card.</p> <p>Pilot a 'Load This Card' scheme and monitor progress as another viable sales option.</p> <p>Support and develop the gift card by increasing awareness and visibility of the product.</p> <p>Engage with corporate businesses to encourage uptake of the Strabane gift card as an employee reward.</p> <p>Engage with independent businesses and community sector to develop an holistic approach to the gift card as a benefit to all in Strabane.</p>	March 25	EMcG

3	Partner and engage with key influential organisations and entities to benefit Strabane.	Continue to build, maintain and grow relationships, engage and partner with organisations such as Londonderry Chamber of Commerce, Letterkenny Chamber of Commerce and other NI BIDs to share knowledge, best practice and collaborate.	March 25	EMcG
4	Further develop the Love Strabane website as a beneficial asset.	Develop a business directory of Strabane enabling signposting to skills and services. Increase ease of access to information for all.	March 25	EMcG
5	Support City Deal	Support the development and delivery of the Strabane Regeneration Project as part of the City Deal and Inclusive Future Fund.	March 25	EMcG
1	Secure a Letter of Offer from SEUPB for PEACEPLUS Theme 1.1 Local Co-Designed Action Plan and complete procurement phase.	<ul style="list-style-type: none"> Receive and sign off LOO for target of €9,254,427 (£8,047,327) Progress to completion of procurement phase and move into to delivery phase	April 24 March 25	SD
2	PEACEPLUS Programme Management	<ul style="list-style-type: none"> Maintain the PEACEPLUS Board and Steering Groups Ensure ongoing compliance with Health and Safety Requirements Establish a Monitoring and Evaluation process (once SEUPB have issued requirements) Complete quarterly progress reports and claims to SEUPB (Once LOO received) and comply with Audit requirements 	Monthly Ongoing September 24 Ongoing	SD/MCK/FL/GS

3	PEACEPLUS Programme Communications	<ul style="list-style-type: none"> • Deliver a programme launch with press-release as per SEUPB requirements once LOO received. • Update PEACEPLUS Website when relevant • Work with DCSDC Marketing on social media and other relevant communications (including e-bulletins and bi-annual magazines) <p>Deliver 4 tender training workshops</p>	<p>June 24</p> <p>Ongoing</p> <p>Ongoing</p> <p>March 25</p>	SD/MCK/FL/GS
4	Local Community Regeneration and Transformation	<ul style="list-style-type: none"> • Issue tenders/SLA's for 13 projects. <p>Establish contracts for 13 projects.</p>	March 25	SD/MCK/FL/GS
5	Thriving and Peaceful Communities	<ul style="list-style-type: none"> • Issue tenders for 24 projects. <p>Establish contracts for 24 projects.</p>	March 25	SD/MCK/FL/GS
6	Building Respect for all Cultural Identities	<ul style="list-style-type: none"> • Issue tenders for 21 projects. <p>Establish contracts for 21 projects.</p>	March 25	SD/MCK/FL/GS
1	Peace Plus Smart Towns and Villages Letter of Offer secured (if bid is successful)		September 2024	LB/DMcN
2	Approval of Smart Derry Strabane Programme Business Case by Department for the Economy		April 2024	LB

3	Submission of Outline Business Case re. Digital Enabling Infrastructure element of Smart Derry Strabane City Deal Project		Jan 2025	LB
4	Submission of Outline Business Case re. Smart City and District element of Smart Derry Strabane City Deal Project		Jan 2025	LB
5	Submission of Outline Business Case re. Digital Innovation (Hub and Challenge Funds) element of Smart Derry Strabane City Deal Project		March 2025	LB
6	Deliver series of stakeholder engagement workshops to support development of Smart/ Digital Outline Business Cases		March 2024 – November 2024	LB
7	Delivery of Intelligent Cities Stakeholder workshops		April 2024 - March 2025	LB

Ref	Directorate Outcome/ Service Improvement Objective	Key Activities/Actions/Sub-actions/milestones	Target Date	Lead Officer
	Outcome Improvement Objective			
	TOURISM			
T1	Develop the Walled City Experience	Design and manage the Heritage Animation & Visitor Servicing Fund	March 25	TM

		<p>Develop funding proposal to HLF for ongoing support for Heritage Venues</p> <p>Secure funding, develop and deliver animation</p> <p>Deliver initiatives to enhance the Walled City where WAW meets CCR including North West Development Fund projects, Shared Island Project and develop PeacePlus funding bid</p>		
T2	Deliver capital programme to enhance visitor experience of the Walled City	<p>Support development of DNA</p> <p>Support development of the Walled City Experience as part of City Deal</p> <p>Scope capital project and secure external funding through Shared Island Project – Derry Girls Phase 2 & Signature Discovery Point</p>	March 25	TM
T3	Develop the Food and Drink Experience	<p>Secure external funding and deliver actions within the Food & Drink Strategy</p> <p>Facilitate the LegenDerry Food Network</p>	March 25	TM
4	Develop Rural Tourism Product	<p>Support the Sperrins Partnership and deliver agreed actions in the Brand & Tourism Action Plan and Environment & Heritage Plan</p> <p>Support promotion of the Sperrins Sculpture Trail Project and development of visitor services on the wider Sperrin Heritage Site</p>	March 25	TM & RTO

		Maintenance and development of existing/new rural based visitor trails and routes Support additional rural product development opportunities across the district		
5	Develop Marine Tourism opportunities & promotion of the use of the District's Waterways	Support opportunities to develop and promote marine and water based tourism in partnership with key stakeholders	March 25	TM & RTO
6	Develop Screen Tourism product and tourism opportunities	Resource all screen related inquiries Maximise screen tourism opportunities with stakeholders Continue to promote Derry Girls Exhibition and scope phase 2 and secure funding to deliver	March 25	TM
	MUSEUM & VISITOR SERVICES			
VS1	Increase MVS visitor numbers for GH by 5% on 2023/4 figures	<ul style="list-style-type: none"> Attend trade and networking events with TNI / Tourism Ireland / Visit Derry Develop social media engagement Develop relationships between staff and industry colleagues 	Mar 25	OpMgr
VS2	Increase MVS income by 5% on 2023/4 figures	<ul style="list-style-type: none"> Develop retail offering and spend Increase bar spend by 5% Implement charges on events ancillaries (AV equipment, glass hire, linen hire etc.) Develop Harbour House as a bookable space 	Mar 25	OpMgr

VS3	Develop Sustainability Strategy within MVS considering sustainable, regenerative and collaborative approaches.	<ul style="list-style-type: none"> • Continue to develop sustainability practices throughout the Guildhall and Tower Museum • Introduce at least one new green action • Continue to facilitate placements and volunteers 	Mar 25	OpMgr
VS4	Develop a Wedding Strategy	<ul style="list-style-type: none"> • Create new Wedding brochure • Update Wedding images • Hold at least 1 Wedding event • Increase wedding reception bookings by 5 	Mar 25	OpMgr
VS5	Develop visitor experience throughout the Guildhall and Tower Museum	<ul style="list-style-type: none"> • Review and map visitor journey throughout the Guildhall and Tower Museum • Review internal visitor signage throughout the Guildhall and Tower Museum • Continue to develop virtual access to Guildhall and Tower Museum • Promote guided tours in Guildhall and Tower Museum • Maintain *4 TNI Grading for Guildhall and Tower Museum 	Mar 25	OpMgr
VS6	Develop Guildhall programme of events	<ul style="list-style-type: none"> • Collaborate with internal colleagues for programming during council festivals • Engage with event promoters and organisers • Develop strong casual list of staff for events including Duty Officers, VSA and Bar staff. • Market programme of events 	Mar 25	OpMgr

MS 1	Continue to lead, develop and deliver the DNA Museum Project	Continue to lead, develop and deliver on the interpretation, operations and funding for this project	Mar 25	HoS
MS 2	Develop and implement a Learning & Engagement Programme	Development and delivery of Learning & Engagement Programme <ul style="list-style-type: none"> • Deliver 12 school group tours annually • Deliver the following key programmes: <ul style="list-style-type: none"> ○ Playful Museums ○ Reminiscence Programme ○ Live Well Programme 	Mar 25	Curator
MS 3	Deliver Archive & Genealogy Service	Hold 2 Archive & Genealogy events per quarter	Mar 25	Curator
MS 4	Museum Service Volunteer Programme	Ongoing delivery of Volunteer Programme and research and access to collections Identify key collections for volunteer access & engagement	Mar 25	Curator
MS5	Museum Collections Store	Ongoing development and reorganisation of museum stores to create further public access to collections	Mar 25	Curator
	Festival and Events			
FE1	Delivery of Core Programme of Tier 1 Events	Delivery of core festivals and events, North West Angling Fair, Foyle Maritime festival, Strabane Lifford Half Marathon, City of Derry Jazz Festival, Summer Jamm, Waterside Half Marathon, Halloween Derry and Strabane, Craft Fair, Christmas Switch On Derry and Strabane, Festive Time Programme, St Patricks Day Spring Carnival Derry and Strabane,	March 2025	JW

FE2	Manage and Administer Community Festival Fund	Develop, assess, award, administer and manage the allocation of Community Festivals Fund £120,000 estimated 26 events	March 2025	JW
FE3	Manage and Administer Headline Events Fund and National Events Fund	Develop, assess, award, administer and manage the allocation of Headline Events Fund £240,000 estimated 12 events.	March 2025	JW
FE4	Develop Skills and Capacity in Event Management and Delivery	Develop skills and capacity for both staff and external organisations in event management and delivery Organised group training in the following areas, Event Control, CCTV, Event Health and Safety, External - Radio training, Counter Terrorism	March 2025	JW
ARTS & CULTURE				
AC1	Review of the Arts & Culture Strategy (2019-2024) and compilation of a new strategy	Ongoing facilitation of the Co Delivery Stakeholder Group, ongoing engagement with the wider cultural sector and responsibility for developing an updated strategy for the sector.	31-Mar-2025	ACM
AC2	Ongoing Delivery of the Access and Inclusion Programme	Compilation and roll out of a new Access and Inclusion annual action plan focused on the needs of the Business & Culture Directorate.	31-Mar-2025	AIC
AC3	NW Audience Development Programme	Review of the data collection methodology and implementation of a revised programme aligned with the HERE brand on a NW basis.	31-Mar-2025	ACM
AC4	Review of Cultural Grant aid Programmes	Review of cultural grant aid programmes	31-Mar-2025	ACM
AC5	Implementation of the relevant action planning for the Alley Arts & Conference Centre	Development and roll out of Alley Arts and Arts Conference Centre strategy	31-Mar-2025	ACM

AC6	Implementation of Continuous Improvement Models for Front line Service Delivery	Supporting the EASI accreditation as the most appropriate quality accreditations for the wider cultural sector as part of the NW Audience Development Programme.	31-Mar-2025	ACM and AIC
AC7	Implementation of Continuous Improvement Models for Front line Service Delivery within the Alley Theatre	Implementation of Continuous Improvement Models for Front line Service Delivery to include TNI accreditation, EASI accreditation in association with UoA	31-Mar-2025	VOM
M1	Deliver marketing services for Council services and cross cutting projects across 3 directorates.	Develop marketing campaigns including branding and operational protocols for each Council service area, including cross cutting and funding projects.	March 2025	MM
M2	Deliver marketing campaigns for Festival & Events	Develop and deliver marketing campaigns and evaluations for festivals and events.	March 2025	MM
M3	Improve service delivery and create efficiencies	Develop branding toolkits, messaging toolkits and planning templates.	March 2025	MM
M4	Maintain digital & social media innovation across all marketing campaigns	Maintain digital & social media activities within marketing campaigns along with enhancing all areas of online user behaviour across 3 directorates.	March 2025	MM
M5	Provide design service for Council and external design	<ul style="list-style-type: none"> Provide an in-house design service and procurement of external design support and print via the annual tender. Implement a design service protocol and guidelines	March 2025	MM
M6	Management of the marketing & communications campaign for the NIESS	<ul style="list-style-type: none"> Coordinate regional and local marketing campaigns. Manage website development and maintenance, including creating a resources portal for the business 	March 2025	MM

		<p>community and integrating with Belfast City Council's CRM System.</p> <ul style="list-style-type: none"> • Chair the Marketing Subgroup with representatives from various councils to ensure alignment of marketing activities with delivery targets. • Provide regular updates and reports to the 11 Council Oversight Groups and Delivery Partners, while attending group meetings. 		
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3.5 Measures of Success and Performance

During 2024/245 we will continue our work to establish baseline and benchmarking information in order to promote continuous improvement. The following performance indicators/measures and targets have been identified for 2024/25.

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2020/21 Performance	2021/22 Performance	2022/23 Performance	2023/24 Performance	Target 2024/25
Raise profile of DCSDC region	No. of international markets activated	0	2	3	2	2

Servicing existing and new investors into wider ecosystem	Host Investor Forum Meetings	1	1	2	2	2
Raise profile of DCSDC region	No. of companies recruited onto trade mission	0	0	6	10	6
Build and maintain diaspora community	No. of diaspora ezines issues	3	4	2	3	3
	Host international stakeholders group	N/A	N/A	N/A	0	1
	Develop diaspora ambassadors pilot	N/A	N/A	N/A	0	1
Labour Market Partnership Action Plan	SP1,2,3: LMP Funding	N/A	£93,683.49	£360,293	Not available	£724,433.68
	SP1: Host 9 Meetings	N/A	4	8	11	9
	SP1: Produce a 3yr Strategic Assessment	N/A	N/A	N/A	1	0
	SP2: Inclusive Employment Programme (IEP).					
	Number of participants.	N/A	N/A	N/A	N/A	30
	Number of employers.	N/A	N/A	N/A	N/A	20
	Completers move into employment / further education / training.	N/A	N/A	N/A	N/A	15

	SP2: Employment Academies delivered.	N/A	N/A	N/A	17	12
	Number of participants.	N/A	N/A	N/A	189	134
	Completers move into employment / further education / training.	N/A	N/A	N/A	15 (Q3 stats)	86
	SP2: Access for All Academies	N/A	N/A	N/A	1	0
	Number of participants.	N/A	N/A	N/A	8	0
	Completers move into employment / further education / training.	N/A	N/A	N/A	Not available	0
	SP2: Support for Life & Work	N/A	N/A	N/A	1	0
	Participants supported.	N/A	N/A	N/A	16 Q3 stats	0
	participants stay in or find work.	N/A	N/A	N/A	Not available	0
	SP2: Succeed in Enterprise					
	Number of Participants.	N/A	N/A	N/A	N/A	20
	Completers move into self-employment.	N/A	N/A	N/A	N/A	10
	SP2: Kickstart Your Skills					
	Number of Participants.	N/A	N/A	N/A	N/A	120
	Completers move into employment / further education / training.	N/A	N/A	N/A	N/A	51

	SP2: Kickstart Your Career					
	Number of Participants	N/A	N/A	N/A	N/A	110
	Completers move into employment / further education / training.	N/A	N/A	N/A	N/A	38
	SP2: Lifelong Learning	N/A	N/A	N/A	1	0
	Number of participants	N/A	N/A	N/A	69	0
	Number of completers reported developing skills as a result of participation on the learning activity.	N/A	N/A	N/A	17 Q3 stats	0
	SP3: Co-host 2 inter agency Job Fairs with stakeholders.	N/A	N/A	2	2	2
	SP3: Deliver 1 Apprenticeship Fair with local training providers.	N/A	N/A	1	1	1
	SP3: Deliver 1 Apprenticeship marketing campaign across the DCSDC area.	N/A	N/A	2	2	1
	Number of PEACEPLUS Board Meetings and Steering Group meetings held.	N/A	N/A	9	19	16
	Number of PEACEPLUS projects contracted (Programme overall target: 58)	N/A	N/A	N/A	N/A	58

	Number of participants registered on projects (Programme overall target: 9254)	N/A	N/A	N/A	N/A	1000
	% of Total spend submitted in claims to SEUPB (Programme overall target indicated at €9254,427 / £8,047,327)	N/A	N/A	N/A	N/A	15%
	Peace Plus Smart Towns and Villages Letter of Offer secured (if bid is successful)					September 2024
	Approval of Smart Derry Strabane Programme Business Case by Department for the Economy					April 2024
	Submission of Outline Business Case re. Digital Enabling Infrastructure element of Smart Derry Strabane City Deal Project					Jan 25
	Submission of Outline Business Case re. Smart City and District element of Smart Derry Strabane City Deal Project					Jan 25
	Submission of Outline Business Case re. Digital Innovation (Hub and Challenge Funds) element of Smart Derry Strabane City Deal Project					March 25

	Deliver 4 No. stakeholder engagement workshops to support development of Smart/ Digital Outline Business Cases					April, May, June, September 2024
	Deliver 4 No. Intelligent Cities Stakeholder workshops					April, May, June, September 2024

Outcome / Service Improvement Objective Reference	Performance Measure/Indicator	2020/21 Performance	2021/22 Performance	2022/23 Performance	2023/24 Performance	Target 2024/25
T1 Develop the Walled City Experience	Number of Visitors to Heritage Venues supported through the Visitor Servicing & Heritage Animation Fund	161,700	12,400	90,000	130,000	150,000
	Number of new Visitor Experiences/ Products developed	N/A	6	15	3	5
T2 Develop the Food & Drink Experience	Number of businesses engaged through the Food Network Measurement aligned to food accreditation programme *Cumulative total			50	69	70

MVS9	Increase visitor numbers for GH by 5% on 2022 figures	40,658	147,881	329,729	376,420 (March to be added)	395,241 approximate figure based on +5% of figure YTD
MVS10	Increase MVS income by 5% on 2022 figures	£11,619	£95,410	£224,650	£373,839 (March to be added)	£392,531 approximate figure based on +5% of figure YTD
MVS11	Develop Sustainability Strategy within MVS	0	0	1	1	1
MVS12	Increase wedding reception bookings by 5	1	0	0	2	7 evening receptions
MS 1	Continue to lead and develop the DNA Museum Project	N/A	N/A	N/A	N/A	Mar 25
MS 2	Museum Service Annual Programme	1	1	1	1	1 Programme delivered
MS 3	Develop and implement a Learning & Community Engagement Programme - Deliver 12 school group tours annually	Ceased due to Covid	Ceased due to Covid	12	12	12 tours delivered annually
MS 4	Archive & Genealogy Service - Hold 2 Archive & Genealogy events per quarter	Closed due to Covid	Reduced delivery due to Covid	2	8	2 events per quarter/8 in total
MS 5	Museum Service Digitisation Programme - Number of collections digitised	N/A	N/A	N/A	3	3

MS 6	Volunteer Programme - No. of volunteers engaged and working on collections	N/A	N/A	18	4	6
Festival and Events						
FE1	Delivery of core programme of Tier 1 events - total number of attendees	82303	243,500	400000	250,000	410000 (FMF year audience number higher with 10% increase on 2022)
FE2	Delivery of core programme of Tier 1 events - total number of participants	122	1765	6000	1850	4000 (FMF year)
FE3	Increase the number of externally programmed content during core events - total number of private external enterprises providing programme content	0	40	228	80	150,
FE4	Increase the number of externally programmed content during core events - total number of community enterprises	16	253	120	280	300
Festival and Events Marketing Campaigns - Attendees	Deliver marketing campaigns for festival and events - maximising - attendee numbers	788,870 (Video views rather than	246,800	400,000	229,215 (Excluding St Patricks)	TBC

		attendee numbers)				
Hotel Occupancy Average - Festivals & Events	Deliver marketing campaigns for festival and events maximising - hotel occupancy average %	N/A	N/A	87%	85%	85%
Online Community size	Maintain online community size across all social media platforms (Facebook, twitter, Instagram, LinkedIn etc)	303,701	327,231	374,056	390,000	390,00
Digital & Social Media Innovation – Engagement rate %	The number of interactions of a post per fan - Engagement rate %	0.65%	1.03%	1.40%	1.22%	1%
Digital & Social Media Innovation - Website Views	Increase digital and social media innovation across all marketing campaigns	1,454,704	1,514,227	2,963,903	1,984,949	1,900,000
NIBSUP Marketing Campaign- Number of Enquiries	Number of enquiries (call centre and website) generated as a direct result of the marketing and communications campaign for the NIBSUP	4,623	5,463	Programme Finished	-	-
Marketing Campaign NIESS Number of Enquiries	Number of enquiries (call centre and website) generated as a direct result of the marketing and communications campaign for the NIESS	-	-	-	5,000	7,000

AC1	Delivery of the Co Designed Arts & Culture Strategy	NA	4	4	4	Deliver 4 no. co delivery group meetings
AC2	NW Audience Development Programme	30	30	30	30	Secure min 30 no. cultural organisations in ongoing impact monitoring
AC3	Implementation of continuous improvement within the Alley Theatre	2	2	2	2	Engagement in min 2 continuous improvement programmes within 23/24 (Quest and EASI)

Section Four: Risk Management

4.1 Risk Register

A summary of the Directorate's Risk Register has been attached as Appendix 1

Section Five – Contact Details

5.1 Staff Contacts

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