



Derry City & Strabane
District Council

Comhairle Chathair
Dhoire & Cheantar
an tSratha Bán

Derry Cittie & Stràbane
Destrìck Cooncil

Corporate Plan 2017/18

&

Performance Improvement Plan 2017/18

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Improvement Objectives 2017/18

- To prosper through a strong, competitive, entrepreneurial and innovative economy.
- To help people develop long, healthy and fulfilling lives by increasing participation in high quality leisure, sport and healthy living activity.
- To protect and enhance the environment through creating and supporting a culture of environmental stewardship.
- To deliver improved customer satisfaction by improving customer support services and processes.
- To support Council's investment and capital aspirations by developing (1) a fully scoped efficiency plan for reinvestment in Council's growth objectives and (2) a funding strategy for Council's Strategic Inclusive Growth Plan (including capital aspirations) once finalised.

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About this document

This document is set out in four key sections:

- Section 1 sets out the context for our plans for 2017/18 and provides details of how we have engaged citizens and stakeholders in our planning processes, how our plans fit together and what we have achieved in 2016/17.
- Section 2 relates to the Corporate Plan for Derry City and Strabane District Council for the year 2017/18. The Corporate Plan explains our priorities for the forthcoming year and what the Council will do to help achieve these and how the Council will spend its budget in support of these priorities.
- Section 3 relates specifically to our improvement objectives for 2017/18
- Section 4 provides details of your local Councillors and contact details.

Section 1

Engaging with our Citizens

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

The Council initiated a co-design process to develop the draft community plan for Derry City and Strabane District Council. As of March 2016, the Council has undertaken over 5,000 citizen engagements in the development of the community plan. 4 stakeholder plenaries were held with an average of 130 people in each, 4 task and finish working groups were held with an average of 40 people in each, a citizen survey was issued to 1,400 households, 575 focus groups were held, 8 thematic working groups worked up content with 2,200 people engaged and 8 local community planning groups have been established with over 400 people registered.

How our plans fit together

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

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

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

Pending the completion of the Strategic Community Plan 2017 – 2032, the Council agreed a Corporate Plan for 2015/16 which was informed by six engagement sessions in July and September 2014 which involved new council Elected Members, the Transition Management Team and senior staff from transferring functions, approximately 260 staff from across the two legacy councils (at all grades) and transferring functions and local and regional Trade Union representatives. These engagement events were designed to co-develop the strategic direction and principles which formed the organisational design. The outputs from these have been used to formulate the first year corporate plan and structure of the organisation.

Twelve local engagement sessions were also held in January and February 2014 to engage directly with citizens and to ascertain their views and aspirations for the new Council.

This Corporate Plan 2017/18 continues to reflect mission and objectives are set out in Corporate Plan 2015/16 pending the finalisation of Strategic Community Plan.

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

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

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

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

The planning and improvement framework set out above comprising the strategic community plan, corporate plan, performance improvement plan and directorate plans is augmented by a performance review framework includes:

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

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

Corporate Planning, Improvement and Performance Review Framework

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

"Inclusive Strategic Growth Plan 2017-2032" -Strategic Community Plan. The district's integrated plan captures the shared outcomes for the area.

Derry City and Strabane District – 2 yearly Area Performance Report. Measures the district's performance against the shared outcomes set out in the Strategic Community Plan

Council: Plans and Performance Review

Derry City and Strabane District Council – Corporate Plan 2017/18

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

Improvement Plan 2017/18

Improvement Objectives 2017/18 for the forthcoming year

Annual Performance Report 2016/17

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

Directorate: Plans and Performance Review

Directorate Delivery Plans

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

Individual: Development Plans and Performance Review

Personal Performance and Development Reviews

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

How we have performed

Key achievements 2016 – 2017

In line with our mission to deliver improved social, economic and environmental outcomes for everyone, the last 12 months have seen a focus on delivering services and improving the infrastructure in the Council area.

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

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

- Completed £5m regeneration of Brooke Park. Since opening the Park has seen visitor numbers more than doubled compared to before the regeneration.
- Completed new £1.5m recycling centre at Pennyburn
- Completed new play areas at Rose Court, Irish Street & Fountain
- Commenced construction of new £5.9m Brandywell stadium and dog racing track
- Submitted planning application for new £10m Maritime Museum
- Processed Building Control applications with a construction value of more than £171m
- Issued more than 1340 planning decisions, with more than 92% approved and including planning permission for more than 2800 homes
- Since transfer of Planning Service to Council in April 2015 reduced number of legacy applications from 525 to less than 70
- Progressed the preparation of the Local Development Plan with significant stakeholder engagement and preparation of the preferred options paper
- Undertook a Built Heritage District Maintenance and Education Programme in Derry City and Newtownstewart
- Prepared and submitted a PEACE IV application for an €8m shared space community park and pedestrians bridge from Strabane to Lifford (The Riverine Project)
- Secured resources for a dedicated Heritage Officer to progress a Heritage Strategy for the district
- Completed the restoration of Culmore Landfill Site which has now opened as a Lough Side country park within approximately 5km of pathway network.

- Upgraded the festive lighting in Derry City Centre, Sion Mills, Newtownstewart, Strabane and Castlederg
- Won a number of regional and national awards including Ulster in Bloom, Britain in Bloom, Pride in our City and Best Kept City for Grounds Maintenance and Street Cleaning Services

In terms of environmental services, we have been responsible for:

- Collecting approximately 2.9 million domestic refuse collection bins
- Keeping approximately 1500km of streets clean
- Cutting grass the equivalent of more than 7600 full-size sports pitches and
- Planting more than 1300 floral displays (approximately 160,000 bedding plants).

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

Economic Development & Job Creation

- Secured £404,800 funding from Invest NI/ ERDF re. Business Boost Programme
- Delivery of 160 Jobs Promoted
- Secured £15,000 Invest NI Collaborative Network funding for NI Manufacture Forum
- Secured £10,000 sponsorship from Virgin Media re. Enterprise Week 2017 programme
- Re-launch of Walled City markets – 32 Traders Established
- Delivery of Enterprise Week 2016 programme – 1600 participants/60 events
- Delivery of 'Yes' vote for Strabane BID

City & Regional Investment & Opportunity

- Council leading Ireland Northwest Trade and Investment Mission to Boston Massachusetts in partnership with Donegal County Council
- Supporting business case for overseas company Bemis to establish European Business Services Centre in city creating 95 jobs

- Supporting 3 Investor visits resulting in FDI for City Region and creation of 111 jobs (2 x GB based software companies Launchpad, PeopleSafe and US medical packaging firm Bemis)
- Regional investment proposition developed for Ireland Northwest in collaboration with Donegal County Council including Ireland Northwest investment prospectus

Rural Development

- Approval of Interim Rural Development Strategy for Derry & Strabane by DAERA for £7.54 million funding until 2020;
- Opening of two Rural Business Investment Scheme calls and approval of 9 grants totaling £322,869, creating 15.5 FTE new jobs;
- Derry City & Strabane District Council nominated as lead partner for International Appalachian Trail rural cooperation project with Donegal, Fermanagh & Omagh, Mid Ulster, Causeway Coast & Glens and Mid & East Antrim (best practice visit to Scotland with 5 Councils in October 2016)

Employment, Skills & Training

- The development of an employability and skills pipeline to ensure resident skills match the needs of the labour market; •

PEACE Programme

- Completion of extensive Community Consultation Process (42 sessions including 7 public events, 180 participants, 10 statutory agencies)
- Securing of Draft Letter of Offer awarding £6,122,713 in January 2017

Marketing

- Delivered the City and District Dressing Scheme
- Development of re-brand for Leisure

Festival and Events

- A total of 16 events and 10 Tea Dances were delivered within Tier I Festivals and Events during 2016/17 attracting 395,000 visitors

- Hosted international Clipper Race fleet as part of the award winning Foyle Maritime Festival 2016 attracting 163,576 visitors, selling
- 22,096 bed nights and securing £3.5million boost to local economy during nine day event.
- Halloween Festival 2015 shortlisted for Best Festival Event Experience at Northern Ireland Tourism Awards and event celebrated 30th in October 2016 attracting around 75,000 people visiting and attending events during 4 day programme.
- Increased investment in Strabane based events Summer Jam and NW Angling Fair resulted in significant returns and success
- Designed and delivered an open process for Tier 2 Events Fund in line with community planning outcomes that will see the funding of £166,000 across 11 events in the 2017/18 year.

Tourism

- Awarded both Destination Delicious Award and Best NI Food Event or Festival at Tourism NI's Year of Food and Drink Awards 2016
- NITA Tourism Hero Award CIM Awards and Runner Up Foodie Destination Ireland 2016 (Restaurants Association of Ireland)
- Delivered 4 festivals, including NI's first Slow Food Festival, attracting 91,000 visitors in total throughout the year as part of extensive NI
- Year of Food & Drink programme.
- Secured £476,000 and €210,928 funding for programmes deliverable up until 2020

Arts and Culture

- Management of the Alley Arts & Conference Centre securing in excess of 82,000 visitors with more than 200 days of programmed events. This included the delivery of a range of events to celebrate the 10 year anniversary of the Alley in March 2017.
- Secured ACNI Challenge Fund to deliver key note programmes including Youth Arts Development, Festivals Engagement, Audience Development and Visual Arts Residency Programmes.
- Delivery of inaugural Access & Inclusion conference to coincide with European Day of persons with disabilities,

Museum and Visitor Services

- Visitor numbers to Council attractions have increased by 7% with a total of 358,495 visitors during 2016/17 and bookings have increased by 68% resulting in a total of 677 bookings during 2016/17
- Delivery of 4 Museum Visitor Services events U-Boat (May 2016), Guildhall Organ event (June), Archaeology Event (July 2016), Halloween Ghost Tours (Oct 2016) and Christmas Activities (Dec 2016)
- Receipt of £500k funding for the Maritime Museum Project
- Delivery of 1916 "Unfufold Stories" Exhibition June-Nov 2016 & Laurentic Exhibition Jan 2017
- Initiated a Reminiscence Outreach programme working with local groups such as Western Trust, Alzheimer's Society and the Verbal Arts Centre.
- Tower Museum Accreditation submission complete – TNI 4 * grading achieved for Guildhall and Tower Museum

Objective: Promote healthy communities

Community Development

- Strategic reviews of community centre provision, grant aid and service level agreements
- 10 Sustainability Plans for rural areas completed.
- Design processes for 6 new capital build community centre's progressed
- 8 draft local community plans developed with 56 consultations workshops completed with voluntary and statutory partners
- Peace IV: £472,805 funding secured under 'One Community' and 'Building Positive Relations'.
- Advice Services: £815,477 awarded to Generalist Advice providers
- Community Development Grant Aid Programme: £364,881 awarded.
- Good Relations Grant Aid Programme: £188,000 awarded.
- Shared Space Stage 1 application developed and submitted to SEUPB for Waterside Shared Space Village (c.£5M)

Policing and Community Safety Partnership

- Increased financial leverage ratios to 2:1: £770,230 of external funding secured.

- £160,000.00 of funding secured 18 additional CCTV Cameras
- Project support funding of £270,447.97 awarded for local community safety projects.
- 38 Neighborhood Watch Schemes supported.
- Over 10,000 patrols carried out by Community Safety Wardens.
- Received and actioned over 1000 Anti-Social Behaviour Referrals to Community Safety Warden.

Leisure and Sport Services

- £ 6 million Brandywell Stadium Capital Development – Contractor commenced work Dec 2016.
- Design development and planning secured for new Melvin 3G pitch project
- Design Team procurement for new leisure facilities in Templemore and Strabane commenced
- Design teams appointed for Leafair and Corrody Road projects.
- £250,000 reinvestment secured for leisure sites and pitches.
- Leisure user visitor numbers (paid visits) increased by over 5% to 917,735+ users per year.
- New Everybody Active Programme launched with over 10,000 participants for target groups achieved in year 1.
- New 4 week Summer Sports Camp Programme with over 250 participants per week
- Council wide Physical Activity Referral Scheme with over 450 special population participants per year.
- Implementation of Athlete Support Membership Council wide.
- Implementation of new 'Sprit of 2012 Get out Get Active' Disability Programme.
- Sports Grant Aid of £60,000 awarded to local clubs.
- New standardised swimming lesson programme developed and launched
- New booking system and financial procedures introduced in all leisure facilities.
- New Brooke Park Sports Centre Opened in December 2016. 400 homes fitted with additional home security equipment.

Health & Community Wellbeing

- The Council area was designated as a member of the WHO Healthy Cities Network for Phase VI (2014-2018)- May 2016
- 146 New food business operators supported and premises inspections carried out.

- Conducted 708 Food Hygiene inspections including 61 FHRS revisits for re-rating
- Successful implementation of the mandatory Food Hygiene Rating Scheme with 7 advisory clinics held prior to introduction
- 420 planned priority health and safety inspections; 170 advisory/compliance visits; 200 new premises registrations; and 49 reportable accidents
- 3696 environmental health services requests investigated and actioned in accordance with Council enforcement policies
- Blind cord safety video produced and launched on social media with more than 2 million views in Australia alone
- Sunbed Test purchase exercise for under age use and fixed penalties issued and test purchase exercise for butane sales undertaken
- £2,266,972 of energy improvements for 506 homes under the Affordable Warmth Scheme
- 609 Home Safety visits carried out by Home Assessment Officers
- £182,711.58 external funding secured to support service delivery
- 112 festivals and events reviewed for health and safety good practice by the inter agency Safety Advisory Group;
- 223 Entertainment Licence Applications processed
- 47 Local Air Pollution Prevention and Control (LAPPC) installations permitted, ongoing Air quality monitoring
- 441 completed planning consultation responses issued to the Planning Department
- 9 schools and 1,000 children participate in a schools educational programme
- 7029 dog licences issued (including 222 block licences)
- 443 Fixed Penalty Notices(FPN) issued for no dog licence
- 110 Fixed Penalty Notices issued for dog straying /fouling
- 323 animal welfare cases identified with 601 animal welfare officer visits, 6 Improvement Notices and 2 Prosecutions
- 10,400 clients were looked after by the Registration Staff.
- 12 Approved Marriage venues inspected

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

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

Assurance

- Acted as Lead Council in respect of regional collaborative insurance tender, resulting in 12½% reduction in Council's annual insurance premiums and brokerage costs.
- Successful procurement exercise completed and significant financial and legal issues resolved to ensure successful appointment of an airline to operate a Public Service Obligation route from City of Derry Airport to London Stansted.
- £7m of funding secured from NI Executive for air route development and infrastructure.
- Completion of planned audit work based on the approved audit plan and completion of unplanned work as required in order to provide appropriate levels of assurance to the Chief Executive, the Assurance, Audit & Risk Committee and the Northern Ireland Audit Office.
- Delivery of Fraud Awareness Training to 120 staff in the organisation.
- Development, communication and training of staff in a number of key policies for the organisation – Counter Fraud, Whistleblowing, Anti-Bribery and Conflicts of Interest.
- Delivery of Procurement Training to 115 staff in the organisation.
- Streamlining of procurement procedures and processes.
- Valuation of all Council properties completed.
- Continued savings realised in the very successful self-insurance programme.
- Retention of the Health & Safety OHSAS 18001 accreditation.
- Reduction in the number of RIDDOR incidents.
- Fully integrated Payroll section.
- Payroll statutory reporting deadlines met and all staff paid correctly in accordance with agreed pay scales.
- Completion of a number of very successful emergency exercises.
- All emergency situations responded to in an appropriate manner.
- Year-end accounts for 2015/16 completed and audited in line with required timeframe.
- Rates estimates for 2017/18 completed by statutory deadline of 15th February 2017 including benchmarking of service costs, penny product and growth comparisons and medium term financial plan.

- Phase 2 efficiency plan target of £2m achieved.
- Delivery of training to Elected Members on finance, rates setting, audit, standing orders and chairing of meetings.
- Asset review completed to identify assets with development potential as part of investment proposition for city and region.
- Tight financial management and monitoring to identify £1.3m surplus at January 2017.
- Draft Council constitution presented to Council and approved.

Legacy

- One of four bids shortlisted for European Youth Capital for 2019
- The Council engaged with more than 10,000 young people in the design and development of the European Youth Capital bid thereby helping to achieve the Corporate Plan objective of Promote Healthy Communities and the Service Delivery Outcome of Opportunities created for engaging with children and young people and targeting services at key areas of need.

Strategic Partnerships

- Positioning Derry and Strabane within a wider regional and global economic context.
- North West Strategic Growth Partnership - Constitutional, financial arrangements and partnership agreement agreed
- Hosting meetings of North West Regional Development Group Meeting
- Implementation of the North West Development Fund.
- Development and agreement of high level strategic growth plan for Derry/Strabane and Donegal
- NW Trade delegation to Boston. Hosting and presenting at a range of regional conferences.
- Publication and launch of report on the impact of Brexit on the North West City Region.
- Ongoing drafting of the Strategic inclusive Growth Plan/Community Plan and its eight outcome based storyboards
- Development of a draft partnership agreement and the leading and facilitating Transition Community Planning Partnership Meetings/events
- Arranging the successful 2016 staff engagement event
- Administering £0.5m of community planning grant aid funding from Department for Communities
- Developing and seeking approval of corporate consultation responses on the Programme for Government

- Presentations to key stakeholders and statutory partners on the community planning process
- Arrangement of OBA training for senior team and strategic partnership members

Democratic Services and Improvement

- Facilitating the Dementia Champions training in partnership with "Connecting Talent" – 65 participants will have successfully completed the training at the end of training period (May 2017)
- Establishment of the Equality Assurance and Oversight Group to oversee the implementation of the Community Plan in line with commitments made to achieve the stated outcomes. 6 meetings held to date
- Transphobia Photographic exhibition in Tower Museum –This event was a photographic exhibition of well-known personalities in Northern Ireland who support the "Wipe Out Transphobia" campaign. The images included those of MEPs, MPs and MLAs, leaders of various political parties, Nobel Laureates, broadcasters, academics, and senior public figures. This event is part of the Northern Ireland Human Rights Festival programme
- Finalist in the inaugural Legal Island – Equality and Diversity Awards 2016/17
- 94% customer satisfaction rate with Irish Language Services
- 773 subscribers to Irish Language Facebook Community Information Page
- Delivered the 6th series of Island Voices to commemorate the Decade of Centenaries and in particular 1916-2016 and partnered with The Nerve Centre to deliver a schools education programme which oversaw the creation of 1916 storyboards and comic books using the latest iPad technology (Nov 2016)
- Entered into partnership with Libraries NI to collaborate on language and cultural initiatives and jointly secured funding from Clár na Leabhar Gaeilge (Irish Language Agency) to deliver a lecture featuring Irish language writer and broadcaster Cathal Póirtéir (Dec 2017)
- Partnered with local learning disability organisation Destined to deliver an Irish language Christmas event at their Foyle Valley Railway Museum location (Dec 2016)
- Delivered the 2nd year of a partnership project with the RSPB to introduce dual language educational programmes to Irish medium schools in the Derry/Strabane area (Jan 2017)
- Supported Translink in a recent initiative to consult with the public on pilot scheme to introduce bilingual destination screens on buses in the Foyle network (Feb 2017)

- Partnered with a range of organisations in the Derry/Strabane area to co-ordinate and deliver events in support of Irish Language Week 2016 (March 2017)
- Introduction of new postal arrangements to reduce costs
- Received an unqualified audit in respect of the Council's implementation of its Performance Improvement duties.
- Took a lead role in shaping and introducing a benchmarking facility for council services
- Successfully secured and hosted the APSE Annual Seminar and Awards which attracted approximately 500 visitors to the area
- Rolled out mandatory and non- mandatory training in relation to information management
- Introduced new policies in respect of safeguarding, customer care, information management
- Mayor's Charity 2015/16– raised £16,000 for Alzheimers through various events and over £14,000 to date for 2016/17
- Success and positive feedback for arrange of civic events and initiatives including Civic Centenary Dinner – April 2016
- Increased numbers for Local Democracy Week – October 2016
- Successful reaccreditation of the Member Development Charter
- Implementation of a corporate Telephone Reporting System
- Recognised as good practice in the resettlement of refugees

Human Resources

Organisational Design & Effective Resourcing

- Substructure reviews almost completed for all sections
- Voluntary Severance progressed across all sections
- Procurement exercise completed for agency workers
- Agency expenditure reduced by ? %
- Living Wage implemented
- Process agreed with Trade Unions to progress Holiday/Overtime entitlement

Healthy Workplace

- BeWell launched and a number of health and wellbeing initiatives progressed

- Employee health benefit scheme extended to include all employees
- An Attendance Policy agreed with Trade Unions
- Processes implemented to tackle absence including regular monitoring and reporting
- Absence level reduced from 7.9% to 6.9%

Employee Relations & Staff Engagement

- Staff engagement and staff recognition events held
- Staff surveys carried out on Staff recognition and Health & Wellbeing
- Improved employee relations in many sections
- Reduction in number of issues progressing to formal grievance

Employment Policy

- Key HR policies Developed and an awareness training provided
- Flexi System implemented in both Council offices

Organisational Development

- Induction programme developed and launched
- E Learning platform developed and courses promoted
- Heads of Service and Senior Managers participating in Leadership academy
- Review of post entry training completed and policy updated

Communications

Hugely successful PR campaigns for Council organised events such as the Foyle Maritime Festival, where 656 press items were placed and a media value of over £700,000 was achieved, the Clipper Race Kitchens in itself securing almost 90 items of coverage and achieving £98,000 worth of media value. The section was integral in securing over 220 media placements for the Banks of the Foyle Halloween Carnival and achieving a media value of over £300,000, the City of Derry Jazz Festival 252 items of coverage to a value of £225,000, while the Fashion Fest had 47 placements and achieved almost £25,000 media value.

The section has taken a very proactive role in communicating with the public and stakeholders to get them involved in the Community Planning process and has developed a communications plan to continue with that positive engagement moving forward.

The team has been successful in significantly increasing the number of proactive press releases and features developed and issued to media as well as securing a higher number of media placements in local and regional media.

There has been a reduction of media queries received over the period, which we attribute to having additional resources in the section.

There has been an increase in engagement on Council corporate social media platforms with reach levels increasing by 34% and interaction by over 20% over the past 6 months

The unit has made savings by reducing the use of freelance media resources to assist with events such as Halloween and Jazz festival by realigning the work successfully in-house by communication staff

Further details on all the work that we have progressed during 2016-2017 can be found in individual Directorate Delivery Plans

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

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

The draft Community Plan entitled: Inclusive Strategic Growth Plan 2017-2032' - was issued for consultation in June 2017. This document identifies a series of priority outcomes which aim to make Derry City and Strabane District Council a place where there is:

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

The emerging, draft 8 priority outcome areas of the co-design process for the social, economic and environmental wellbeing pillars and the linkages to local community plans and the Programme for Government are set out in the diagram below. Our Corporate Plan and Improvement Objectives support these outcomes.

Diagram: Draft Priority Outcome Areas



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

Section 2

Corporate Plan 2017-2018

Introduction

Our Corporate Plan (2017-18) is an interim document pending the final approval of our Strategic Community Plan. It represents our priority outcomes as a Council for the next year. This was developed in line with the framework for the Community Plan and represents the actions we will undertake above and beyond the everyday working of Council services. The plan takes the emerging Community Plan as a starting point, to ensure that we are delivering our commitments and to highlight the priorities that the Council must take forward.

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

Our Mission

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

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

Corporate Objectives

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

Our corporate objectives are to:

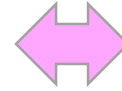
- **Grow our business and facilitate cultural development.**
- **Protect our environment and deliver physical regeneration.**
- **Promote healthy communities.**
- **Provide effective and facilitative cross functional support services.**

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

Community Plan
Wellbeing Pillar and Priority Outcome Area

Social Well-being

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

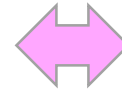


Corporate Plan
Objectives

Promote Healthy Communities

Economic Well-being

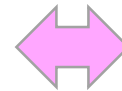
- Entrepreneurship, Enterprise and Regional Competitiveness
- Education and Skills
- Tourism, Arts and Culture



Grow our business and facilitate cultural development

Environmental Well-being

- Physical and Environmental Regeneration
- Energy, Infrastructure and Transport



Protect our environment and deliver physical regeneration.

Provide effective and facilitative cross functional support services

Corporate Values

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

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

Cross cutting themes

Our commitment to promoting equality

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

People of different

- Religious belief
- Political opinion

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

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

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

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

Our commitment to sustainable development

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

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

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

Our Resources 2017/18

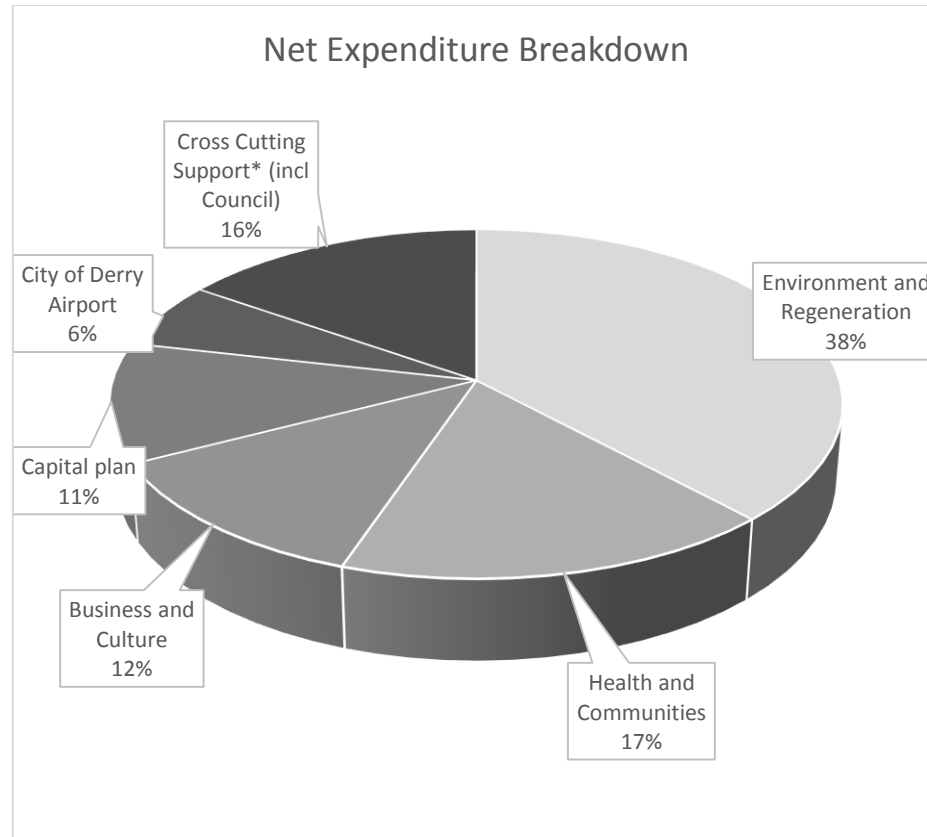
In February 2017, Derry City and Strabane District Council agreed a new annual district rate, which with the regional rate, will result in an increase of 2.76% for the Council area.

Rates Breakdown

The Councils estimated revenue expenditure (net of specific grant income and fees and charges from council services) in 2017/18 will be £56.163m.

Net Revenue Expenditure

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



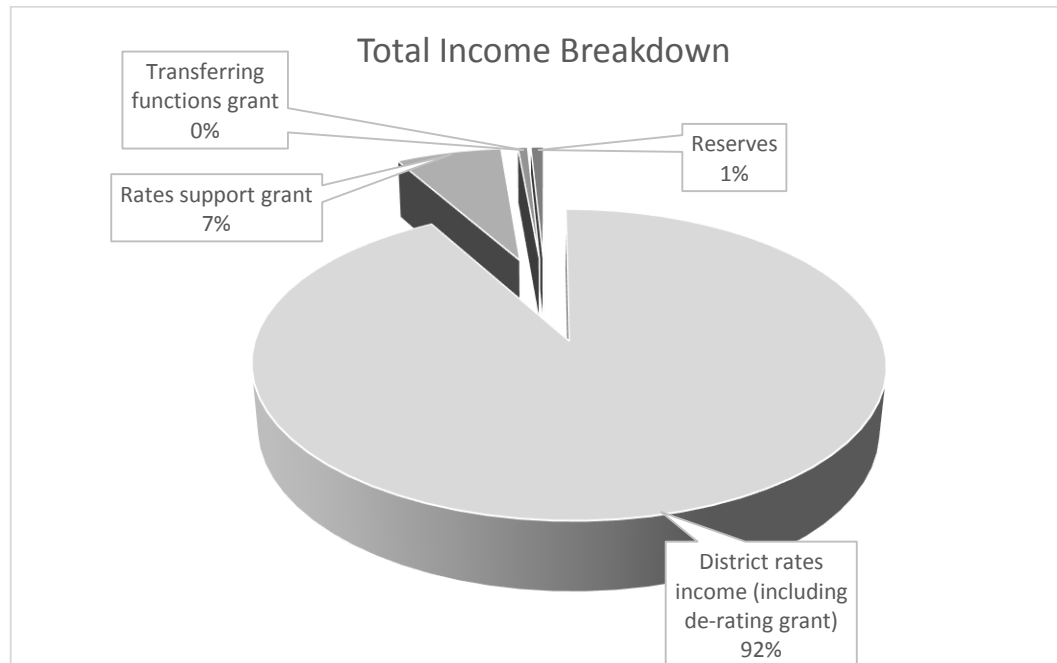
*This includes a sum of £1,912,453 which has been ring-fenced for council's emerging community plan and investment plan.

Environment and Regeneration	£21.366m
Health and Communities	£9.648m

Business and Culture	£6.848m
Capital plan	£6.254m
City of Derry Airport	£3.445m
Cross Cutting Support* (incl Council)	£8.602m
Total Net Expenditure	£56,163,211

Total Income

For the financial year 2017/18, the net expenditure will be funded from the following sources of income:-



District rates income (including de-rating grant)	£51,616,113
Rates support grant	£3,756,990
Transferring functions grant	£340,108
Reserves	£450,000
Total income	£56,163,211

Rates breakdown per household

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

	Derry	Strabane	Current 2016/17 NI Council Average
Average Property Value (£)	96,157	96,157	118,607
District Rates Bill Before Relief (£)	425.49	425.49	409.55
District Rate Relief (£)	0	8.27	
District Rate (£)	425.49	417.22	409.55
Regional Rate (£)	395.30	395.30	487.59
Total Rate Bill for 2016-17 (£)	820.79	812.52	897.14

Our Plans for Growth and Investment 2017/18

The budget for the incoming 2017/18 year will drive growth and investment in the city and region, and will further develop leisure, sport, cultural and community facilities and will see continued improvements to the delivery of high quality services to citizens right across the entire Council area.

With a key focus on business growth and economic development, physical and environmental regeneration and community support and engagement, Council will in this incoming year further lead and promote development and investment across the city and district.

Council will build on last year's growth, which saw our domestic and non-domestic rates base grow for the first time in many years, compared to an overall average reduction across other council areas in Northern Ireland.

Council's key priorities this year will be working with all of our partners and government departments to deliver on the objectives and targets of the emerging Strategic Inclusive Growth Plan 2017 – 2032.

Long overdue infrastructure investment to enhance both our physical and virtual connectivity, university expansion, skills and training initiatives to provide opportunity for our young people and increase employability, together with the continuing advancement of the physical development of key economic opportunity sites in Derry City Centre and Strabane Town Centre remain Council's key strategic focus.

The delivery of the Strategic Growth Plan – only possible with the full support and positive engagement of Government – is projected to lead to the creation of over 10,000 jobs in the Council area in the next 10 years, a reduction in unemployment levels to below the Northern Ireland average for the first time in the city and district's recent history, will improve the wealth, prosperity and general well-being of all our citizens and most importantly will specifically target need, poverty and inequality.

With the 2.76% rise to the district rate (which is equivalent to less than one pound per month for a house of average value in this area), Council will advance and deliver on a wide range of exciting capital projects which this year will include:

- completion on-site of phase 1 of the Brandywell redevelopment project
- delivery of the new 3G pitch at Melvin in Strabane
- appointment of design teams to advance proposals, business cases and costings for ambitious new strategic leisure facilities at both Templemore and Strabane Town
- completion and submission of Peace IV project funding proposals for both the Riverine Project in Strabane and the Clondermott Sports and Community Shared Space Project in the Waterside
- undertaking and completing a feasibility study and initial design/costings for the Strabane Town Centre footbridge in partnership with the Department for Investment and the Department for Communities
- advancing outline business cases and proposals for major physical regeneration schemes for a number of strategic sites in both Derry City Centre and Strabane Town Centre
- progressing a complete and detailed design of the proposed maritime museum in Ebrington
- completing design in business cases on a range of proposed community centre developments and upgrades
- commencing construction of a number of play facilities and advancing detailed design, costings and planning proposals for many others across communities in the city and towns and villages throughout the district
- progression of a wide range of other capital projects across the city, district and rural area including greenways/cycle paths, recycling facilities, sports and leisure, tourism and recreational projects.

Through an ongoing efficiency programme in which Council has delivered to date over £2 million savings to its annual revenue budget, it is proposed that, in addition to this ambitious capital programme, Council will this year also invest further in its events, festivals and cultural activities – diversifying and adding to the area's impressive cultural offering and attractiveness to visitors and tourists, which last year saw the highest ever annual hotel occupancy rate.

In August 2016 we recorded the busiest month on record with an average hotel room occupancy of almost 90%. The last Halloween Festival also saw a significant rise in attendance figures, recording a 40% increase on the previous year while the Foyle Maritime Festival last July also attracted record-breaking numbers of spectators with a 20% increase on the festival in 2014, reflecting our success in hosting internationally renowned events.

Across all of its front-line services and functions from street cleansing and waste, building control, planning and environmental health, grounds maintenance, parks and cemeteries, leisure, sport, health and community development and support, together with all its vital corporate support services, Council will drive improvement and efficiency in this coming year.

Council will work across the entire city and district, both urban and rural, with all of its partners and stakeholders, at a cross-border level through the new North West Partnership arrangements, at national level with Government both North and South through the North West Strategic Growth Partnership and through its many contacts, connections and diaspora at European and international level, to drive forward this North West City Region/Council area, and to advance and progress all of the objectives of the city and district's emerging Strategic Growth Plan.

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

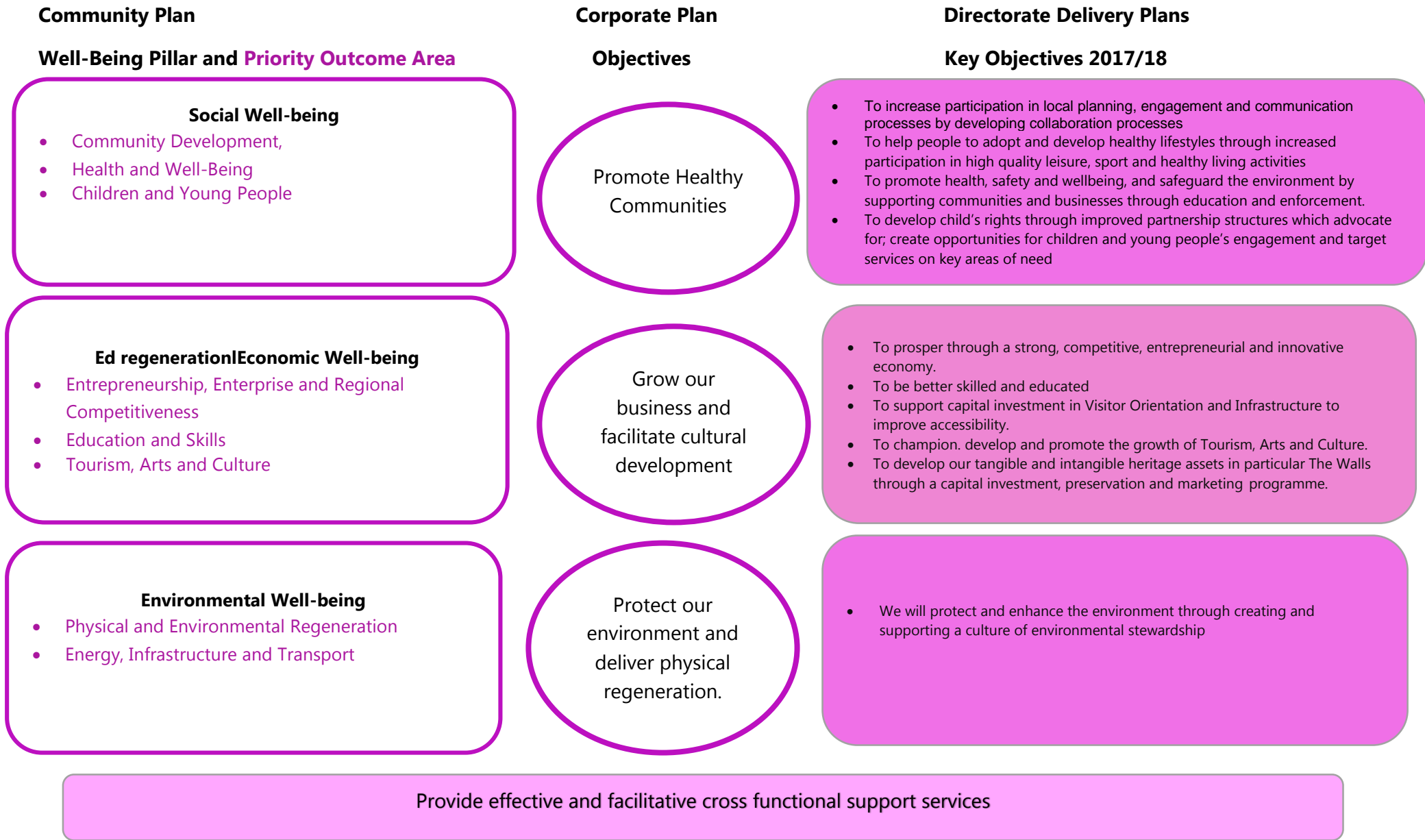
Once finalised the Strategic Community Plan for the Derry City and Strabane District Council area will represent the overall strategic planning framework for the area. Delivery of the vision and objectives set out in the Strategic Community Plan will be supported through the expression of objectives,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

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

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

Further detail in relation to the projects and plans identified below can be found in the relevant Directorate Delivery Plans. These plans are available on the council's website at www.derrystrabane.com.

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



Key actions for 2017/18

Objective: Promote Healthy Communities

We will deliver this objective by;	How we know that we have been successful
<ul style="list-style-type: none"> • Progress design and development of Council's Strategic Community Centre Investment Programme (Ballymagoarty/Hazelbank, Top of the Hill ,Gallaigh CC, Shantallow CC, Culmore CC, Irish St CC, Lincoln Courts, Glenview CC) • Increase leisure user visitor numbers • Deliver Everybody Active targeted programmes • Physical Activity Referral Programme (PARP) targeting designated special populations. • Open new Brandywell Stadium for use. • Progress construction work with new Melvin 3G Pitch; Progress Melvin Multi-Sport Hub Development, progress with design work and apply for funding, to Sport NI.; Delivery of District Wide sports camps; Deliver a District wide Physical Activity Referral; Roll-out of Athlete Support Membership; Delivery of 'Get Out Get Active' Disability Programme 	<ul style="list-style-type: none"> • Programme completed • 930,735 leisure users • Achieve Everybody Active targets of 12,000 participants per year for targeted programmes. • Achieve 450 participation completion rate for PARP • Open Jan 18 • All actions complete by Mar 18
<ul style="list-style-type: none"> • Carry out risk based Inspection programmes and provide services in accordance with statutory provisions and council policies. • Promote and improve partnership arrangements with statutory, community, voluntary and businesses. • Develop Community Crisis Intervention Service 	<ul style="list-style-type: none"> • 100% of programmed high risk premises inspected • 80% of service requests responded to within 3 working days

<ul style="list-style-type: none"> • Develop Civic Forum (alcohol/drugs/ mental health/ emotional wellbeing and Homelessness) • Work towards obtaining Compassionate Communities Cities Charter • Promote WHO Designation in conjunction with Derry & Strabane Healthy Cities • Work in partnership with HSENI through the joint strategy and with other regulators and stakeholders to make best use of joint resources and to maximise impact for both local and regional priorities • Provide regulation and education in relation to private rented sector including the transfer of HMO'S from NIHE to Council in 2018 and changes that emanate from the ongoing DfC review of regulation of private rented sector b) Continue to deliver affordable warmth scheme and promote other schemes to reduce fuel poverty within district • Consumer Safety -Participate in market surveillance and test purchase exercises 	<ul style="list-style-type: none"> • Pilot Crisis Intervention Service in place • 3 meetings held and action plan agreed by March 2018 • Action plan agreed by March 2018 • Designation in place • Deliver joint initiatives in at least 50% of planned premises visits • Readiness for introduction of HMO transfer to Council in April 2018 • Undertake test purchase exercise in at least 50% of premises offering the use of sunbeds./ selected products.
<ul style="list-style-type: none"> • Provide Community Development and Good Relations Support to the 8 local community planning areas • Provide additional support to the 3 Rural DEA's through via a SLA with the Rural Network. • Progress with the recommendations emanating from the Community Centre Review • Allocate £214,000 Community Support Fund Grant Aid funding to 8 Local Community Planning areas • Deliver a Community Venues Fund (£195,000) to fund 20 community facilities. • Allocate £650,000.00 to Advice Services Programme to deliver Generalist Advice Services in the Council area 	<ul style="list-style-type: none"> • Funding allocated • Funding allocated • Funding allocated

<ul style="list-style-type: none"> • Establish a new District Wide Youth Council. • Develop and Deliver a PCSP small project support programme with a focus on youth engagement 	<ul style="list-style-type: none"> • Youth Council in place by Mar 18 • Programme delivered by Mar 18
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Further information on the above initiatives can be found in the Health and Community Directorate Delivery Plan

Objective: Grow our business and facilitate cultural development

We will deliver this objective by:	How we know that we have been successful
<ul style="list-style-type: none"> • Enhance Investor Readiness by the development of regionally significant assets • Provide key Inward Investment Landing Services • Develop the NW Regional Economic Growth and Investment Proposition for the global marketplace • Build and maintain a vibrant Global Diaspora community, connected to Derry & Strabane • Support creation of new sustainable jobs in the council area. • Strengthen the local business base by assisting businesses to become more competitive in indigenous and export market • Promote business growth and innovation 	<ul style="list-style-type: none"> • 180 Number of business plans developed (NIBSUP) • 123 Number of jobs created (NIBSU) • 20 Number of jobs created (Business Boost) • 2 No of business engagement events delivered re. council events & procurement opportunities • 4 International markets activated (Boston Massachusetts, Philadelphia, Birmingham/Alabama, China) • Inward investment soft landing service developed

<ul style="list-style-type: none"> • Provide programmes to increase employability • Develop a Shared/Integrated education models • Increase industry engagement in the area of careers advice and guidance • Develop a strategy to promote the importance of professional and technical pathways • Support the growth of further & higher education provision • Improve skills and employability to ensure that the skills of the region meet the needs of industry now and in the future 	<ul style="list-style-type: none"> • 42 people into fulltime employment via Kickstart to work programme and 41 into f/t education • £5m funding secured from Shared Education Campuses Programme • Business Charter launched • UU Business Case approved and funding secured
<ul style="list-style-type: none"> • Establishment of the Tourism Delivery Partnership to oversee implementation of tourism community planning actions and act as an industry voice and lobby group • Capitalise on the Walled City as a key destination driver to realise its potential to the standard of a world heritage site. • Development of Marine Tourism Opportunities, promoting use of the district's waterways • Provision of support for tourism & visitor attraction capital projects • Develop the maritime Museum capital project at Ebrington • Scope out the potential redevelopment of the Tower Museum and Walls 400 programme • Delivery and initiation of the 5 year Strategy for the Alley Arts & Conference Centre in line with Community Planning priority outcomes • Delivery of a Visual Arts Residency Programme aimed at developing the exhibition infrastructure within DCSDC and leveraging private sector investment in the arts • Implementation of the 5 Year Museum and Visitor Service Strategy 	<ul style="list-style-type: none"> • Improve Visitor Numbers and income to Museum sites (April – March) <ul style="list-style-type: none"> ○ Increase visitors by 3% ○ Increase income by 5% • 35 No of tourism businesses supported • 15 No of tourism products developed • 270,000 No of overnight stays • £44.6 million Visitor spend per annum • Delivery of residency programme Including creation of 4 new exhibition spaces for contemporary arts

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

Objective: Protect our environment and deliver physical regeneration

We will deliver this objective by:	How we know that we have been successful
<ul style="list-style-type: none"> • The construction and commissioning of the new / upgraded play parks • Progress development of play areas at Newtonstewart and Magheramason • Completing a Green infrastructure Plan for the city & region • Progressing North West Green Ways project to deliver 46km of cross border greenway provision 	<ul style="list-style-type: none"> • We will have increased the opportunity for outdoor play through the completion of play areas at Strathfoyle, Brandywell, Ballyarnett, Kilfennan & Ballymagroarty. • Complete works and open Gransha greenway
<ul style="list-style-type: none"> • Completing Conservation and Management Plans for 3 closed cemeteries i.e Urney Old, Donagheady and Corrick cemetery. • Progressing with site investigation for New Cemetery provision for the Westbank of the City • Engage Communities in the Pride of Place Awards in particular rural communities 	<ul style="list-style-type: none"> • Plans complete
<ul style="list-style-type: none"> • Preparing a bid for Phase III Townscape Heritage Initiative application for the Carlisle Road Area in line with HLF timeframe of December 2018. • Preparing a regeneration-led business & technical feasibility study for the Canal Basin site in Strabane 	<ul style="list-style-type: none"> • Funding secured; Complete the Townscape Heritage Initiative Phase II targeting £700k grant aid to eligible properties

<ul style="list-style-type: none"> • Commencing a heritage-led regeneration masterplan for Sion Mills Village • Developing a shopfront Revitalisation scheme for Strabane Town Centre 	<ul style="list-style-type: none"> • Study completed • Masterplan completed • Scheme completed
<ul style="list-style-type: none"> • Progressing the development of Recycling facilities at Castleberg, Eglinton and the Waterside area of Derry City. • Promoting and encouraging the uptake of food waste collections • Developing green waste collections across the district through a route optimisation review 	<ul style="list-style-type: none"> • We will have increased levels of household recycling and reduced the amount of waste sent to landfill.
<ul style="list-style-type: none"> • Developing and agreeing a concept design for three new community centres. • Developing and agreeing a concept design for two new strategic leisure centres in Derry and Strabane. • The construction and commissioning of the new stadium and dog track will be complete on site 	<ul style="list-style-type: none"> • Approval of the designs from project stakeholders and that the design complies with the objectives of the business case • Council will have retaken possession of site
<ul style="list-style-type: none"> • Reducing legacy planning applications • Prioritising economically significant applications and review monthly by HOP and PPTOs. 	<ul style="list-style-type: none"> • Reduce by 50% in 6 months (issue 30 decisions from remaining 60)

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

Monitoring and Reporting Progress

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

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

In addition, the Council will publish a Performance Report by the end of September 2018, providing details of how we have performed in the 2017/18 year.

Section 3:

The Performance Improvement Plan 2017/18

Introduction

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

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

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

Identifying our Improvement Objectives

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

Listed below are the five specific areas we have identified as Improvement Objectives for 2017-18. An initial list of potential improvement objectives 2016-17 was informed by:

- Draft Community Plan objectives;
- Our annual directorate/ service planning process;

- Information on how Council services are performing including customer feedback where available and the Citizen Survey; and
- Our corporate risks.

These have subsequently been reviewed in the context of the emerging Strategic Community plan, progress made/ learning from 2016/17 and feedback from the Northern Ireland Audit Office. Three of the objectives remain substantially unchanged, whilst two have been reconfigured to be of a more strategic nature, linked to the Community Plan outcomes.

The five Improvement Objectives for 2017 -2018 are set out in the table below. This table also shows how each individual improvement objective relates to the improvement criteria set out in Part 12 of the Local Government Act (NI) 2014:

Improvement Objective	Criteria:	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
To prosper through a strong, competitive, entrepreneurial and innovative economy.		✓	✓	✓			✓	✓
To help people develop long, healthy and fulfilling lives by increasing participation in high quality leisure, sport and healthy living activity.		✓	✓	✓	✓			
To protect and enhance the environment through creating and supporting a culture of environmental stewardship.			✓			✓	✓	
To deliver improved customer satisfaction by improving customer support services and processes			✓	✓	✓			✓
To support Council's investment and capital aspirations by developing (1) a fully scoped efficiency plan for reinvestment in Council's growth objectives and (2) a funding strategy for Council's Strategic Inclusive Growth Plan (including capital aspirations) once finalised.		✓				✓	✓	

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

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

Improvement Objectives 2017 – 2018

Improvement Objective 1	To prosper through a strong, competitive, entrepreneurial and innovative economy
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Lead Officer	Director of Business and Culture
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Why we selected this objective
<p>As part of the reform of local government, Councils were required to complete a Community Plan. This plan had to embody the entire community, voluntary, statutory and private sectors. DCSDC embarked on this process in June 2015 and to date have completed over 5000 community engagements and consultations and are now ready to publish the Strategic Growth Plan to 2030.</p> <p>The plan is separated into three pillars:-</p> <ul style="list-style-type: none">• Social Wellbeing• Economic Wellbeing• Environmental Wellbeing <p>In turn each pillar has a number of themes, eight in total across the three pillars.</p> <p>The focus on the need for employment opportunities came through very strongly throughout the consultation process and hence the improvement target last year was in the area of job creation but specifically on one programme, the Business Start Up.</p> <p>We decided that this year we would align the improvement objective more closely to the community plan and focus on the total job creation actions rather than one specific programme. In turn this should improve the quality of life of our citizens. This will also link to the economic strategy established by the council and the ongoing work on our investment proposition.</p>

There are several supporting outcomes that have been agreed through the consultation process, namely:-

- Meaningful and rewarding employment is available to everyone.
- We are more entrepreneurial, creative and business ready and have grown our economic base.
- Our economy is better connected and more prosperous
- We are more specialised and innovative and have competitive advantage.

These supporting outcomes are required in order to put in context the main outcome.

The main challenges that have been identified are:-

- Lack of activity to encourage entrepreneurial spirit within young people at 1st, 2nd and 3rd level education.
- Marketing/rebranding exercise required at a City/Regional level and at event level.
- Lack of promotion of B2B, B2C opportunities.
- Lack of promotion of entrepreneurs & culture/city in general. Opportunities:
- More engagement with local schools, colleges and university
- Having a society that makes entrepreneurship possible
- Encouraging motivation for entrepreneurship and embedding it within the culture of the education curriculum.
- Providing strong awareness within the youth of what being an entrepreneur involves.
- Requirement for a specialist forum for exchange and development and progression of new business ideas for potential entrepreneurs.

Target Outcomes for 2017/18

The Outcomes that Council will be directly responsible for are as follows:

- Business Start Up – Jobs Promoted – 140
- Business Boost Programme - 20
- Rural Business Investment Scheme – 17
- Kickstart to work – Into Employment - 42

What actions are we taking to make a difference in 2017-18

- Provide programmes to increase employability
- Support creation of new sustainable jobs in the council area
- Strengthen the local business base by assisting businesses to become more competitive in indigenous and export markets
- Deliver Rural Development Business Support

How will we measure progress .

- Jobs Promoted through NIBSUP/Business Boost Programme
- Jobs created through Rural Business Investment Scheme
- Progress will be reported on a quarterly basis to Business & Culture committee

Improvement Objective 2	To help people develop long, healthy and fulfilling lives by increasing participation in high quality leisure, sport and healthy living activity.
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Lead Officer	Director of Health and Community
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Why we selected this objective
<p>A review of strategic policy for health and wellbeing was undertaken through the community planning process. This included a combination of stakeholder consultation; research reviews into the correlation between health, physical activity, diet and nutrition, and evaluation of programme activity undertaken by Council and partner organisations. Additionally the community plan equality impact assessment has been reviewed to ensure the targeting of resources to Address inequalities and participation by underrepresented groups This has informed the development of the Directorate's strategic performance objective for 2016/17 : To help people develop long, healthy and fulfilling lives by increasing participation in high quality leisure, sport and healthy living activity.</p> <p>Emerging community planning strategic and supporting outcomes provide key focus areas for health and well-being creating the opportunity to tailor the delivery of leisure, sport and healthy living activities to address these:</p> <ul style="list-style-type: none">• Physical and mental wellbeing• Reduced health inequalities including addressing chronic conditions• Increased physical activity• Ageing actively and independently• Making the most of the physical environment• Strengthening collaboration for health and wellbeing <p>An analysis of population and health indicators for the Council area illustrates the health status of the area:</p>

- Projections up to 2037 show an ageing population which peaks at 150,525, with an additional 12,000 over 70's and 5,400 fewer under 19's
- The area exhibits life expectancy levels on a par with NI but on closer inspection the urban deprived super output areas have levels far below those in affluent or rural areas. Health outcomes were worse in the most deprived areas than in the DCSDC as a whole across all 26 indicators
- Some 30,925 people (21%) live in areas defined as deprived. Analysis of super output data suggests there are forty output areas, almost half in rural areas, that contain deep pockets of multiple deprivation.
- Within DCSDC all health and wellbeing indicators were worse than the NI average with the exception of the standardised admission rate for circulatory disease
- Cancer rates, prescriptions for anti-depressants, admission rates to A&E for residents from the most deprived areas are all multiples of the rates for NI in non-deprived areas

The NISRA continuous household survey 2015/16 considers the levels of engagement in culture, arts and leisure by adults in NI. The DCSDC analysis which combines data across more than 1 year indicates that:

- 44% of residents had participated in sport within the last 12 months; this is however lower than the NI average of 53%
- 47% of residents who engaged in sport and physical activity participated at least once a week
- At a NI level the rate of participation between deprived and non-deprived areas varies from 46% in the most deprived and increases to 65% in less deprived areas

The Citizen survey (2015) undertaken within the DCSDC area based on a random sample of 1,400 households across the district during May to July 2015 identified the following:

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

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

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

The compelling body of research which demonstrates the value of sport and physical activity is articulated in summary by the Chief Medical Officer recommendations for exercise. 75 mins or more of vigorous activity or a combination of both moderate and vigorous activity per week is recommended. However the NI health survey (2013) identified that only 53% met recommended levels. Of those 73% reported participation in moderate intensity aerobic activities and 40% in vigorous intensity activities.

Why we have decided to keep this as an improvement objective for 2017/18

The baseline health and participation indicators suggests that the overall situation remains relatively static over a number of years and given the nature of the outcomes a long term approach is required to generate the level of behavioural change required. This will require a collaborative approach with a range of stakeholders not least with the wider health family. The community plan highlights this aspiration of developing long, healthy and fulfilling lives. The Council commitment to doing so includes the development of strategic leisure provision within the West bank of Derry and in Strabane with the development of new leisure centre facilities valued at circa 50m and the development of sports and healthy living activity.

The appointment of a design team for new leisure centre provision is ongoing with appointment to be made in early summer. A programme timeline will emerge as the detailed design process gets underway.

A sports facility strategy is being finalised following an extensive period of consultation with Governing bodies and sports clubs to inform the emerging options for new facility development to meet future needs. This will include third party provision which caters for a significant sporting community and which has a vast delivery potential for structured sports development activity.

User visits across all Council Leisure sites is increasing year on year: 874,034 in the 2015/16 year; 918,256 in 2016/17. Whilst future targets will reflect an uplift in user visits there is a compelling argument for establishing a focused approach on assessing the impact on the general health and wellbeing of participants. A number of Council led programmes have been established through partnership funding with Sport NI, to include Everybody Active 2020, Get Out Get Active Disability programme, Physical activity referral programme which have in built cyclical monitoring arrangements to establish. These initiatives provide for pilot activities to address sedentary behaviours with participation based programmes, initiatives for specific health related conditions such as

obesity and chronic heart disease through GP referral; and family support programmes involving diet, nutrition and exercise. A number of evaluation studies in respect of these have been completed highlighting the health and wellbeing benefits to be gained through physical activity. More latterly a partnership has been developed with Macmillan cancer and The WHSCT to deliver a physical activity programme for cancer patients.

The accumulative impact of facility development, targeted programme initiatives and more focused impact analysis requires a longitudinal approach. On this basis it is proposed that the performance improvement objective is retained for a further period of 2-3 years.

Target Outcomes for 2017/18

- Peace 1V Shared Space Stage 2 Business Case Completed.
- Progress design and development of Council's Strategic Community Centre Investment Programme - (Ballymagoarty/Hazelbank, Top of the Hill, Gallaigh CC, Shantallow CC, Culmore CC, Irish St CC, Lincoln Courts, Glenview CC),
- Maintain leisure user visitor numbers (paid visits) of 917,735 visits per year.
- Achieve Everybody Active targets of 12,000 participants per year for targeted programmes.
- Achieve 450 participation completion rate for Physical Activity Referral Programme (PARP) targeting designated special populations.
- Lead business case planning and design process for: Riversdale Leisure Centre, Templemore Sports Complex, Clondermott Sports Village, Prehen Pontoon Development, Daisyfield/Brandywell Sports Centre Development, 2 SIF Pitch Projects (Leafair and Corrody Road),
- Open new Brandywell Stadium for use.
- Progress Construction work with new Melvin 3G Pitch.
- Progress Melvin Multi-Sport Hub Development, progress with design work and apply for funding to Sport NI.
- Delivery of District Wide sports camps.
- Deliver a District wide Physical Activity Referral Programme (PARP) Model at x3 Tier 1 sites.
- Roll-out of Athlete Support Membership.
- Delivery of 'Get Out Get Active' Disability Programme.

What actions are we taking to make a difference in 2017-2018

Strategic development of the leisure centre estate with design team appointments in place.

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

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

- Everybody Active 2020
- Signposting and sustainability to other programmes
- Spirit of 2012 – Get out Get Active Disability Programme
- Awareness of concessionary pricing at leisure facilities
- Physical Activity Referral Scheme
- Focused programmes at leisure facilities
- Healthy Towns programme
- McMillan Cancer Support Programme (appointment of new Officer)
- Sports Development Summer Schemes
- Peace 4 Sports Development Programme
- Cross Border Sports Development Programme
- Number of coaches participating in Coach Education
- Increasing no. of participants in sports events
- Number of school children participating in structure in swimming
- Establish a database of sports active participants

Business case options and preliminary proposals for Brooke Park Leisure Centre and City Baths developed

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

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

Regional awareness and education initiatives Develop a marketing and communication campaign to promote awareness of Leisure, Sport and Healthy Living activity.

Implement a user survey at leisure centres to include both customer satisfaction and focused impact of health benefits

Participation in monitoring and evaluation models for Spirit of 2012 Get Out Get Active disability programme and Active Communities 2020

Undertake surveys with coaches and partner organisations

Undertake a schools survey re swimming participation

How will we measure progress

Performance will be measured through:

- Review of the Community planning outputs and Equality impact assessment to ensure appropriate targeting of future interventions
- management information systems including leisure centre access data – numbers participating; numbers of visits per 1,000 population
- membership databases for key facilities – numbers participating/ age /gender/ behaviour patterns
- customer satisfaction surveys – quality of activity, behaviour patterns, areas for improvement, frequency of activity
- participation in monitoring and evaluation processes to include entry and exit surveys for key target groups participating in programmes; case studies; coach surveys; and partner organisation surveys

- Sport and Leisure APSE key performance indicators
- Scheduled baseline reviews for residents survey (2019/20); NISRA household survey; Department for Health Reviews

During 2016/17, we achieved the following in relation to this Improvement Objective:

- An increase in the number of participant experiences in leisure, sport and healthy living activity in 2016/17 from 874,034 to 918,256
- 11,000 participants registered on database over a 10 month period achieved. Pro rata participation from targeted groups engaged (targets with 6,000 women and girls, 1,300 people with a disability, 4,000 people in high social need) in leisure and sports development activity via the Everybody Active 2020 on target. 3,500 participants have sustained their participation in sport.
- 366 participants with a disability taking part in the Spirit of 2012 (target 252)– Get Out Get Active Disability Programme
- 510 Physical activity referrals
- 273 participants weekly on summer scheme programme
- Disability sports hub in place
- Increased and improved provision of leisure and sports facilities (medium term target) – Brandywell on site; Melvin 3G , Corrody Road and Leafair pitches due on site; Design team appointment underway for new leisure centre development; facility strategy in final draft
- Funding secured for 3 year Macmillan cancer programme -£120k
- Peace Sports programme funding secured for 17/18 programme; North West sports bid developed
- Age Friendly activity programme delivered through partnership working
- Streamlined school swimming programme in place- 3,000 child places delivered
- Legend system has been extended to all key leisure sites to streamline data collection from 2017/18 onwards.

Objective 3	To protect and enhance the environment through creating and supporting a culture of environmental stewardship.
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Lead Officer	Director of Environment and Regeneration
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Why we have selected this objective
<p>This improvement objective relates directly to the Strategic Growth Plan objective that we live sustainably – protecting the environment, under the theme of Physical and Environmental Regeneration. This was a key theme that emerged during the significant engagement process carried out as part of the development of the Strategic Growth Plan. The improvement objective will allow us to pull together the actions that will demonstrate that we are protecting and enhancing our local environment and the partnership approach that we have taken to maximise effect.</p> <p>Work will continue to be progressed on last year’s improvement objective “to increase sustainable development through enabling higher quality planning and building control submissions resulting in a more integrated and effective Planning and Building Control system and quality outputs” as part of this wider improvement objective.</p>

Target Outcomes for 2017/18
<ul style="list-style-type: none">• We will have increased levels of household recycling and reduced the amount of waste sent to landfill.• We will have continued to develop a more integrated and effective planning and building control system which enables and encourages the provision of quality housing in sustainable urban and rural neighbourhoods.• We will have improved the opportunity for active travel and modal shift by progressing a number of greenway delivery projects.• We will have increased the opportunity for outdoor play through the delivery of 5 play parks.

- We will have supported communities who want to engage in environmental stewardship through community clean ups and environmental improvement schemes.

What actions are we taking to make a difference in 2017-2018

- Progress Local Development Plan preparation
- Complete 5 play areas at Brandywell, Ballyarnett, Kilfennan, Ballymagroarty and Strathfoyle)
- Appoint dedicated Heritage Officer resource. Begin to prepare a heritage strategy for district
- Commence a heritage-led regeneration masterplan for Sion Mills Village
- Engage communities in Pride of Place Awards
- Increase levels of household recycling and reduce the amount of waste sent to landfill
- Complete the extension to the Waterside Greenway at Gransha

How will we measure progress

- % household waste recycled/composted – target
- % municipal waste backfilled
- % streets achieving high cleanliness levels
- KM increase in provision of cycle path/greenway development
- Evidence of cross-departmental liaison between Planning and Building Control
- Number of communities supported in community clean-ups/environmental improvement schemes

Objective 4**To deliver improved customer satisfaction by improving customer support services and processes.****Lead Officer**

Lead Democratic Services and Improvement Officer

Why we have selected this objective

The Council's mission is to deliver improved social, economic and environmental outcomes for everyone. This is supported by corporate values, including to be a centre of excellence and innovation with a clear focus on outcomes and delivery.

In delivering on these aspirations, Derry City and Strabane District Council recognises that today's citizens and stakeholders expect a high level of services and to be able to deal with the Council across a multitude of communications channels, including phone, e-mail, the Web, mobile devices, social media, as well as in person at our offices.

Citizens and customers are at the heart of what we do as a public service organisation. Consequently, we need to continuously strive to provide more-responsive services, better collaboration with customers, increased transparency to the general public, and more-proactive efforts to improve customer satisfaction.

The citizen survey 2015 indicated that 61% of respondents were either very satisfied or satisfied with the Council offices. This compares with other areas such as refuse collection which received an overall 78% satisfaction, parks and open spaces 64% overall satisfaction, community services 57% overall satisfaction, and festivals and events overall 73% satisfaction .

Benchmarking information from another new Council within Northern Ireland indicates that overall customer satisfaction levels with Council services of more than 70% are achievable (2015/16 comparator).

Why we have decided to keep this as an improvement objective for 2017/18

We have carried this improvement forward to a second year as:

- We value our stakeholders and recognise the importance of providing accessible, customer focused services

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

Target Outcomes to be achieved in 2017/18

- Achieve more efficient call handling response times
- Greater staff awareness of policies relating to customer care
- Evidence of customer satisfaction details being collated for at least two service areas
- Achieve "Louder Than Words" Charter for front line service areas – starting with Guildhall
- Develop a guide for staff when organising meetings and events to ensure accessibility and inclusion
- Increased levels of positive feedback from those achieved in 2016/17

What actions are we taking to make a difference in 2017-2018

In addition, to taking forward a number of actions already identified for the 2016/17 year, we will:

- Fully develop and validate the statistics from the Telephone Reporting software and issue monthly reports.
- Deliver Customer Service Briefings to Team Meetings.
- Provide training on telephone functionality to staff.
- Develop corporate telephone indicators and implement monitoring
- Develop Customer Services Strategy
- Provide Training on the On Line Portal on Customer Feedback.
- Assist in the development and issue of Customer Satisfaction Surveys across Council services and review arrangements for consulting / seeking customer and other stakeholder views/feedback. Consider the development of a dedicated Consultation Policy.
- Progress work against the Customer Service Excellence criteria

How will we measure progress

- Results of customer satisfaction survey(s)

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

During 2016/17, we achieved the following in relation to this Improvement Objective:

- Worked with telephony service provider to establish a call handling reporting system
- Collated baseline information across all front line services, including arrangements over lunchtimes
- Prepared internal telephony directory to facilitate call handling
- Provided briefings to staff on customer care
- Produced reports on customer feedback for management review
- Provided world Host training to front line staff
- Increased levels of positive feedback recorded
- Achieved high satisfaction levels for the provision of support services in a survey of Elected Members

Objective 5	To support Council's investment and capital aspirations by developing (1) a fully scoped efficiency plan for reinvestment in Council's growth objectives and (2) a funding strategy for Council's Strategic Inclusive Growth Plan (including capital aspirations) once finalised.
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Lead Officer	Lead Finance Officer
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Why we have selected this objective

This Council is the least wealthy Council of the new 11 Councils in Northern Ireland evidenced by its' reliance on Rates Support Grant and highest unemployment and deprivation levels. To address this, this Council has a very ambitious capital plan forming part of its' Community Plan. Council has already made a statement of intent during the 2016/17 rates process by ring-fencing the majority of efficiency savings realised to date through the merger of the 2 legacy Councils for investment in growth as opposed to passing on to ratepayers in the form of reductions.

To achieve Council's significant capital aspirations will obviously require longer term financial planning and forecasting to ensure Council is aware of its' available resources to fund its' ambitions along with a significant focus on funding both in terms of maintenance of existing funding streams and securing new revenue streams/ funding, in particular:-

- Maximising rates income through a thorough understanding of Council's rate-base, areas of weakness, and opportunities for growth.
- Ensuring Rates Support Grant allocation is protected.
- Ensuring Council services represent value for money.
- Ensuring funding from external sources is maximised.
- The merger of the 2 Councils will inevitably give significant opportunity for efficiencies with £1.13m having been already realised and a challenging target of £2m to be achieved.

Why we have decided to keep this as an improvement objective for 2017/18

- To ensure the sustainable delivery of the Strategic Community Plan / Strategic Inclusive Growth Plan 2017-2032

Target Outcomes for 2017/18

- Phase 3 efficiency plan completed
- Completion of investment proposition
- 5 year rates plan for capital development to be agreed

What actions are we taking to make a difference in 2017/18

- Development and agreement of Stage 3 efficiency plan
- Completion of investment proposition exercise to engage private sector.
- Scoping of alternative and cheaper methods of loan financing and funding vehicles to fund capital aspirations.
- Development of ask to Central Government to leverage Council investment and deliver key strategic projects and initiatives within the community plan.

How will we measure progress

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

During 2016/17, we achieved the following in relation to this Improvement Objective:

- 3 year medium term plan included as part of rates estimates including high level Funding Strategy to deliver key Council aspirations (capital and revenue) within the Community Plan
- Capital projects completed by new Council since inception (mostly commenced by legacy Councils) of £35.146m of which £16.156m has been secured from external sources.
- Capital projects approved, in progress and fully financed by the new Council totalling £41.879m of which £29.5m has been or is to be secured from external sources.
- £2.045m recurrent savings identified as part of the Phase 2 efficiency plan to fund the Council's growth ambitions

Statutory Indicators:

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

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

	[Household waste is as defined in Article 2 of the Waste and Contaminated Land (Northern Ireland) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013(b)]	
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled. [Local authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]	21 422 tonnes*
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings. [Local authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district council]	In line with NILAS targets (Northern Ireland Landfill Allowance Scheme)

*under review

Publishing our Improvement Objectives

Our Improvement plan containing Improvement Objectives for 2017/18 will be published on the Council's website at www.derrystrabane.com as soon as is practical after 1st April 2016 in line with statutory requirements. Members of the public will also be able to access this information at the Council's offices and can comment on our Improvement Objectives by emailing us at: improvement@derrystrabane.com. Details of the Improvement Objectives will also be circulated to stakeholders who have participated in the community planning process for the Derry City and Strabane District Council area.

Reviewing and reporting on our progress

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

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

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

We will report our performance against these (2017-2018) Improvement Objectives in September 2018.

How to get involved

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

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

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






Section 4


Our Councillors






Our Councillors


Ballyarnett District Electoral Area

Party	Name	Address
SDLP	Councillor Angela Dobbins 	22 Belvoir Park, Culmore, Derry, BT48 8PQ angela.dobbins@derrystrabane.com 07709147751 (M) - DEA -Ballyarnett
SF	Councillor Sandra Duffy 	80 Oakbridge Park, Derry, BT48 8PY sandra.duffy@derrystrabane.com 028 71354740 (H) 07800506328 (M) - DEA - Ballyarnett
SF	Councillor Tony Hassan 	64b Racecourse Road, Derry, BT48 8DS tony.hassan@derrystrabane.com 028 71359747 (B) 07702758674 (M) - DEA -Ballyarnett
SF	Councillor Caoimhe McKnight 	Shantallow Sinn Fein Office , 64b Racecourse Road, Derry, BT48 9AY caoimhe.mcknight@derrystrabane.com 028 71359747 (B) 07794702477 (M) - DEA - Ballyarnett






Party	Name	Address
IND	Councillor Warren Robinson 	c/o Member Services, Council Offices, 98 Strand Road, Derry BT48 7NN warren.robinson@derrystrabane.com 07835810968 (M) – DEA - Ballyarnett
SDLP	Councillor Brian Tierney 	46 Glencaw Park, Derry, BT48 8LR brian.tierney@derrystrabane.com 07731309734 (M) – DEA - Ballyarnett
Derg	District Electoral Area	
UUP	Alderman Derek Hussey 	38 Garvetagh Road, Castlederg, Co Tyrone, BT81 7QH derek.hussey@derrystrabane.com 028 81679921 (H) 07774246223 (M) - DEA –Derg
DUP	Alderman Thomas Kerrigan 	104 Kilclean Road, Castlederg, Co Tyrone, BT81 7LD thomas.kerrigan@derrystrabane.com 028 81671848 (H) 07710425780 (M) - DEA - Derg
SF	Councillor Kieran McGuire 	1a Melvin Road, Strabane, Co Tyrone, BT82 9PP kieran.mcguire@derrystrabane.com 07971008246 (M) - DEA -Derg






Party	Name	Address
SF	Councillor Maoliosa McHugh (Mayor) 	89 Castlefin Road, Castlederg, Co Tyrone, BT81 7EE maoliosa.mchugh@strabane.com 028 81670538 (H) 07724484840 (M) - DEA - Derg
SF	Councillor Ruairi McHugh 	74 Hillview Park, Castlederg, Co Tyrone, BT81 7PR ruairi.mchugh@derrystrabane.com 07751576632 (M) - DEA - Derg
Faughan	District Electoral Area	
IND	Alderman Maurice Devenney 	19 Rosslea, Newbuildings, Co Londonderry, BT47 2AQ maurice.devenney@derrystrabane.com 028 71346271 (B) - DEA -Faughan
SF	Councillor Paul Fleming 	19 Rose Court, Waterside, Derry, BT47 2DU paul.fleming@derrystrabane.com 028 71 361949 (B) 07923390605 (M) - DEA - Faughan
SDLP	Councillor Gus Hastings 	17 Clonmeen Drive, Strathfoyle, Derry, BT47 6UR hugh.hastings@derrystrabane.com 028 71860341 (H), 07890967667 (M), DEA : - Faughan


Party	Name	Address
SDLP	Councillor Jim McKeever 	6 Tamneyreagh Park, Eglinton, Derry, BT47 3WD jim.mckeever@derrystrabane.com 07845717148 (M) - DEA - Faughan
DUP	Alderman Graham Warke 	c/o Member Services, Council Offices, 98 Strand Road, Derry BT48 7NN graham.warke@derrystrabane.com 07975709326 (M) – DEA - Faughan
Foyleside	District Electoral Area	
SDLP	Councillor John Boyle 	3 Caradale Park, Derry, BT48 0NU john.boyle@derrystrabane.com 028 71263154 (H) 07748192198 (M) - DEA – Foyleside
SF	Councillor Michael Cooper 	Sinn Fein Constituency Office. Rathmór Business Park Bligh's Lane, Derry, BT48 0LZ michael.cooper@derrystrabane.com 028 71377551 (B) 07743175709 (M) - DEA - Foyleside
SDLP	Councillor Shauna Cusack 	7 Lowry's Lane, Derry, BT48 0LS shauna.cusack@derrystrabane.com 028 71377529 (H) 07919962169 (M) - DEA -Foyleside

Party	Name	Address
SF	Councillor Eric McGinley 	Flat 1/17a Lawrence Hill, Derry, BT48 7NJ eric.mcginley@derrystrabane.com 07592326195 (M) - DEA -Foyle side
IND	Councillor Darren O'Reilly 	1 Osbourne Street, Derry, BT48 0HR darren.oreilly@derrystrabane.com 07742555195 (M) - DEA - Foyle side
Sperrin	District Electoral Area	
DUP	Alderman Allan Bresland 	41 Millhaven, Sion Mills, Strabane, Co Tyrone, BT82 9FG allan.bresland@derrystrabane.com 028 81658579 (H) 07711129452 (M) - DEA -Sperrin
SF	Councillor Karina Carlin 	1 Fountain Street, Strabane, Co Tyrone, BT82 8JQ karina.carlin@derrystrabane.com 07795167556 (M) - DEA -Sperrin
IND	Councillor Paul Gallagher 	21 Springhill Park, Strabane, Co Tyrone, BT82 8BY paulm.gallagher@derrystrabane.com 07872638565 (M) - DEA -Sperrin

Party	Name	Address
DUP	Alderman Rhonda Hamilton 	75 Bearney Road, Strabane, Co Tyrone, BT82 8QT rhonda.hamilton@derrystrabane.com 028 81659725 (H) 07925241366 (M) - DEA – Sperrin
SF	Councillor Dan Kelly 	100 Hollyhill Road, Knockinarvoer, Glenmornan, Co Tyrone, BT82 0HY dan.kelly@derrystrabane.com 07518696233 (M) - DEA –Sperrin
IND	Councillor Patsy Kelly 	31 Melmount Gardens, Strabane, Co Tyrone, BT82 9EB patsy.kelly@derrystrabane.com 028 71884955 (H) 07887520355 (M) - DEA – Sperrin
SF	Councillor Brian McMahan 	9 Church Court, Strabane, Co Tyrone., BT82 8RH brian.mcmahan@derrystrabane.com 07845717148 (M) - DEA - Sperrin
The Moor	District Electoral Area	
SF	Councillor Kevin Campbell 	Sinn Fein Constituency Office, Rathmor Business Park Bligh's Lane, Derry, BT48 0LZ kevin.campbell@derrystrabane.com 028 71281900 (B) 07912433893 (M) – DEA -The Moor

Party	Name	Address
SDLP	Councillor Sean Carr 	8 Abbey Park, Derry, BT48 9DS sean.carr@derrystrabane.com 028 71263388 (H) 07751189051 (M) – DEA -The Moor
IND	Councillor Gary Donnelly 	c/o Member Services, Council Offices, 98 Strand Road Derry, BT48 7NN gary.donnelly@derrystrabane.com 07857977945 (M) – DEA - The Moor
SF	Councillor Colly Kelly 	Sinn Fein Constituency Office, Rathmór Business Park Bligh's Lane, Derry, BT48 0LZ colly.kelly@derrystrabane.com 028 71377551 (B) – DEA -The Moor
SF	Councillor Patricia Logue 	190 Lecky Road, Derry, BT48 6NR patricia.logue@derrystrabane.com 028 71361949 (B) 07851313583 (M) – DEA - The Moor
SDLP	Councillor Tina Gardiner 	17b Deanfield, Limavady Road, Derry, BT47 6HY tina.gardiner@derrystrabane.com 07916785507 (M)

Party	Name	Address
Waterside	District Electoral Area	
UUP	Alderman Mary Hamilton 	Ermah House, 13 Rosstown Park, Londonderry, BT47 5NR mary.hamilton@derrystrabane.com 028 71311984 (H) 07980885392 (M) - DEA – Waterside
SF	Councillor Christopher Jackson 	16 Tamneymore Park, Derry, BT47 2EG christopher.jackson@derrystrabane.com 028 71349357 (H) 07841697856 (M) – DEA - Waterside
DUP	Alderman Hilary McClintock 	7 Hazelbank Road, Drumahoe, Co Londonderry, BT47 3NX hilary.mcclintock@derrystrabane.com 028 71301024 (H) 07787949735 (M) - DEA -Waterside
DUP	Alderman David Ramsey 	40 Gortin Manor, Newbuildings, Londonderry, BT47 2TF david.ramsey@derrystrabane.com 028 71343856 (H) 07725623897 (M) - DEA – Waterside
SDLP	Councillor Martin Reilly 	161 Waterfoot Park, Caw, Derry, BT47 6SY martin.reilly@derrystrabane.com 028 71360700 (B) 07812162488 (M) - DEA - Waterside

Party	Name	Address
DUP	Alderman Drew Thompson 	61 Sperrin Park, Waterside, Londonderry, BT47 6NG drew.thompson@derrystrabane.com 028 71311037 (H) 028 71349594 (B) - DEA - Waterside

Contact Us

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

Derry City and Strabane District Council
 98 Strand Road
 Derry
 BT48 7NN,
 and
 47 Derry Rd
 Strabane
 BT82 8DY

Tel: (028) 71 253 253

E: info@derrycityandstrabanedistrict.com

Website: www.derrycityandstrabanedistrict.com

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

Twitter [@dcsdcouncil](https://twitter.com/dcsdcouncil)

