



27th February, 2023

Chairperson: Alderman A G Ewart MBE

Vice Chairperson: Alderman A Grehan

Aldermen: J Baird, W J Dillon MBE and D Drysdale

Councillors: R T Beckett, F Cole, J Gallen, A Givan, H Legge, G McCleave, C McCready, U Mackin, S Mulholland and A Swan

Ex Officio: The Right Worshipful the Mayor, Councillor S Carson
Deputy Mayor, Councillor M Guy

Notice of Meeting

A meeting of the Development Committee will take place on **Thursday, 2nd March 2023 at 6:00 pm** in the Council Chamber and remote locations for the transaction of business on the undernoted Agenda.

For those Members attending this meeting remotely, the Zoom link and passcodes are contained within the Outlook invitation that has been issued.

A hot buffet will be available in Lighters Restaurant from 5.15 pm for those Members who have confirmed in advance.

DAVID BURNS
Chief Executive
Lisburn & Castlereagh City Council

Agenda

1.0 Apologies

2.0 Declarations of Interest

- (i) Conflict of Interest on any matter before the meeting (Members to confirm the specific item)
- (ii) Pecuniary and Non-Pecuniary Interest (Members to complete the Disclosure of Interest Form)

3.0 Report of the Director of Service Transformation

3.1 Service Transformation Service Report

- [1. Development Performance Report Q3 KPI's 2022 23.pdf](#) Page 1
- [Appendix 1a budget Summary Draft Q3 ServiceTransformation.pdf](#) Page 4
- [Appendix 1b Q3 Service KPIs.pdf](#) Page 7

4.0 Report of Head of Economic Development

4.1 Update on Dublin-Belfast Economic Corridor (DBEC)

- [2 Dublin-Belfast Economic Corridor \(DBEC\) Comm Item - Mar23.pdf](#) Page 12
- [Appendix 2a Dublin Belfast Economic Corridor Strategy.pdf](#) Page 15
- [Appendix 2b Draft DBEC Action Plan - Jan2023.pdf](#) Page 99

4.2 Update on Award of Delivery Agent to deliver the Into Employment Programme as per the Labour Market Partnership Action Plan 2022/2023

- [3 Into Employment Deprivation Report.pdf](#) Page 113
- [Appendix 3 Additional report.pdf](#) Page 116

5.0 Confidential Report of Director of Service Transformation

5.1 Food and Drink Programme - Year 1 Evaluation and Year 2 Proposal Page 128

Confidential due to containing information relating to the financial or business affairs of any particular person (including the Council holding that information).

5.2 Lagan Navigation Trust (LNT), - Navigation House - Update and Way Forward

Page 196

Confidential due to:

a) information relating to the financial or business affairs of any particular person (including the Council holding that information), and

b) information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Council or a Government Department and employees of, or office holders under, the Council.

5.3 ITT for the Provision of Parklet on Bachelors Walk

Page 201

Confidential due to containing information relating to the financial or business affairs of any particular person (including the Council holding that information).

5.4 New Entrepreneurship Support Service Proposals - UK Shared Prosperity Fund

Page 212

Confidential due to containing information relating to the financial or business affairs of any particular person (including the Council holding that information).

5.5 Update on Award of Delivery Agent to deliver the Economic Inactivity Linked to Disability Programme as per the Labour Market Partnership Action Plan 2022/2023

Page 205

Confidential due to containing information relating to the financial or business affairs of any particular person (including the Council holding that information).

5.6 Tender Reports for (a) Playground Equipment and (b) Planned Preventative Maintenance Inspections for Thermostatic Mixing Valves (TMV's) Page 240

Confidential due to containing information relating to the financial or business affairs of any particular person (including the Council holding that information).

5.7 Financial Appraisal for Annual Tender for Building Maintenance and Minor Works Page 243

Confidential due to containing information relating to the financial or business affairs of any particular person (including the Council holding that information).

6.0 Any Other Business



Development Committee

2 March 2023

Report from:

Director of Service Transformation

Item for Decision

TITLE: Service Transformation Performance Report

Background and Key Issues:

Background

1. This paper deals with the following areas:
 - Management Accounts covering the period 1st October 2022 to 31st December 2022
 - Q3 2022/23 KPI's

Key Issues

1. Service Transformation Management Accounts – Q3

Attached (**see Appendix**) are the following trading summaries:

- 1st October – 31st October 2022
- 1st November – 30th November 2022
- 1st December – 31st December 2022

2. Q3 2022/23 Service Transformation KPI's

The Council operates a broad range of KPI's including statutory targets, for example, percentage of household waste collected that is sent for recycling (set externally and reported internally via Council Committees), performance improvement targets (set by Council and reported through Governance & Audit Committee) and operational metrics/service KPIs (set by Council and reported internally via Council Committees). Attached (**see Appendix**) is an outline of performance for Q3 (October - December 22) for the operational metrics/service KPIs.

Recommendation:

It is recommended that Members note and scrutinise:

- 1. Management Accounts covering the period 1st October 2022 to 31st December 2022.
- 2. The outturn of operational metrics/service KPIs for Q3 (1st October 2022 to 31st December 2022).

Finance and Resource Implications

None

Screening and Impact Assessment

1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? No

If no, please provide explanation/rationale

N/A

If yes, what was the outcome?:

Option 1 Screen out without mitigation	Yes/No	Option 2 Screen out with mitigation	Yes/No	Option 3 Screen in for a full EQIA	Yes/No
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Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?	No	Has a Rural Needs Impact Assessment (RNIA) template been completed?	No	
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If no, please given explanation/rationale for why it was not considered necessary:

N/A

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

SUBJECT TO PLANNING APPROVAL:

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

- Appendix 1(a)** - Trading Summary for Q3 (1st October 2022 to 31st December 2022)
- Appendix 1(b)** - Operational metrics/Service KPIs for Q3 (1st October 2022 to 31st December 2022)

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:

Month:- Oct-22

Department

Annual Budget	Budget to date	Total Actual & Committed	Total Variance
---------------	----------------	--------------------------	----------------

Expenditure:

Payroll

Technical & Estates	1,598,370	929,587	867,456	(62,131)
Development	1,360,110	792,230	678,240	(113,990)
Planning	1,655,190	965,524	1,003,025	37,501
Director Transformation	841,910	491,112	417,231	(73,881)
Total Payroll Expenditure:	5,455,580	3,178,453	2,965,952	(212,501)

Non-Payroll

Technical & Estates	755,360	453,298	487,933	34,635
Development	6,427,310	3,060,463	3,093,642	33,179
Planning	230,250	134,583	124,968	(9,615)
Director Transformation	1,347,420	929,231	970,614	41,383
Total Non-Payroll Expenditure:	8,760,340	4,577,575	4,677,157	99,582

Total Expenditure

14,215,920	7,756,028	7,643,109	(112,919)
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Income:

Technical & Estates	(173,350)	(175)	(156)	19
Development	(5,014,160)	(3,686,148)	(3,816,853)	(130,705)
Planning	(1,245,000)	(714,164)	(696,754)	17,410
Director Transformation			(45,959)	(45,959)
Total Income:	(6,432,510)	(4,400,487)	(4,559,722)	(159,235)

Overall Net Position:

Technical & Estates	2,180,380	1,382,710	1,355,233	(27,477)
Development	2,773,260	166,545	(44,971)	(211,516)
Planning	640,440	385,943	431,239	45,296
Director Transformation	2,189,330	1,420,343	1,341,886	(78,457)
Net Overall Position	7,783,410	3,355,541	3,083,387	(272,154)

Total Net Overall Position

7,783,410	3,355,541	3,083,387	(272,154)
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Service Transformation - Oct 2022 to Dec 22

Month:- Nov-22

Department	Annual Budget	Budget to date	Total Actual & Committed	Total Variance
Expenditure:				
Payroll				
Technical & Estates	1,598,370	1,062,592	1,019,389	(43,203)
Development	1,360,110	905,084	779,544	(125,540)
Planning	1,655,190	1,103,456	1,108,374	4,918
Director Transformation	841,910	561,271	470,963	(90,308)
Total Payroll Expenditure:	5,455,580	3,632,403	3,378,270	(254,133)
Non-Payroll				
Technical & Estates	755,360	500,310	551,729	51,419
Development	6,427,310	3,490,070	3,149,422	(340,648)
Planning	230,250	147,541	592,289	444,748
Director Transformation	1,347,420	963,299	1,002,619	39,320
Total Non-Payroll Expenditure:	8,760,340	5,101,220	5,296,059	194,839
Total Expenditure	14,215,920	8,733,623	8,674,329	(59,294)
Income:				
Technical & Estates	(173,350)	(200)	(181)	19
Development	(5,014,160)	(3,891,098)	(4,001,721)	(110,623)
Planning	(1,245,000)	(805,830)	(809,617)	(3,787)
Director Transformation		0	(45,959)	(45,959)
Total Income:	(6,432,510)	(4,697,128)	(4,857,478)	(160,350)
Overall Net Position:				
Technical & Estates	2,180,380	1,562,702	1,570,937	8,235
Development	2,773,260	504,056	(72,755)	(576,811)
Planning	640,440	445,167	891,046	445,879
Director Transformation	2,189,330	1,524,570	1,427,623	(96,947)
Net Overall Position	7,783,410	4,036,495	3,816,851	(219,644)
Total Net Overall Position	7,783,410	4,036,495	3,816,851	(219,644)

Service Transformation - Oct 2022 to Dec 22

Month:- Dec-22

Department

Annual Budget	Budget to date	Total Actual & Committed	Total Variance
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Expenditure:

Payroll

Technical & Estates	1,598,370	1,215,352	1,154,064	(61,288)
Development	1,360,110	1,019,063	870,903	(148,160)
Planning	1,655,190	1,241,387	1,253,491	12,104
Director Transformation	841,910	631,430	535,396	(96,034)
Total Payroll Expenditure:	5,455,580	4,107,232	3,813,854	(293,378)

Non-Payroll

Technical & Estates	755,360	572,145	603,538	31,393
Development	6,427,310	3,588,790	3,690,773	101,983
Planning	230,250	178,962	231,451	52,489
Director Transformation	1,347,420	1,076,545	976,032	(100,513)
Total Non-Payroll Expenditure:	8,760,340	5,416,442	5,501,794	85,352

Total Expenditure

14,215,920	9,523,674	9,315,648	(208,026)
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Income:

Technical & Estates	(173,350)	(225)	(184)	41
Development	(5,014,160)	(3,998,235)	(4,149,257)	(151,022)
Planning	(1,245,000)	(933,747)	(960,786)	(27,039)
Director Transformation			(45,959)	(45,959)
Total Income:	(6,432,510)	(4,932,207)	(5,156,186)	(223,979)

Overall Net Position:

Technical & Estates	2,180,380	1,787,272	1,757,418	(29,854)
Development	2,773,260	609,618	412,419	(197,199)
Planning	640,440	486,602	524,156	37,554
Director Transformation	2,189,330	1,707,975	1,465,469	(242,506)
Net Overall Position	7,783,410	4,591,467	4,159,462	(432,005)

Total Net Overall Position

7,783,410	4,591,467	4,159,462	(432,005)
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Performance Summary

Service Transformation

(Type = 'Service')

Tuesday 7th of February 2023



Red = Target missed or measure overdue
 Amber = Measure due but not complete
 Green = Target met or exceeded
 Grey = Measure not yet due

Planning & Capital Development	2 Red	
Assets and Technical Services	2 Grey	
Economic Development	3 Green	3 Grey
Portfolio Office	2 Green	3 Grey

PLANNING & CAPITAL DEVELOPMENT				DUE 1ST JAN 23	
27 : Major Applications Average processing time for major planning applications. (Processed from date valid to decision issued or withdrawn within an average of 30 weeks). Major planning applications processed within an average of 30 weeks.			TARGET 30	ACTUAL	STATUS Red
TARGET	30	30	30		
ACTUAL	83.4	0			
Notes: There is an ongoing issue with the availability of data from the new Planning Portal. LCCC is in discussions with the Department.					

PLANNING & CAPITAL DEVELOPMENT				DUE 1ST JAN 23	
28 : Local Applications Average processing time for local planning applications. (Processed from date valid to decision issued or withdrawn within an average of 15 weeks). Local planning applications processed within an average of 15 weeks.			TARGET 15	ACTUAL	STATUS Red
TARGET	15	15	15		
ACTUAL	24.2	36.9			
Notes: There is an ongoing issue with the availability of data from the new Planning Portal. LCCC is in discussions with the Department.					

ASSETS AND TECHNICAL SERVICES				DUE 1ST APR 23	
212 : Assets Rental from the Council's leased assets. % Lettable floor space within the Council's leased assets			TARGET 90%	ACTUAL	STATUS Grey
TARGET	90%				
ACTUAL					
Notes: We have let 75% of Bradford Court and 100% of Navigation House.					

ASSETS AND TECHNICAL SERVICES				DUE 1ST APR 23	
60 : Energy Consumption 3% Reduction of energy consumption . Reduction of Electricity and Natural Gas consumption			TARGET 3%	ACTUAL	STATUS Grey
TARGET	3%				
ACTUAL					
Notes: Unable to evaluate due to difficulties in recruitment for the position of Energy Officer. Exploring consultancy options to backfill post.					

ECONOMIC DEVELOPMENT		DUE 1ST APR 23		
115 : Tourism - Integrated Marketing Campaign Deliver an Integrated Marketing Campaign. Deliver Integrated Marketing Campaign during 22/23		TARGET Yes	ACTUAL Yes	STATUS Green
TARGET	Yes			
ACTUAL	Yes			
<p>Notes: Integrated Marketing Campaign awarded in November 2022, with successful Christmas Campaign delivered.</p>				

ECONOMIC DEVELOPMENT		DUE 1ST APR 23		
178 : Regeneration - Covid-19 Small Settlements Programme Delivery of the Covid-19 Small Settlements Programme. 80% Delivery of the Covid-19 Small Settlements Programme by end of March 2023		TARGET Yes	ACTUAL No	STATUS Grey
TARGET	Yes			
ACTUAL	No			
<p>Notes: 80% Delivery of the Covid-19 Small Settlements Programme by end of March 2023 - Not on Target. Original timeframe for project extremely challenging. Employers Agent appointed. Bulb planting complete. Moira Gateway Signage - installed. Annahilt Parklet Complete, Hillsborough Parklet not progressing, Moira Parklet commencing Jan 23 with completion Feb 23 Rural Investment Fund EoI closed 31st Oct, 25 submissions received, 20 invited through to application stage. Heritage Shopfront Scheme- 35 Business progressed to 3rd Stage, 27 LoO sent to date. Rural Shop Front Scheme - EoI to be released Feb 23 Moneyreagh project progressing with completion of landscaping to the village green anticipated by end of Feb 23. Community markets pilot - 3 EoIs received and invited through to the next stage. Community events in Moira complete. Annahilt Public Realm Scheme planning submitted early Jan 23. Traffic Calming Measure in Glenavy & Aghalee - awaiting response from DfI re Roads Order, ITT ready to be released. Surveys being undertaken to inform planning application for Access to the towpath. Concept designs complete. Consultation to be undertaken.</p>				

ECONOMIC DEVELOPMENT		DUE 1ST APR 23		
38 : New Jobs Number of new jobs per annum. Number of new jobs linked to business start activity and new investment		TARGET 116	ACTUAL	STATUS Grey
TARGET	116			
ACTUAL				
<p>Notes: At the end of Qtr 3 81 new jobs have been created</p>				

ECONOMIC DEVELOPMENT		DUE 1ST APR 23		
39 : Business Solutions - New Business conversion Conversion of local businesses attending Council led business development events through to direct business support interventions . Conversion of local businesses		TARGET 20%	ACTUAL 22%	STATUS Green
TARGET	20%			
ACTUAL	22%			
<p>Notes: The Entrepreneurs Network resumes on Thursday 20th January 2023 with over 130 registered for a conference in the Island Hall. Further seminars/workshops and conferences are planned up to 31st March 2023.</p>				

ECONOMIC DEVELOPMENT			DUE 1ST APR 23		
44 : Rural Development Planned Programmes Rural Investment. Planned TRPSI rural business programme investment			TARGET £70,000	ACTUAL £63,688.60	STATUS Green
TARGET	£70,000				
ACTUAL	£63,688				
<p>Notes: The call for applications under the Rural Business Development Grant Scheme closed on 31 May 2022 whereby 35 applications were submitted totalling an initial grant request of £112,205.63. Following eligibility checks and an assessment panel a total of 23 applications were issued with a Letter of Offer totalling a total grant request of £75,672.01. 4 applicants withdrew from the process due to cost of living crisis and being unable to secure match funding. Total grant paid was £63,688.60</p>					

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ECONOMIC DEVELOPMENT			DUE 1ST APR 23		
44 : Rural Development Planned Programmes Rural Investment. Number of businesses and public sector organisation supported			TARGET 35	ACTUAL	STATUS Grey
TARGET	35				
ACTUAL					
<p>Notes: At the end of Q3 we have supported 19 businesses and public sector organisations. The call for applications under the Rural Business Development Grant Scheme closed on 31 May 2022 whereby 35 applications were submitted totalling an initial grant request of £112,205.63. Following eligibility checks and an assessment panel a total of 23 applications were issued with a Letter of Offer totalling a total grant request of £75,672.01. 4 applicants withdrew from the process due to cost of living crisis and being unable to secure match funding. Total grant paid was £63,688.60</p>					

PORTFOLIO OFFICE			DUE 1ST APR 23		
180 : SMARTsheet Delivery of Business Solutions. Number of new Business Solutions developed using Smartsheets to develop a new system or replace legacy systems			TARGET 5	ACTUAL 8	STATUS Green
TARGET	5				
ACTUAL	8				
<p>Notes: 1. Corporate Health Dashboard 2. Corporate Plan (Objectives) 3. Audit Tracker 4. MAC Form 5. Hardware/Software Request form 6. ICO Checklist for IT Services 7. Vacancy form for HR 8. Small Settlement Scheme Project Planner</p>					

PORTFOLIO OFFICE			DUE 1ST APR 23		
182 : Digital & Innovation Strategy Delivery of Phase 2 of the Digital & Innovation Strategy . Number of projects delivered during Phase 2 of the Digital & Innovation Strategy			TARGET 10	ACTUAL	STATUS Grey
TARGET	10				
ACTUAL					
<p>Notes: 1 - Digital Place Platform - PlaceCube</p>					

PORTFOLIO OFFICE		DUE 1ST APR 23		
183 : Full Fibre NI Council Sites connected to FFTP via FFNI . Number of Council Sites connected to FFTP via FFNI		TARGET 36	ACTUAL	STATUS Grey
TARGET	36			
ACTUAL				
Notes: Procurement underway to contract a network provider. Project to commence in January 2023. Design sent to EirCom – awaiting a response.				

PORTFOLIO OFFICE		DUE 1ST APR 23		
184 : Belfast Regional City Deal (BRCD) Number of bids . Number of bids being progressed under BRCD		TARGET 5	ACTUAL	STATUS Grey
TARGET	5			
ACTUAL				
Notes: 1. Destination Royal Hillsborough 2. Digital Transformation Flexible Fund				

PORTFOLIO OFFICE		DUE 1ST JAN 23		
195 : Telephony Telephony Performance. Telephony availability (%)		TARGET 99%	ACTUAL 100%	STATUS Green
TARGET	99%	99%	99%	
ACTUAL	99.996%	99.999%	100%	
Notes:				



Development Committee

2 March 2023

Report from:

Head of Economic Development

Item for Decision

TITLE: Update on Dublin-Belfast Economic Corridor (DBEC)

Background and Key Issues:

Background

1. At a meeting of the Development Committee Meeting in November 2022, the update on the Dublin-Belfast Economic Corridor was agreed, including:
 - the initial draft strategy;
 - recruitment of the DBEC Partnership Programme Manager and Programme Officer on a two year fixed term contract;
 - the annual contribution towards the project and salaries.

Key Issues

1. The strategy has now been finalised, and attached (**see Appendix**). The associated Action Plan is currently at the draft stage.
2. A copy of the draft action plan is attached (**see Appendix**), and within this, a range of KPIs will act as a means of tracking progress against the agreed actions.

Examples of these include:

- **Skills:** example, undertake research on existing skills strategies and enterprise plans and identify key barriers to skills development.
 - **Infrastructure:** example, review the baseline level of inter council business cases prepared by member councils;
 - **Research & Development:** example, work with member councils and HE partners to identify existing or new locations for Innovation Hubs along the corridor, with the aim of preparing an application for external funding by Q4 2023;
 - **Ways of Working:** example, arrange a programme of activities for Year 1 (2023), and annually thereafter, to include short term actions set out in this action plan and their related KPIs.
3. The recruitment process for the Programme Manager and Partnership Officer is underway. The posts will report to the Director of Enterprise, Regeneration and Tourism at Newry, Mourne & Down District Council who acts as lead Council for the Partnership;

Recommendation:

It is recommended that Members consider the draft DBEC Action Plan and provide any feedback to the Director or officers of the Economic Development Unit.

Finance and Resource Implications:

Annual agreed contribution is in the 2023-24 economic development budget.

Screening and Impact Assessment

1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? N/A

If no, please provide explanation/rationale

Equality Screening documents for 2022-23 are currently being updated and with the Equality Officer for sign-off.

If yes, what was the outcome?:

Option 1
Screen out
without mitigation

Yes

Option 2
Screen out with
mitigation

No

Option 3
Screen in for
a full EQIA

No

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

N/A

Insert link to completed Equality and Good Relations report:

N/A

2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

Yes

Has a Rural Needs Impact Assessment (RNIA) template been completed?

n/a

If no, please give explanation/rationale for why it was not considered necessary:

N/A

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

SUBJECT TO PLANNING APPROVAL:

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

Appendix 2a – DBEC Strategy
Appendix 2b – DBEC Action Plan

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:



Dublin Belfast Economic Corridor

Stage 2: Strategy

November 2022

KPMG

Stokes Place, St Stephen's Green
Dublin 2
D02 DE03
Ireland

Private and Confidential

Ciaran Higgins
Enterprise and Business Growth Officer
Place and Economy Department
Belfast City Council
9-21 Adelaide Street
Belfast BT2 8DJ

November 2022

DRAFT: Provision of Support to the Dublin Belfast Economic Corridor Partnership

Dear Ciaran,

In accordance with our engagement letter and its attachments dated 22 November 2021 (our "Engagement Letter"), we enclose our report for stage 2 strategy for the Dublin Belfast Economic Corridor Partnership.

This report contains:

1. **Economic, Social and Political Context:** review of current economic, demographic and political priorities with which DBEC will align to drive economic growth along the corridor
2. **Enablers and Ways of Working:** assessment of identified enablers and sectors to drive growth, with discussion of effective ways of working which will underpin actions
3. **Actions:** recommended actions to initiate the DBEC partnership and achieve the long-term ambition

Our report is confidential and is released to you on the basis that it is not to be copied, referred to or disclosed, in whole or in part, without our prior written consent, save as permitted in our Engagement Letter or in agreement with us.

Yours sincerely,

KPMG

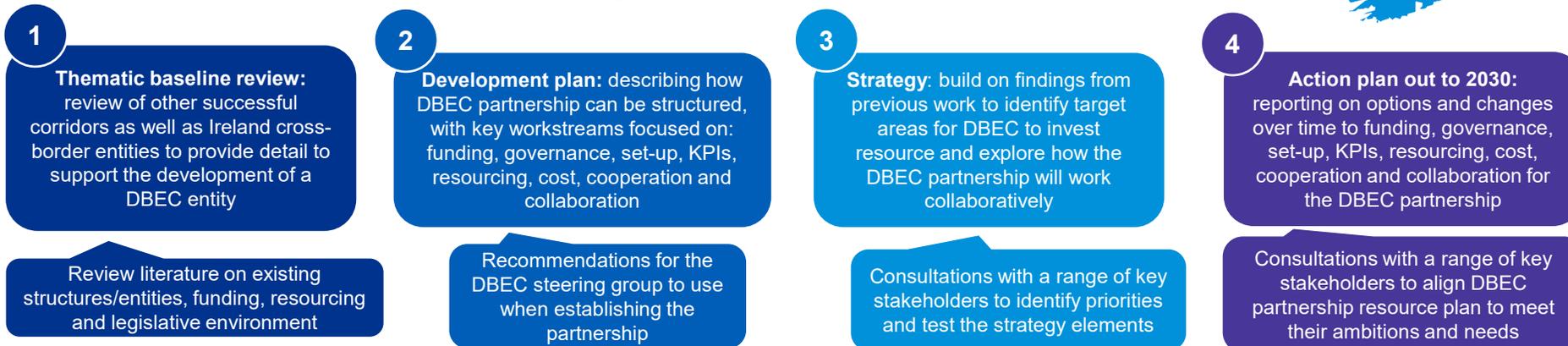
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About this report



Overview of this report and overall process.



Key sources

Workshop and conversation with the **Councils Executives, Councillors and DBEC steering group members** from the following councils:

- Armagh City, Banbridge & Craigavon Borough Council
- Belfast City Council
- Dublin City Council
- Fingal County Council
- Lisburn & Castlereagh City Council
- Louth County Council
- Meath County Council
- Newry, Mourne & Down District Council



Workshops with Council Executives and Councillors was held on 23 November 2021, 2 February 2022 and 8 June 2022

Consultations with the following economic corridor partnerships:

- Oresund Committee/ Greater Copenhagen
- Greater Phoenix Economic Council
- Canada Northern Corridor
- Research Triangle Regional Partnership
- Oxford-Cambridge Arc
- East Border Region

Consultations were also undertaken with close to 50 other entities. These include but are not limited to:

- Drogheda Chamber
- InterTradeIreland
- DCU & UU
- North-South Ministerial Council
- Enterprise Ireland
- IDA
- InvestNI
- SEUPB
- Chambers Ireland
- Dundalk IT
- Fintech Corridor
- M1 Corridor



Desktop research of third party papers and reports, including from:

- CSO
- Council development plans
- DCU/UU
- DBEC research to date
- Enterprise Ireland
- ESRI
- InterTradeIreland
- IDA
- Invest NI
- NISRA
- Other economic corridor partnerships report
- Shared Island research





Executive Summary

Samuel Beckett Bridge –
Dublin City Council

Executive Summary

Progress Update

● Completed
 ● In progress
 ● To be completed

This report builds on the Development Plan (Stage 1) and provides a strategy for the DBEC partnership over the period to 2030. An Action Plan will follow in Stage 3.



- This report draws on a breadth of research, consultation, and analysis to develop a strategy for the direction of the Dublin Belfast Economic Corridor (DBEC) over the period to 2030. An overall ambition and a range of strategic objectives are set out, as well as a number of enablers (skills, infrastructure and R&D) that DBEC can focus on in order to achieve its overall ambition
- This report is part of KPMG’s work to support the DBEC partnership in developing an ambitious strategy for implementation. It builds on the previous Development Plan and lays the groundwork for the upcoming Action Plan
- A central focus of this report is positioning DBEC in the region’s wider economic development ecosystem. This strategy outlines the types of activities undertaken by other entities in the ecosystem and where there are gaps that DBEC can fill. DBEC should avoid duplicating existing activities and should aim to create additionality for the region’s economy

Notes: *Funding and costs are to be further refined in Stage 3

Executive Summary

Strategic objectives

DBEC can fill a gap in the current ecosystem to deliver on core strategic objectives.

Key NI and RoI players providing economic funding and programme delivery



DBEC strategic objectives:

- Increase **skills and training** to meet the labour requirements of the region, building on and expanding the existing workforce
- Align with and support economic development partners to increase **trade and investment** along corridor
- Enhance cross-border collaboration in **R&D and Innovation**, targeting investment in high growth sectors and the green economy
- Promote **sustainable and climate-conscious growth** along the corridor, aligned with councils' development plans and wider policy objectives
- Advocate for **cross-border infrastructure** to strengthen connectivity and access to markets and labour
- Market the region and elevate the DBEC brand so that the region becomes **globally renowned** as an attractive place to live and do business

Executive Summary

Background context

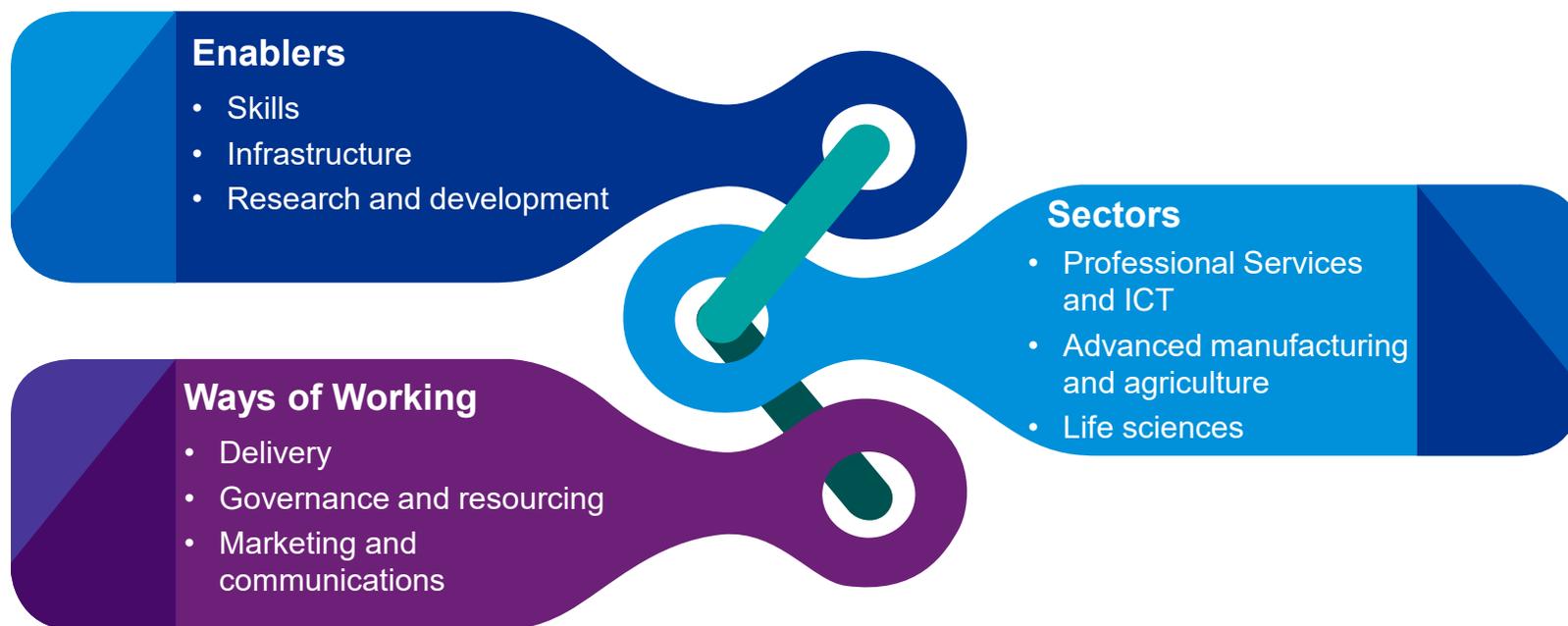
DBEC will need flexibility in aligning with economic conditions and policy landscape.

Theme	Key findings
<p>Economic and Social Context</p> 	<ul style="list-style-type: none"> As of 2022, key challenges facing the economy on the Island of Ireland include high inflation, rising interest rates, and challenges meeting housing needs for current and potential residents. However, economic growth along the corridor is forecast to remain strong, growing by ~5% in 2022 and ~3% annually by 2030. In this context, there is potential for additional growth of the corridor’s economy The corridor is home to a diverse range of business sectors, with business density highest in DCC, MCC and LCC (each hosting close to 500 businesses per 10,000 residents). The services sector accounts for 75% of the corridor’s workforce, and professional, scientific and technical services remain key growth areas for the corridor. The corridor’s high working age population (67%) and high volumes of cross-border trade (€7.65bn / £6.50bn of trade in goods occurred between NI and RoI in 2021) make the corridor an attractive place for indigenous and foreign investment Changing work patterns arising from the pandemic are increasing demand for more remote working hubs and may drive opportunities for towns and villages across the region. Relatively higher levels of housing affordability in the core corridor area – compared to Dublin and Belfast – can increase the relative competitiveness of the region nationally and internationally
<p>Policy Alignment</p> 	<ul style="list-style-type: none"> Consistent themes in councils’ development plans include housing, environment and employment. There is an opportunity for DBEC to coordinate engagement on thematic priorities on council and regional levels, through workshops, information-sharing, and cross-border research The enablers and strategic priorities identified for DBEC in this report align with national and regional policy priorities (i.e. skills, infrastructure and R&D are key to the Investment Strategy for NI 2050 and the Eastern & Midland RSES) There are opportunities for DBEC to secure funding for cross-border projects through the PEACE PLUS Programme and the Shared Island initiative (including applications via the Irish Research Council for relevant projects). Funding from UK and RoI governments, the EU and private sector investment will enable delivery of DBEC’s objectives and overall vision

		Key Themes				
		Infra.	R&D	Services	Skills & Employment	
National and regional policy	NI	NI Economy 2030 2018 - 2030	✓	✓	✓	✓
		Investment Strategy for NI 2050 (2022 -2040)	✓	✓		✓
		10X Economy		✓		✓
		New Decade New Approach (2020 -2030)	✓		✓	✓
		RDS 2035	✓		✓	
RoI		Eastern & Midland RSES (2019-2031)	✓		✓	✓
		EI Powering the Regions		✓		✓
		Project Ireland 2040 - NPF & NDP (2010-40)	✓		✓	

Enablers, sectors and ways of working

Key enablers and sectors will drive growth, underpinned by effective ways of working.



In developing this Strategy, research has identified three **enablers** which will underpin future growth: skills, infrastructure, and research and development (R&D). Focussing on improving these enablers will support economic growth of the whole corridor. Within the corridor, some **sectors** are already strong and have been identified as key focus areas for skills development, infrastructure investment, and research and development. Finally, the DBEC partnership will need to work effectively in order to achieve its ambition. Success in these three **ways of working** will enhance delivery of actions undertaken. This sets the structure for this Strategy.

Executive Summary

Enablers

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DBEC's core focus for enabling growth is based on improving skills, infrastructure and R&D.

Theme	Key findings
 <p data-bbox="120 382 203 411">Skills</p>	<ul data-bbox="368 382 1949 686" style="list-style-type: none"> <li data-bbox="368 382 1949 475">▪ The DBEC region is highly skilled in relative terms on the island and internationally, with 89% of the population holding a qualification and 39% having a qualification above NVQ4. The region's multiple HEIs and Institutes of Technology, training over 114,000 students, generate a pipeline of talent for the region's economy, but retention remains an issue in some geographic areas <li data-bbox="368 486 1949 579">▪ Gaps in key skills are acting as a drag on overall economic growth, in particular in hospitality, construction, and ICT. There is an opportunity for a single entity to contribute to addressing these skill gaps and aligning stakeholders along the corridor around existing policy and targets (e.g. 10X Economy, Belfast Region City Deal, Skills Strategy for NI, Regional Skills Plans) <li data-bbox="368 591 1949 686">▪ DBEC can fill a gap as the lead skills coordinator for the corridor, in particular in re-/up-skilling (e.g. in high demand sectors) and aligned with national and regional policy priorities. DBEC can coordinate research, lead marketing, and engage with partners on approaches to improve graduate retention
 <p data-bbox="120 711 312 739">Infrastructure</p>	<ul data-bbox="368 711 1949 1001" style="list-style-type: none"> <li data-bbox="368 711 1949 836">▪ The corridor is well-connected domestically and internationally, but its spread is narrow and there have been few cross-border infrastructure projects to integrate the corridor's width. Investment in infrastructure is a priority with £1.6bn p.a. earmarked under the NI Investment Strategy, while the Irish government will invest a total of €165bn in infrastructure over the period 2021-30 as part of its National Development Plan. It is uncertain the quantum allocated for projects specifically in the corridor's geography <li data-bbox="368 848 1949 1001">▪ There is an opportunity for DBEC to advocate for cross-border infrastructure and to develop initial business cases, and to lobby relevant stakeholders to prioritise investment in infrastructure. DBEC can undertake gap analysis of required export-enabling infrastructure needed to support players with high growth potential in high-tech sectors, infrastructure needed to support growth and opportunities for renewable energy projects, such as the proposal relating to €2bn Bremore Ireland Port. DBEC's infrastructure work should be aligned with its key priority sectors and aligned with those of partners and stakeholders
 <p data-bbox="120 1025 312 1086">Research and Development</p>	<ul data-bbox="368 1025 1949 1286" style="list-style-type: none"> <li data-bbox="368 1025 1949 1150">▪ Academic and industry research is clear that agglomeration benefits arise from R&D spend in specific geographic areas and there is some evidence of spillovers along the corridor, in particular near Dublin. The existing level of spend on R&D in the corridor (€2.3bn/£1.9bn; 45% of the total on the island) compares favourably to NI, RoI, and UK totals when adjusted for population, but at the same time an uplift of 164% to total spend is required for the corridor to compete with peer countries such as Austria <li data-bbox="368 1162 1949 1286">▪ There is a gap in the corridor's ecosystem for an entity to work with the R&D community, local authorities, and other public agencies to secure higher levels of FDI across the region (e.g. life sciences, advanced manufacturing, ICT). A significant opportunity exists for DBEC to be the voice for R&D investment along the corridor, highlighting particular sector clusters and collaborative opportunities through hosting events, liaising with the IDA/INI, and engaging with SFI and EU bodies re R&D funding opportunities

Executive Summary

Sectors

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Existing strengths in high growth sectors can bolster the corridor's economy.

Theme	Recommended Actions
<p data-bbox="136 382 319 476">Professional Services and ICT</p> 	<ul data-bbox="368 382 1937 642" style="list-style-type: none"> Professional services (including financial services) and ICT accounts for ~220,000 (20%) jobs along the corridor and 45% of all professional services jobs on the island of Ireland. The significance of this footprint and recent strong growth in employment (+17% over the period 2017-2020) highlight the importance and potential of further expansion in the sector Growing demand internationally for professional services, as well as evidence from comparator corridors that the sector is a high priority in those locations (e.g. GPEC, Greater Copenhagen), highlights the potential of growth of the sector to the corridor Against this backdrop, there is an opportunity for DBEC to contribute to further growth through skills development coordination with stakeholders (e.g. Skillnet, FinTech Corridor, Labour Market Partnerships) and to work with partners to explore the potential to grow additional cluster networks in high growth sub-sectors, such as cyber security
<p data-bbox="126 671 329 802">Advanced manufacturing and agriculture</p> 	<ul data-bbox="368 671 1937 963" style="list-style-type: none"> The manufacturing and the agriculture sector account for 103,000 jobs along the corridor (10% of total). The sectors' footprints stretch from the city centres to rural hinterlands and both sectors offer opportunities for further innovation, investment, and jobs growth. Strong agri-food clusters are located in L&CCC, ABC and LCC, with MCC and NMD having a strong agricultural presence. Advanced engineering/aviation clusters are located in BCC, L&CCC, ABC and FCC can be further developed to encourage growth Advanced manufacturing is a key area of focus, in particular for NI councils which are part of the Belfast City Deal and Mid South West Growth Deal There is an opportunity for DBEC to take practises from other international economic corridors such as promoting the manufacturing sector through undertaking operating cost comparisons with other regions, hosting events showcasing new technology advances and advocating for infrastructure improvements to improve logistical efficiencies
<p data-bbox="136 991 319 1019">Life sciences</p> 	<ul data-bbox="368 991 1937 1278" style="list-style-type: none"> The corridor is home to a wide range of businesses operating in the life sciences sector, with employment in the range 8,000-10,000. These world-class biotech, pharmaceutical and MedTech companies provide well paid employment opportunities to highly skilled workers and generate economic spillovers indirectly across their supply chain FDI has resulted in a strong cluster of life science companies in some geographic areas (e.g. DCC, LCC, BCC), with high levels of collaboration with HEIs evident. However, there are some gaps in collaboration on a cross-border basis, and there is an opportunity for an entity such as DBEC to coordinate collaboration efforts through its skills and R&D workstreams, events, research, and advocacy, together with key partners (SFI, UU, DCU, DKIT, QUB and key private sectors companies) DBEC can encourage the expansion of these clusters at a cross-border level through skills collaboration and being a voice for R&D investment along the corridor

Executive Summary

Ways of working

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Three core pillars will support the partnership to work effectively.

Theme	Summary
 <p>Delivery</p>	<ul style="list-style-type: none"> In the context of the key enablers (skills, infrastructure and R&D), there is an opportunity for DBEC to become the corridor's flagship economic “think-and-do tank” and align stakeholders along the corridor-specific economic growth initiatives. The partnership can use its independent voice to play a vital role in driving high economic growth and improving overall competitiveness along the corridor, through the publication of independent reports on topics relevant to the key enablers There are clear learnings for DBEC from the activities of comparator corridors (e.g. GPEC, Research Triangle Partnership and Greater Copenhagen), including the potential to implement a collaboration agreement between members, providing a large range of industry reports, supporting with training, marketing and establishing a recognisable brand for the region DBEC can encourage indigenous growth through providing ongoing business support, networking opportunities and service provider referrals by sector and specialism, working collaboratively with partners (e.g. EI, IDA, ENI, ITI)
 <p>Governance and resourcing</p>	<ul style="list-style-type: none"> Similar to other economic development entities on the island and internationally, governance structure can influence an entity's overall performance and contribution. Internationally, governance models are bottom-up, top down or mixed (see stage 1 report: Dublin Belfast Economic Corridor Development Plan for greater detail on governance, resourcing and funding) Early momentum matters. In the first three months of the implantation plan DBEC should focus on agreeing objectives, identifying actions and developing branding. Once established, priorities should be to fast-track high return projects, connect sectors and showcase growth Initially DBEC is to be based within one of the participating councils (preferably near the border), until it becomes established, at which point it could explore other base options (e.g. own office(s))
 <p>Communication and marketing</p>	<ul style="list-style-type: none"> Currently, DBEC is in the process of hiring an Partnership Officer whose key role will be to engage with stakeholders, oversee internal and external communications and help promote the corridor DBEC can look to other international economic corridors (e.g. GPEC, Research Triangle Partnership and Greater Copenhagen) for best practice in communication and marketing. These entities have produced industry reports, hosted events (such as discussion panels, presentations and networking) and conducted annual stakeholder satisfaction surveys to gauge their performance There is the opportunity for DBEC to build on existing communications through using a mixture of content streams such as events, webinars, monthly newsletters, reports, podcasts, blogs and videos to best communicate the partnership's message

Executive Summary

Sample short-term priorities

Immediate actions undertaken in the first 6 months will generate momentum for the partnership.

Enabler	Short-term
<p>Skills</p> 	<p>Develop a DBEC skills barometer. This will monitor the changing needs of the labour market, measure demand and supply of skills and benchmark existing attainment levels</p> <p>Identify the barriers to skills development, such as funding, residency requirements or unclear career progression</p>
<p>Infrastructure</p> 	<p>Begin the exercise of identifying infrastructure gaps. Appoint a qualified team to lead the review</p> <p>Begin understanding improvements to infrastructure amenities needed to generate high-quality of life</p>
<p>R&D</p> 	<p>Create an outreach list of high potential innovative SMEs in priority sectors based along the corridor; engage with senior Executives about DBEC’s role in promoting the corridor and wider R&D opportunities</p> <p>Explore the potential of a Circular Economy feasibility assessment for the entire corridor, building on current examinations by BCC and DCC of the potential of this in Belfast and Dublin</p>
<p>Ways of working</p> 	<p>Implement a collaboration agreement for all local authorities to agree to. Arrange a programme of activities for the first year</p> <p>Appoint a Programme Manager and Partnership Officer to lead the DBEC partnership team</p> <p>Identify current and potential future opportunities for funding. Initially, these could include Shared Island Fund (Local Authority Development Funding), PEACE PLUS, Levelling Up, Shared Prosperity, Intertrade Ireland and Horizon Europe</p> <p>Organise regular learning sessions for councils to share initiatives with other council officers and elected members to explore expansion of successful initiatives along the corridor</p> <p>Develop a coherent marketing and communications strategy with a clear editorial line. Initially, this could include a document setting out the benefits of the corridor, dedicated communication channels and consideration of comparator corridors for lessons learned</p>

These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG’s work to inform the DBEC Action Plan, as well as by DBEC staff when up and running

Executive Summary

Sample longer-term actions

Longer-term actions will provide ongoing growth, helping DBEC achieve its vision by 2030.

Enabler	Medium-term	Long-term
Skills 	Develop a skills policy and strategy	Develop the skills needed to support the labour market based on a coherent plan for developing skills along the corridor, attracting skilled labour and retaining graduates
Infrastructure 	Map assets with development potential to gain a greater understanding of infrastructure needed to unlock the land. Lead the development of infrastructure business cases to inform wider strategic decision-making amongst policymakers	Conduct transport modelling and analysis to inform options development, priorities and infrastructure needs assessment. Conduct a scoping of opportunities and identify amenities needed to promote the region
R&D 	Pioneer regular trade events to showcase relevant technology, promoting companies and inviting attendees. Coordinate cross-border opportunities for R&D, shared funding, and encourage collaboration	Investigate the feasibility for waste infrastructure projects which could support concepts associated with upcycling, waste segregation and eco-friendly treatments
Ways of working 	Hire additional personnel to lead on research activities and funding applications. Coordinate and apply for funding from different sources. Deliver strong applications which promote the ambition of DBEC and secure the required funds to deliver on identified actions. Promote the corridor as a great place to live and work using a range of communication channels to deliver a consistent message	

These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG’s work to inform the DBEC Action Plan, as well as by DBEC staff when up and running

Executive Summary

A framework for engaging with stakeholders

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Early-stage strategic identification and engagement with stakeholders will drive momentum.

Why engage with stakeholders?

- For each project, consider why stakeholders will be engaged, e.g.:
 - Levels of interest in respective projects
 - Desire to be involved in governance/delivery
 - Expectations of returns
 - Approaches to collaboration



Who should be engaged?

- Identify the respective cohorts and potential roles, e.g.:
 - Central government/semi-state: funder/regulator
 - Local authorities: delivery/governance
 - Corporates and SMEs: beneficiaries/funders
 - Third sector and households: recipients/workers



Who are the funders?

- Understand funding needs and who can provide funding, e.g.:
 - Resource/salary costs: temporary/permanent/part-time
 - Communications/marketing: event/conference/sponsorship
 - Research and delivery: external support/consultation
 - Potential sources: Shared Island Fund (Local Authority Development Funding), PEACE PLUS, Levelling Up, Shared Prosperity, Intertrade Ireland, Horizon Europe, InvestNI and Enterprise Ireland, corporate sponsorship



How to engage with stakeholders?

- Take a targeted approach to engaging with stakeholders, e.g.:
 - Delivery partners: project meetings/workshops/virtual
 - Funders: financial and project reports/effective governance
 - Clients/customers: digital marketing/newsletters/emails/LinkedIn
- Have clear priority stakeholders and engage with these regularly
- Involve senior leadership from DBEC's member councils in relevant local project opportunities



The Action Plan will set out a framework for embedding stakeholders into DBEC's actions.

Executive Summary

Acronyms

Acronyms used throughout the report are listed below.

AAM	— Advanced Air Mobility	ITI	— InterTradeIreland
ABC	— Armagh City, Banbridge and Craigavon	KPI	— Key Performance Indicator
BCC	— Belfast City Council	LA	— Local Authority
DCC	— Dublin City Council	LCC	— Louth County Council
DBEC	— Dublin Belfast Economic Council	L&CCC	— Lisburn & Castlereagh City Council
DETE	— Department of Enterprise, Trade and Employment	LEO	— Local Enterprise Office
DfE	— Department for the Economy	MCC	— Meath County Council
DfI	— Department for Infrastructure	MNCs	— Multi National Corporation
DoT	— Department of Transport	MOU	— Memorandum of Understanding
DTTAS	— Department of Transport, Tourism and Sport	NI	— Northern Ireland
EI	— Enterprise Ireland	NDP	— National Development Plan
ENI	— Enterprise Northern Ireland	NMD	— Newry, Mourne and Down District Council
EU	— European Union	NPF	— National Planning Framework
FCC	— Fingal County Council	NVQ	— National Vocational Qualification
FDI	— Foreign Direct Investment	R&D	— Research and Development
GPEC	— Greater Phoenix Economic Council	RoI	— Republic of Ireland
HEI	— Higher Education Institute	RSES	— Regional Spatial and Economic Strategy
ICT	— Information Communication Technology	SFI	— Science Foundation Ireland
IDA	— Industrial Development Agency	SWOT	— Strengths, Weaknesses, Opportunities, Threats
INI	— Invest Northern Ireland	UK	— United Kingdom





Economic and Social Context

Titanic Quarter
- Belfast City Council

Economic and social context

DBEC in a wider context

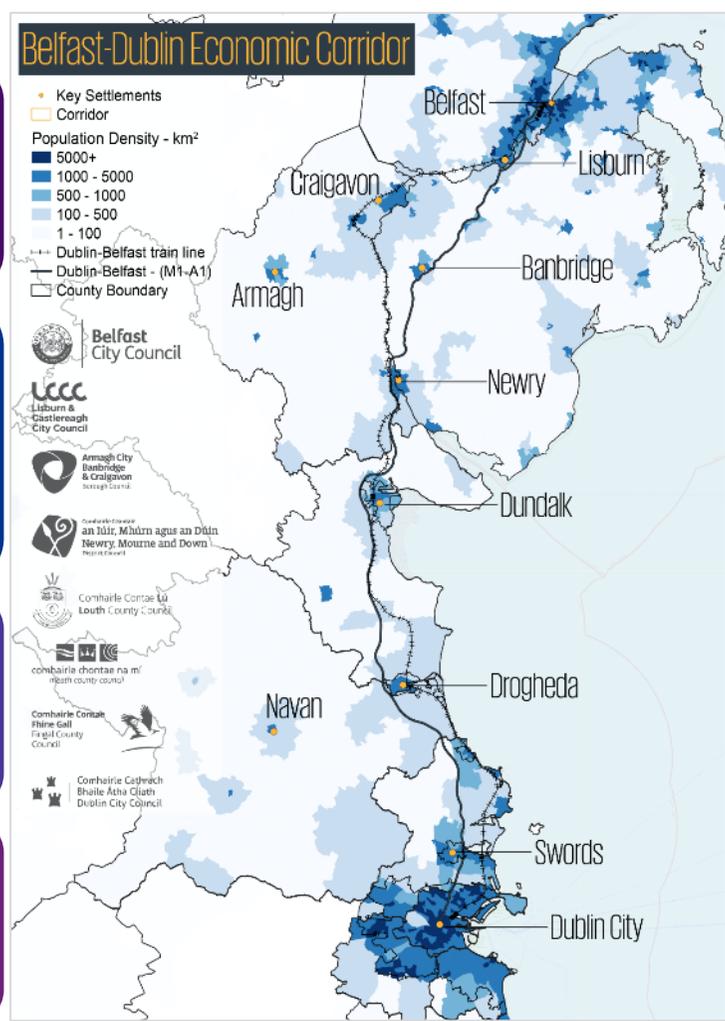
Council areas in NI

Belfast (~340,000) is the economic driver of the NI economy, with key strengths in a number of growth sectors (digital, ICT, creative industries, fintech, financial services, health & life sciences, advanced manufacturing tourism). Belfast has huge potential out to 2030 and beyond

Lisburn & Castlereagh and their wider hinterland (~146,000) are ideally located as a gateway to Belfast, with direct access to the A1/M1 opening the area to multiple opportunities. Population growth is amongst the strongest in NI and has a significant supply of high quality employment land, including the Strategic Land Reserve at Maze Long Kesh

Armagh City, Banbridge and Craigavon and their hinterland (~217,000) comprise of key settlements and enterprise bases (e.g. agri-food, manufacturing). The area also has strong cultural assets that can be capitalised on as part of DBEC thematic foci

The **Newry, Mourne & Down** area (~182,000) is an access point to/from NI/RoI and vice versa, and also includes freight access into NI through Warrenpoint Port. The area has huge opportunities to grow through the development of DBEC



Council areas in RoI

Louth (~145,000) is home to high-quality research centres and facilities at DkIT, particularly around ICT, Health and Ageing; Energy and Environment, and Creative and Digital Arts. Other sectors include engineering and food manufacturing, financial services and agriculture

Meath (~217,000) has sectoral strengths in culture and heritage, agri-food, logistics, and telecoms, and serves a key provider of talent to employers in the Greater Dublin Area

Fingal (~344,000) is a vital component of the Dublin Region's economy, home to Dublin Airport and multiple MNCs and SMEs across all sectors. The Dublin Enterprise Zone has over 1500 hectares of land zoned primarily for business activities.

Dublin City (~603,000), with over a quarter of the corridor's population, is the economic driver of the island's economy, with major strengths in professional services, tourism, life sciences, aviation, financial services, tech.

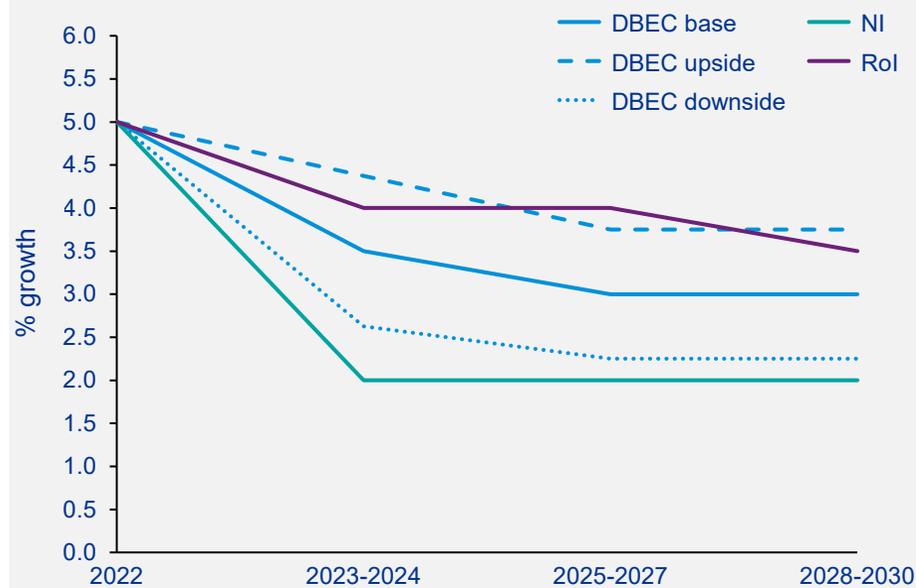
Notes: Population shown in brackets
Sources: Based on the latest census data at Electoral Division (Northern Ireland) and Super Output Area (Republic of Ireland)



National and regional economic outlook

The corridor's economy has the potential to grow strongly over the coming years.

Economic growth outlook, % 2022-2030



Key Takeaways

- The global economy has seen several shocks in recent years with the Covid-19 pandemic, UK Exit from the EU and the ongoing conflict in Ukraine causing uncertainty. 33,000 Ukrainians had arrived in Ireland by early June 2022 and 600 visas have been granted for Northern Ireland, putting pressure on accommodation and government funds to support them. Protracted negotiations between the UK and EU, particularly with respect to the NI Protocol, are reducing confidence in future agreements for investors
- The combination of extreme weather reducing agricultural supply, disruption to eastern Europe supply chains and the increased demand following 2 years of consumer restraint are driving inflation levels of 7% forecast for Ireland and 8% for the UK. Inflation is expected to return to 2% by 2024 but lower disposable incomes will dampen consumer spending in the meantime
- ECB monetary policy rates increased in July 2022, and are likely to further increased in late 2022 potentially dampening investment and consumer spending. The Bank of England has gradually increased rates to reach 1.25%, the highest level in 13 years.

Opportunities for DBEC

- In NI, the 10X economy agenda sets out an ambitious plan for the growth of a number of key growth and foundational sectors over the period to 2030. Improving productivity is a key ambition of 10X, building on previously highlighted challenges (e.g. availability of skills)
- A strong labour force with increased participation following the pandemic will boost recovery. A focus on improving productivity among companies to counteract increasing supply costs will be key.

Notes: The CSO has suppressed data on regional GVA in the Mid-West for reasons of confidentiality
Sources: Department of Finance (Budget 2021), ESRI (Quarterly Economic Commentary, Summer 2022), Central Bank of Ireland (Quarterly Bulletin, June 2022)

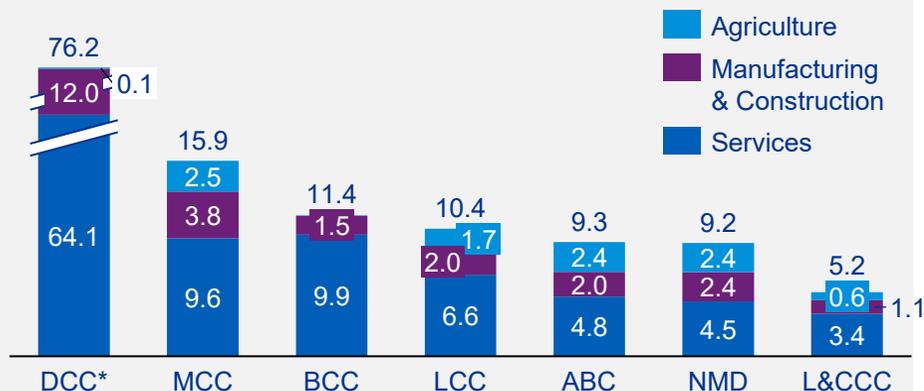


Economic and social context

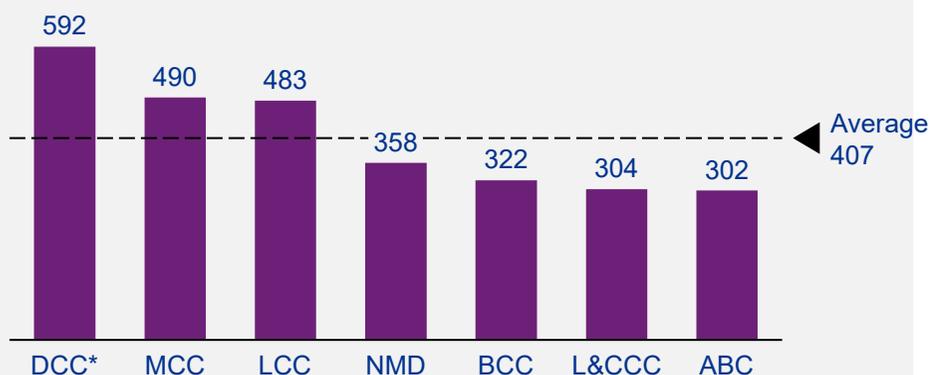
Enterprise base

The corridor hosts a diverse range of sectors and businesses.

Breakdown of number of enterprises in the corridor, ('000)



Active businesses per council, per 10,000 residents



Notes: *Fingal County Council is included within the Dublin City Council (DCC) statistics
Sources: CSO, NISRA, InvestNI

Key Takeaways

- Services account for the largest share of enterprises (75% of enterprises in the corridor), with professional, scientific and technical services a key growth sector across the corridor
- The agriculture sector is particularly strong in MCC, LCC, ABC and NMD, where it accounts for 12% - 27% of their enterprise base. These councils all have strong potential to cooperate on cross-border agri-tech opportunities to collectively grow the sector
- Manufacturing is a high growth sector for the region and accounts for 18% of businesses across the corridor. DCC and FCC account for just under 48% of the corridor's manufacturing businesses
- When adjusted for population, counties DCC (592), MCC (490) and LCC (483) have the highest number of active businesses per 10,000 residents. In each of the councils on the northern end of the corridor, the number of active businesses per capita is below average

Opportunities for DBEC

- The pandemic enabled many commuters to work from home and provided growth opportunities for settlements along the corridor. While there has been a return to the office in some cases, remote working continues to represent an opportunity for councils located in the corridor's core area
- A more balanced spread of active business across the corridor may provide greater training and work opportunities for residents living outside major urban settlements
- Other opportunities are for DBEC to encourage councils to collaborate and support competitiveness in tourism, skills, and R&D

Economic and social context

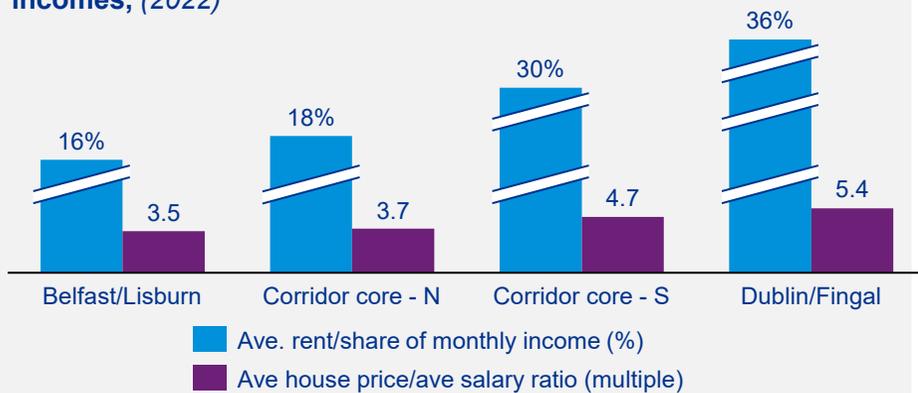
Cost of living

Greater levels of affordability North of the border provides opportunities for Northern Ireland.

Rol and UK Inflation, (year on year % change)



Affordability of housing for a two person household on average incomes, (2022)



Sources: CSO, NISRA, Central Bank, ESRI, Eurostat, ONS, KPMG analysis, Ulster Bank (Northern Ireland PMI, May 2022)

Key Takeaways

- Inflation is at a decades-long high across Europe posing challenges to households' cost of living and businesses' cost of operating
- In ROI, the Central Bank are forecasting inflation to peak at 7.7% in 2022, thus ending a long period of low inflation in Ireland (inflation averaged 0.8% in 2017 to 2021). On a wider level, Eurozone inflation reached 8.6% in June 2022
- UK inflation reached a 40 year high of 9.1% in May and Northern Ireland companies increased prices at their sharpest rate in almost 20 years of data collection as manufacturing input prices also reached record inflation levels
- Approximately 80% of the driver of higher inflation in 2022 is energy costs (gas prices have increased by 70%-75% and oil prices are up 40%-45% since 1 January 2022). Pandemic-related supply bottlenecks and geopolitical uncertainty are also key drivers of headline inflation
- Most forecasters are anticipating that inflation will peak in late 2022/early 2023, likely reducing the competitiveness of export-focused businesses through to 2023.

Opportunities for DBEC

- While inflation is an issue along the corridor, housing and rental costs are significantly lower in NI council areas, providing a competitive advantage relative to ROI or other regions in Europe
- This provides opportunities for securing higher levels of FDI, in particular through MNCs establishing a second base or expanding their primary base in larger cities. DBEC can bridge the gap between IDA & Invest NI by engaging with corridor-specific FDI prospects
- Advocate for cross-border infrastructure and R&D for renewable energy to help encourage more stable long-term energy pricing.

Economic and social context

Employment

The corridor has low levels of unemployment and strong jobs growth forecasted.

Unemployment rate by council, 2021



Projected job growth per sector across the corridor '000s, 2022-2030



Notes: *Based on Border and Eastern and Midland unemployment rates and NI claimant counts
Sources: CSO & NISRA, KPMG Analysis

Key Takeaways

- Pre-Covid, unemployment had been falling steadily across the corridor since its peak (2011 in ROI and 2012 in NI). By first quarter of 2022, the unemployment rates had decreased to 2.3% for NI and 5.4% for the Eastern and Midland (ROI). Post-Covid the unemployment rate varied along the corridor with the highest unemployment observed in DCC and lowest in L&CCC
- DCC accounts for the largest share of the corridor's workforce at 29% (295,000), followed by BCC (~10%), and the other council areas accounting for the remaining 61% of jobs
- As a result of Covid-19 there are increased opportunities for people to be based outside of Dublin/Belfast and work remotely. This allows for greater mobility of labour across the corridor
- There is strong average annual projected population growth out to 2030 for the corridor of 1.1% p.a. with a projected annual job growth matching this of 1% p.a.

Opportunities for DBEC

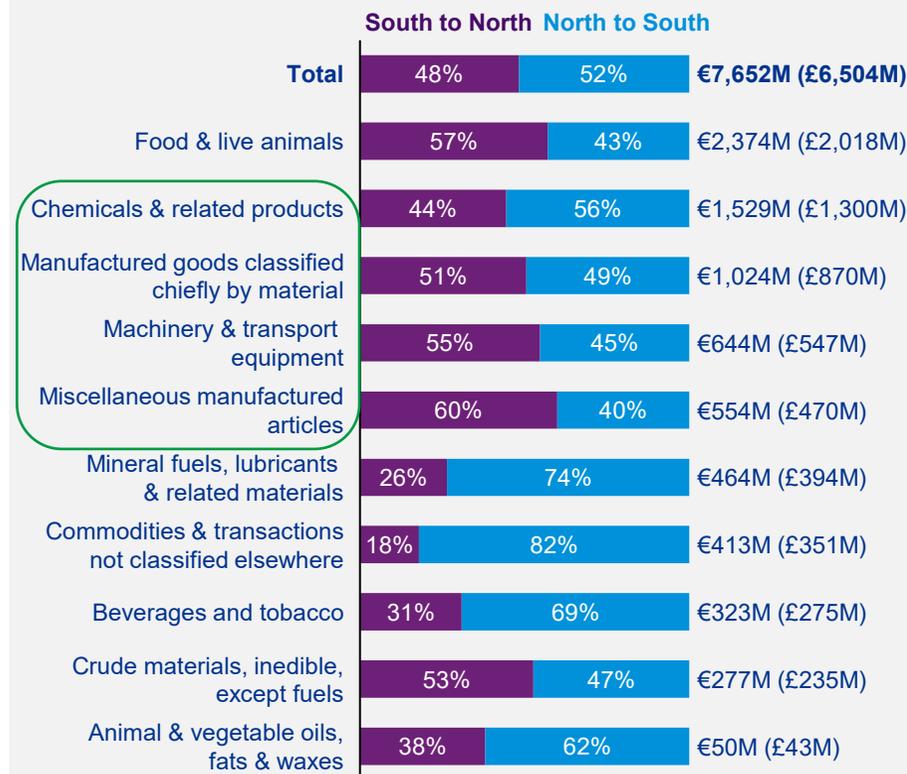
- There are opportunities to increase the number of businesses operating across the corridor, in particular in the services sector.
- No agency is currently co-ordinating enterprise and job growth specifically for the corridor and DBEC can contribute to skills development along with partners (EI, Skillnet, SFI, ENI, DfE, HEIs, etc).

Economic and social context

Trade

Trade in goods between NI and RoI reached €7.6 / £6.5 billion in 2021.

Goods traded between NI and RoI (Jan 2021 to Dec 2021)



Refers to particular strengths in cross border trade within the corridor

Sources: CSO

Key Takeaways

- Trade in goods reached €7.6 billion (£6.5 billion) between NI and RoI between January 2021 and December 2021, the highest ever level. The top three groupings of goods being traded between NI and RoI are food and live animals, chemicals and related products and manufactured goods
- Services account for 26% of the total trade going from NI to RoI and 16% of trade in the opposite direction.

Opportunities for DBEC

- There are opportunities for DBEC to take advantage of changing trends in trade, as identified in the *EI 2022-24 Strategy: Leading in a Changing World*. These include a push towards more sustainable consumption, increasing importance of services related growth and an ambition for export focussed growth
- InterTradeIreland provides advisory services on an all island basis, but there is currently no coordination to support businesses operating along the corridor. There is an opportunity for DBEC to work with partners to highlight cross-border and import substitution opportunities for regional businesses, through research, events, and external communications
- Other international corridors employ a range of initiatives to encourage trade and investment. Some which DBEC could replicate include: providing an FDI toolkit for both NI and RoI, providing operating costs comparisons with other locations around the UK and Europe, and implementing a collaboration agreement between councils and members to ensure there is good faith when working together.

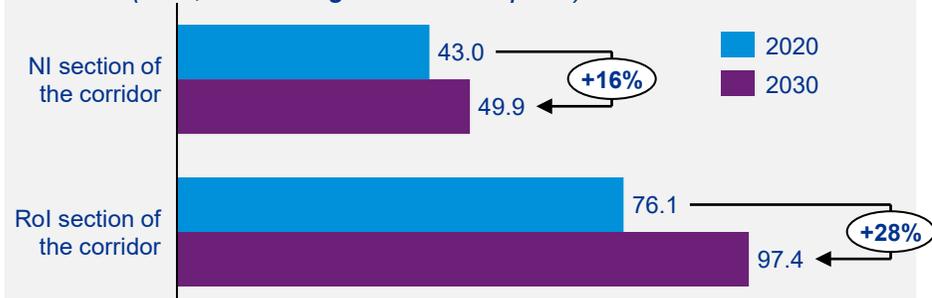
Economic and social context

Investment

39

The Corridor needs to strengthen traditional drivers of investment to remain competitive.

Total employment from foreign owned businesses within the corridor ('000, baseline growth assumption)



Opportunities for DBEC

- FDI's strong contribution to economic growth is projected to increase by 2030, but limited coordination of prospects on a corridor level risks loss of investment to other regions internationally. There is an opportunity for DBEC to work with IDA and Invest NI to better align on promoting the corridor and securing investment
- Ireland is highly attractive to international FDI and captures 4% of EU FDI despite having only 1% of the EU's population. Both Northern Ireland and the Republic of Ireland are pursuing FDI and export led economic growth models, which rely upon attracting FDI in export intensive sectors in order to compete in internationally traded goods and services
- There is the opportunities for a Freeport/taxation/enterprise area along the A1/M1 corridor. Early stage procedures are likely to include a valuation of sites, infrastructure requirements and interdependencies with road and rail network improvements.

Sources: CSO, NISRA

Key takeaways

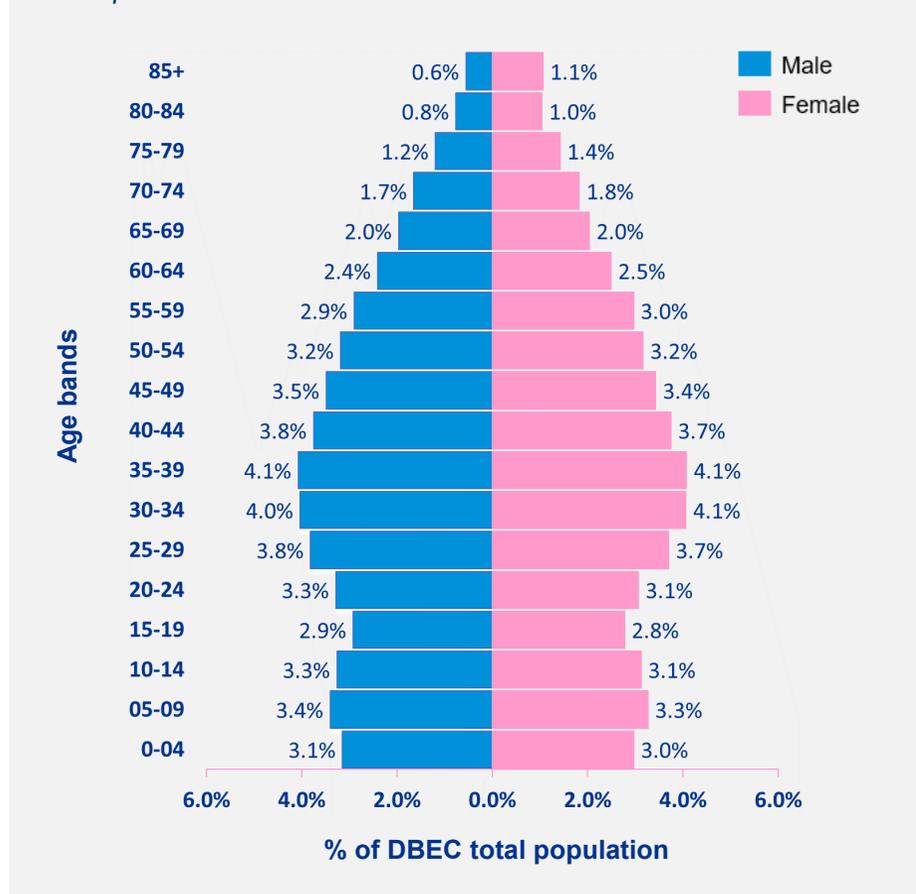
- The international economic climate is shifting from the economic paradigm that was in place after the financial crisis. At the same time, there is a changing economic focus from post crisis recovery to post pandemic shock management, particularly around inflation. Changes include:
 - Loose monetary policy to support credit and asset prices
 - De-risking economic development models
- There is a continued importance of FDI to the Irish economy and the expected economic recovery following the pandemic
- Dublin and Belfast are recognised as centres of growth for their respective economies. Opportunities to locate FDI firms outside capital cities to spread growth across the corridor are subject to infrastructure and local affordability
- Knowledge-intensive sectors with patent-generating potential are becoming key in the context of the 'twin transition' of technology and climate
- Traditional drivers of investment to the Corridor are in need of reinforcement:
 - Decreased ability to rely on tax competition in light of OECD/EU tax reforms
 - Political stability / predictability
 - Increasing depth and breadth of ties with EU states.

Economic and social context

Demographics

The corridor has a large working age population which can be marketed to attract FDI.

Age demographics for the corridor
Total Population of DBEC ~2.0 million



Sources: CSO, NISRA

Key takeaways

- Along the corridor, the working age population (those aged 15-64) account for 67% (1.4 million) of the total population, providing a strong base of labour for the region's workforce
- 31% of the corridor's population is aged 25-44, above the national average for both Rol (30%) and NI (26%), and reflecting relatively higher needs for this age cohort regionally
- A large proportion of the population along the corridor are under 14 (19%) providing a good level of throughput which will help grow the corridor's workforce in the years to come
- MCC, FCC and DCC have the youngest populations in the corridor with over 65% of their population under the age of 45
- L&CCC has the oldest population in the corridor with the highest percentages for both 65+ and 45 – 64 years old age bands.

Opportunities for DBEC

- In its international marketing of the corridor, DBEC can highlight the region's young and diverse population to FDI prospects
- At the same time, Rol's ageing population will create opportunities across healthcare and ICT: DBEC can align with the growing EI-funded connected healthcare hub at DKIT on research on ageing, supporting the development of a cross-border cluster of age-related R&D players
- There is a need for reliable up to date cross-border (socio-economic) data that is easily comparable for each council. DBEC can lead on this and ensure data is kept up to date.



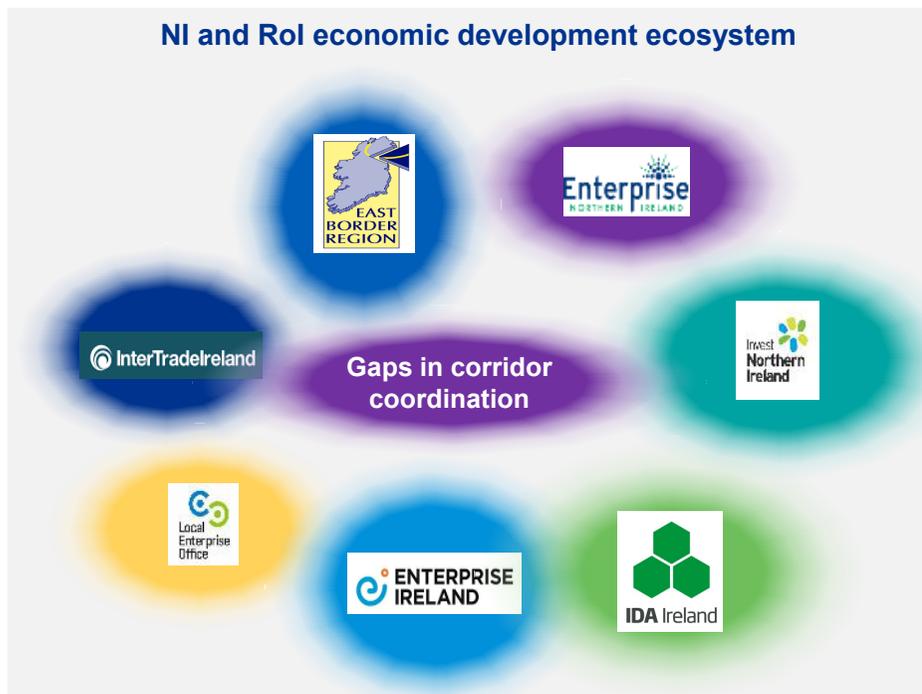
Policy Context

Inch Abbey - Newry, Mourne,
and Down District Council

Policy context

Economic development ecosystem

Several players and multiple national and regional policies work to advance the economy of the island or local areas. No entity is advocating specifically on behalf of the corridor region.



Policy Alignment

- A key priority for DBEC will be to avoid duplicating activities that are already carried out by other organisations. Instead, the partnership will fill an identified gap in the economic development system to drive collaboration and economic growth along the corridor
- DBEC will align its activities with the relevant government and regional policy complementing the work of other entities working to generate economic growth in the region. These policies include but are not limited to; NI Economy 2030, Investment Strategy for NI 2050, New Decade New Approach, RDS 2035, Eastern & Midland RSES, EI Powering the Regions, Project Ireland 2040 - NPF and NDP
- Three key enablers will drive DBEC’s agenda – *skills, infrastructure and research and development*. Targeting improvements across these areas will contribute to DBEC achieving its objectives. Key policies are examined later in this report the context of each of these enablers.



Dublin Belfast
ECONOMIC CORRIDOR

Ecosystem gap: corridor-specific growth initiatives

Local Authorities, educational institutions and multiple public and private organisations work collaboratively in the region across a number of key themes, including tourism, education and research funding. However, there is a clear gap in the ecosystem: no entity is working to advance the economy of the corridor specifically.

Sources: NI Economy 2030, Project Ireland 2040 (NPF & NDP), New Decade, New Approach, RDS 2035, Eastern & Midland RSES, EI Powering the Regions, Investment Strategy for NI 2050, Belfast Region City Deal, Shared Island

Policy context

Ecosystem gap analysis

Level of gaps in ecosystem		
Not covered in others' remit	Others already lead on. Risk of duplication but possible role for DBEC to collaborate	Small risk of duplication. Larger role for DBEC to lead and collaborate

Across DBEC’s key enablers – skills, infrastructure, and R&D – several gaps are observed across the corridor’s economic development ecosystem. Alongside that, there are multiple partnership opportunities.

There is a significant opportunity for DBEC to become the corridor’s flagship economic ‘think-and-do tank’. It can advocate for the corridor domestically (securing funding, preparing business cases and championing the private sector), contribute to more co-ordinated skills development, and be the voice for the corridor internationally. The table below sets out the roles played by existing organisations in relation to each of the enablers and identifies where there are gaps for DBEC to consider.

Gap analysis of the corridor’s economic development ecosystem and potential role for DBEC

Activities relevant to DBEC		Organisation type													
		Central government				Other public sector bodies					Research		Local players		
		DfE	DoT	DETE	DfI/DTTAS	INI	ENI	ITI	EI	IDA	SFI	HEIs	LAs	LEOs	Prv.
Skills	Coordinates regional skills development	Green	Grey	Grey	Grey	Green	Green	Green	Green	Grey	Green	Green	Green	Green	Green
	International comms on skills base	Grey	Grey	Grey	Grey	Green	Grey	Green	Grey	Green	Grey	Yellow	Green	Grey	Grey
Infra.	Regional funding for cross-border projects	Green	Yellow	Green	Green	Green	Grey	Grey	Green	Green	Grey	Green	Green	Grey	Grey
	Initiates and develops cross-border business cases	Grey	Green	Grey	Green	Grey	Green	Grey	Grey	Grey	Grey	Green	Grey	Grey	Grey
R&D	Part-funds regional capability building (assets, people)	Grey	Grey	Green	Grey	Green	Green	Green	Green	Green	Yellow	Yellow	Green	Grey	Grey
	Advocates for the corridor region internationally	Grey	Grey	Grey	Grey	Green	Grey	Green	Green	Green	Grey	Grey	Green	Grey	Green

Sources: NI Economy 2030, Project Ireland 2040 (NPF & NDP), New Decade, New Approach, RDS 2035, Eastern & Midland RSES, EI Powering the Regions, Investment Strategy for NI 2050, Belfast Region City Deal, Shared Island

Policy context

Councils' development plans (1/2)

It is critical to align DBEC's strategy with its constituent councils' development plans.

Council development plan timelines and key thematic priorities



Key takeaways

- Finalised development plans are in place amongst local authorities in the core corridor area, with draft development plans in place in Dublin, Fingal, Lisburn & Castlereagh City, and Belfast
- The eight councils in the corridor have a number of similar themes in their development plans. Common ones discussed are: housing, environment and employment
- In total, DBEC's constituent councils are targeting >170,000 housing units over the period to 2030.

Opportunities for the corridor

- Development plans are the main conduit through which long-term strategic and spatial planning is realised in both NI and RoI. NI planning policy is typically prepared at a regional level based on guidance from DfI (e.g. The Strategic Planning Policy Statement). In RoI national planning guides local authorities (e.g. NPF, Project Ireland 2040) to prepare bespoke development plans
- While the basic structures of the two systems are similar, there are differences, e.g. RoI has more tiers of planning policy hierarchy than NI. Nationally significant projects are decided differently between the two jurisdictions, and the appeals process in RoI allows for third party appeals, whereas NI does not
- All development plans identify housing as a key strategic priority, with a range of key enablers: zoning, planning guidelines and labour policies. As a key factor in the corridor's competitiveness, meeting housing targets over the period to 2030 will be a priority for the councils
- To realise growth along the corridor, DBEC can align its programme of work with the development plans of its constituent council. Clear opportunities for alignment include:
 - Identifying gaps in green infrastructure
 - Identifying appropriate locations for e-charging stations (including at tourist attractions)
 - Reviewing the availability of labour in the construction sector to meet housing targets
 - Communicating training opportunities across the corridor
 - Promoting greenways to local and national audiences, as part of international marketing to potential inward investors and tourists.

Sources: Belfast Local development plan 2035 (currently draft), Lisburn & Castlereagh local development plan 2032 (currently draft), Armagh City, Banbridge and Craigavon local development plan 2030, Newry, Mourne and Down District Council local development plan 2030, Louth County development plan 2021-27, Meath County development plan 2021-27, Dublin City Council development plan 2022-28 (currently draft)

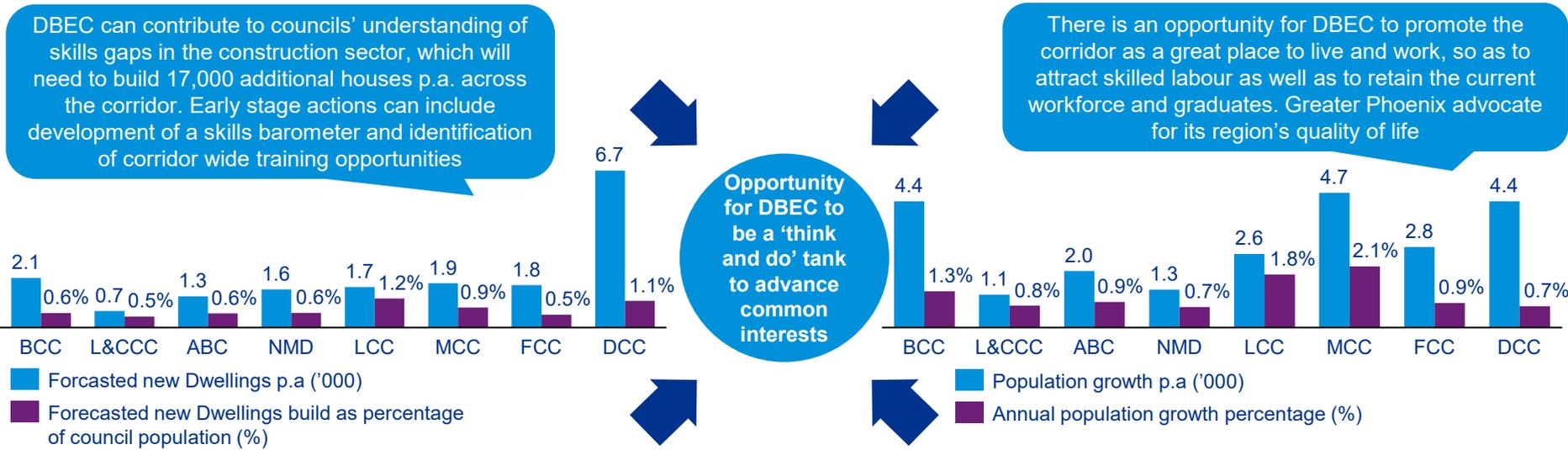
Policy context

Councils' development plans (2/2)

Population growth can drive demand for services and economic output. Local development plans are conduits for delivery. DBEC can be an advocate for the region's potential.

Average annual new dwellings targets for each council out to 2030
(Total 17,000 houses p.a.)

Additional population targets for each council by 2030
(Total 23,300 p.a.)



Other key themes across council development plans



Sources: Councils respective development plans, KPMF analysis

Policy context

National and regional policy

Co-ordinated strategies are required to ensure sustainable growth across the cross-border network.

Comparison of national and regional policy		Key Themes				
		Skills & Employment	Infra.	R&D	Services	
National and regional policy	NI	NI Economy 2030 2018 - 2030	✓	✓	✓	✓
		Investment Strategy for NI 2050 (2022 -2040)	✓	✓	✓	
		New Decade New Approach (2020 -2030)	✓	✓		✓
		RDS 2035		✓		✓
National and regional policy	RoI	Eastern & Midland RSES (2019-2031)	✓	✓		✓
		EI Powering the Regions	✓		✓	
		Project Ireland 2040 - NPF & NDP (2010-40)		✓		✓

Opportunities for the corridor

- National and regional plans in Ireland and Northern Ireland emphasise the need to safeguard and improve accessibility and core infrastructure between Dublin and Belfast, as well as cross-border networks between Drogheda, Dundalk and Newry
- RSES’s regional policy objective regarding DBEC is to support the effective planning and development of large centres of population and employment along the main economic corridor, in particular Drogheda and Dundalk
- As housing supply is a cross-border challenge, local authorities can benefit from working together when preparing future area plans, land use zoning requirements, and housing policies
- The RoI’s Eastern & Midland Regional Spatial and Economic Strategy notes that the Corridor has the capacity to provide the only potential paired city growth pole of scale on the Island, reaching a European benchmark 5 million population target to compete with similar city regions in the EU.

Growth poles include a group of industries connected around a particular resource or leading industry from which economic growth is focused. They are intended to drive rapid economic growth in a short time frame, based on agglomeration effects and stimulate the growth of smaller industries from the core cluster.



Key Information

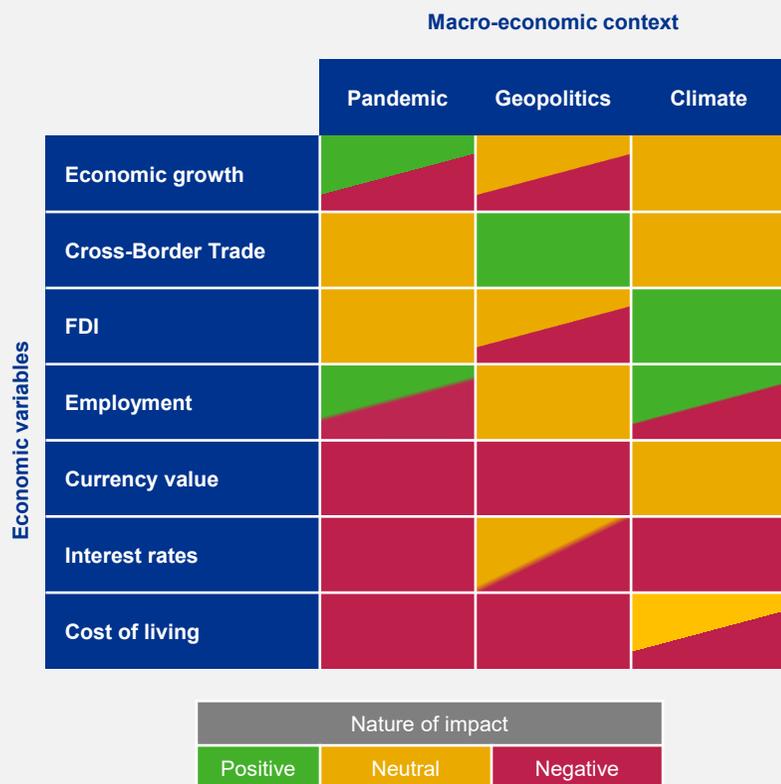
- RoI’s National Development Plan 2021-2030 commits €3.5billion for collaborative cross-border investment through the Shared Island Fund, Project Ireland 2040 funds, and the Government’s annual funding for North/South cooperation and the PEACE PLUS programme
- Project Ireland 2040 commits to increased capital infrastructure investment, such as the ‘Better Connecting Dublin and Belfast’ strategy. It also identifies Drogheda and Dundalk as key economic centres in the context of DBEC and earmarks investment to support sustainable growth
- The Regional Development Strategy 2035 (NI) shows the need to include development of the wider eastern corridor, including Newry/Dundalk
- The Investment Strategy for Northern Ireland 2050 highlights the electrification and upgrading of the Belfast-Dublin rail corridor as well as road and utilities upgrade schemes along the corridor as a future development of strategic importance.

Sources: NI Economy 2030, Investment Strategy for NI 2050, New Decade, New Approach, RDS 2035, Eastern & Midland RSES, EI Powering the Regions, Investment Strategy for NI 2050, Belfast Region City Deal, Shared Island

Short-term macro-economic challenges

Combined external impacts pose challenges and risks to the macro-economy.

Impacts of key macro-economic factors on economic variables in the corridor



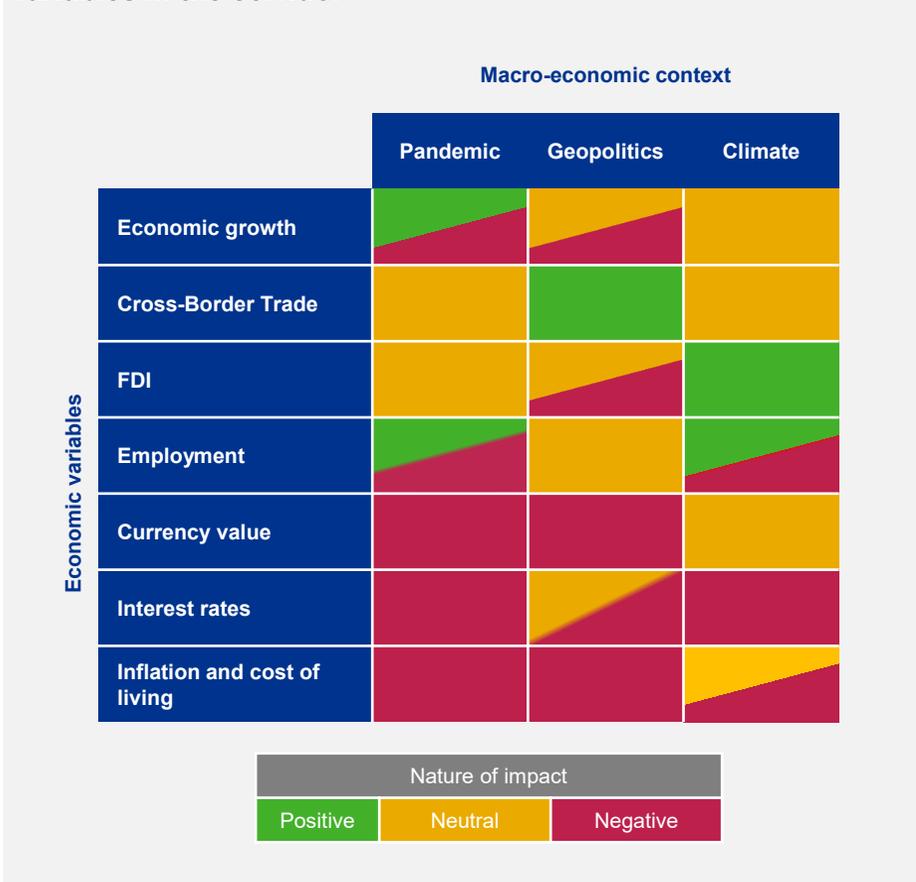
Challenges for the corridor

- The **Covid-19 pandemic** created significant challenges for many sectors (e.g. hospitality, retail and construction) and economic growth declined in a number of these sectors. During the recovery phase, while there have been some returns to growth, a number of sectors are struggling to fill vacancies. Both the Euro and the Pound suffered with inflation following the pandemic, with each respective central bank monitoring interest rates as a lever for cost controls. Exchange rates fluctuated in response to policies implemented to slow the spread of Covid and associated impacts on the economy.
- As of Q1 2022, **geopolitical uncertainty** arising from Brexit and the Russia-Ukraine conflict has significantly increased risks to a number of economic variables. The impact on fuel supply is increasing costs of living across the world, political uncertainty may dampen FDI opportunities and currencies are fluctuating as the markets respond to updates. Economic growth has slowed as resources are put into responding to the crisis.
- In response to slowing **Climate Change** impacts, graduating increases to carbon taxes through the 2020s can be expected to drive higher inflation in ROI and NI, particularly through higher energy costs. Some job losses in higher emissions sectors may arise. Interest rates in the UK and Ireland through the Bank of England and the ECB respectively are expected to increase through 2022. This will increase the cost of borrowing for firms and may dampen private investment over the medium-term as central banks respond to high inflation through 2022.

Short-term macro-economic opportunities

There are some clear opportunities for the corridor and for DBEC.

Impacts of key macro-economic factors on economic variables in the corridor



Sources: CSO

Opportunities for the corridor

- The **pandemic** generated significant opportunities for a range of sectors in which the corridor has key strengths (ICT, pharma and life sciences, professional services). These growing sectors provide employment opportunities as the economy recovers. Given the region’s underlying strengths in pharma, life sciences, and ICT, there is an opportunity to create a step change in R&D, innovation, and employment in existing and emerging high growth sectors.
- In the long-term, the **geopolitical impact** of the Russia-Ukraine conflict may increase a reshoring of investment from Russia to members of the Single Market. Despite the challenges arising from UK Exit from the EU, cross-border trade is at an all-time high, with food and live animals, chemicals and related products, and manufactured goods the most widely traded goods. This cross boarder trade between NI and RoI increased by ~59% in 2020-2021, totalling ~€7.65bn (£6.50bn). Cross-border trade has increased in the agri-food sector in particular, benefitting MCC, LCC, ABC and NMD, and highlighting potential to cooperate on cross-border agri-tech opportunities.
- Opportunities in **climate adaptation and mitigation** offer potential to attract inward investment in sectors involved in climate adaptation/mitigation (e.g. renewables, hydrogen, green technologies). In responding to climate change, there are a number of national and regional initiatives that will focus on improving skills and training on wider levels. In the corridor, DBEC can take a number of initiatives (targets, investment, re-/up-skilling, amongst others) to highlight opportunities for skills development amongst the corridors workforce.



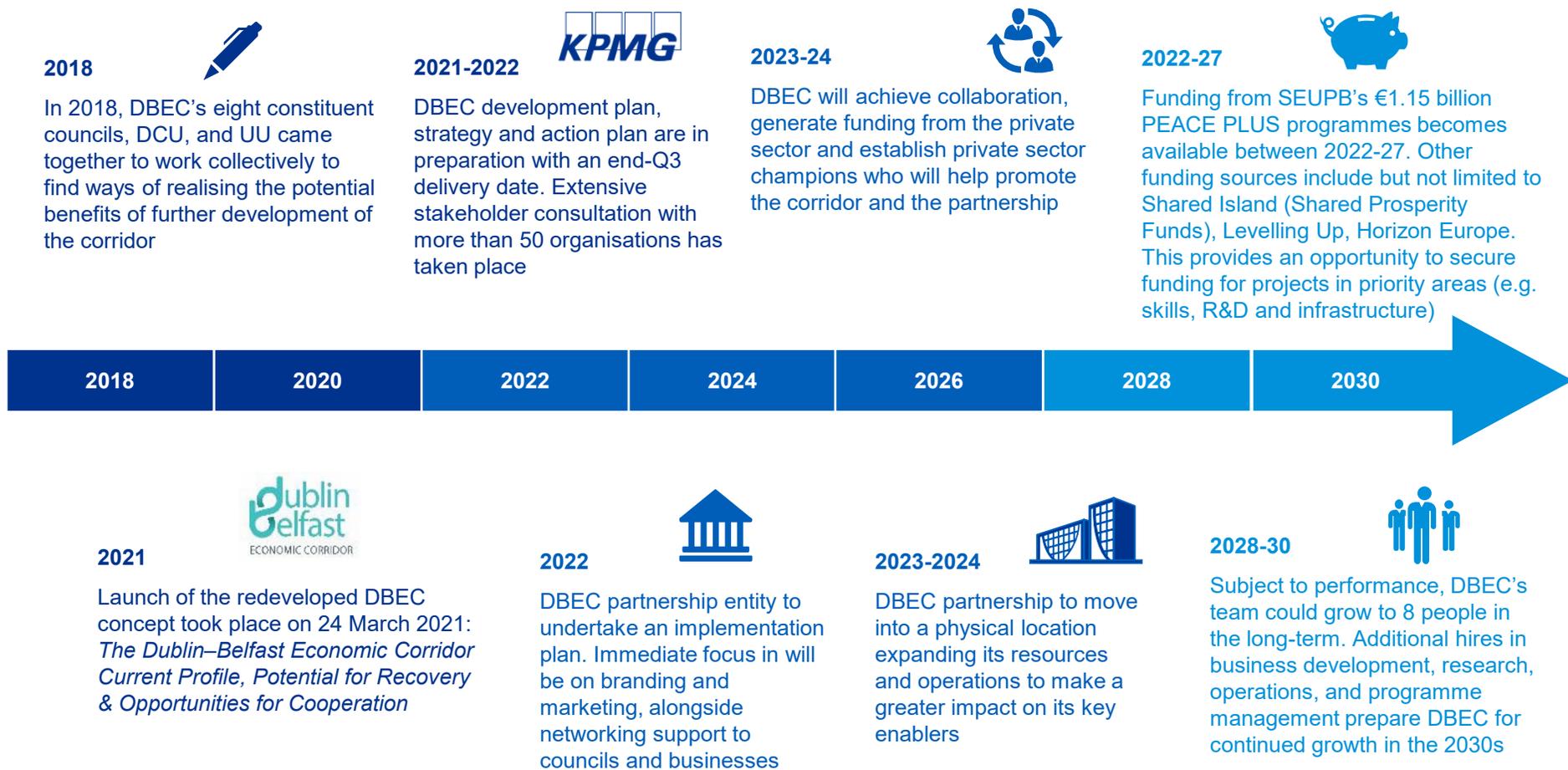
Vision and Ambition

Howth Lighthouse
- Fingal County Council

Vision and ambition

Evolution of DBEC

The DBEC concept has developed over time and will continue to grow as the partnership is established.



Strategic objectives

Ambition: To become a leading economic corridor in Europe, achieving sustainable growth through collaborative R&D, a highly skilled workforce and enabling infrastructure

What we want to be famous for:
A major international centre in growth sectors like Professional Services, Advanced Manufacturing, ICT, Life Sciences and Advanced Agriculture

Strategic objectives:



Increase **skills and training** to meet the labour requirements of the region, building on and expanding the existing workforce



Enhance collaboration in **R&D and Innovation** on a cross-border basis, targeting investment in high growth sectors and the green economy



Promote **sustainable and climate-conscious growth** throughout the corridor, aligned with councils' development plans and wider policy objectives



Align with and support economic development partners to increase **trade and Investment** in the corridor



Advocate for **cross-border infrastructure** to strengthen connectivity and access to markets and labour



Market the region and elevate the DBEC brand so that the region becomes **globally renowned** as an attractive place to live and do business



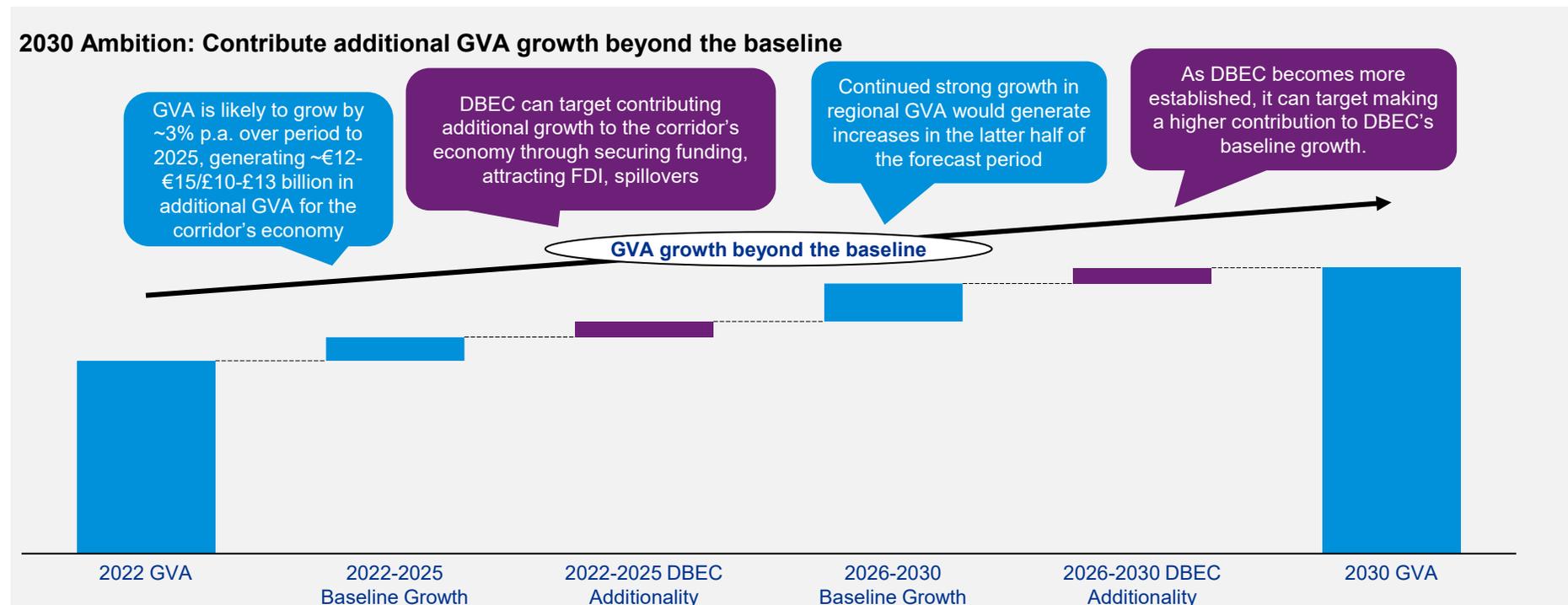
Enablers

Armagh City - Armagh City, Banbridge
& Craigavon Borough Council

Enablers

Context and ambition

Baseline economic growth can be bolstered by DBEC. The entity can target generating additionality on top of the baseline, through securing funding for cross-border projects, attracting FDI alongside partners, and creating economic spillovers through projects' supply chain impacts.

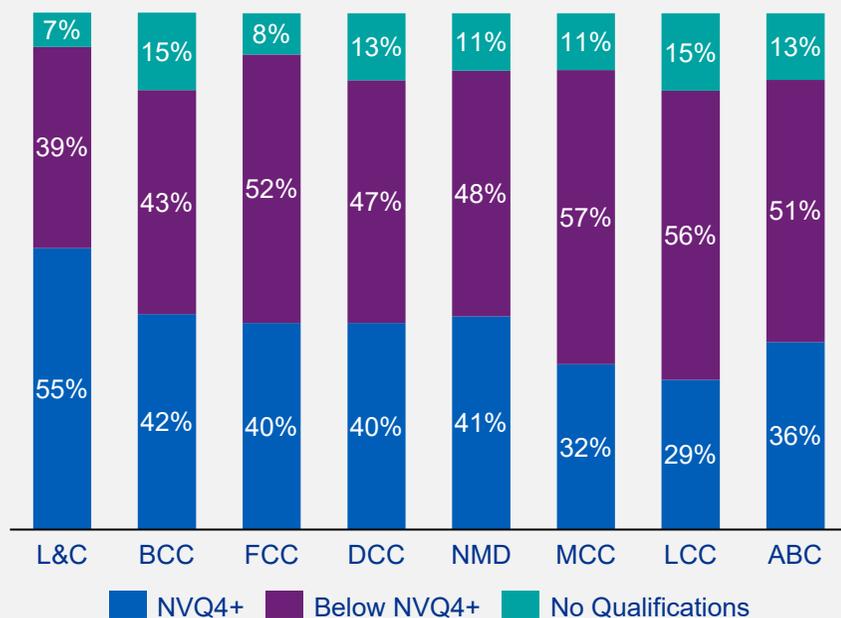


Enablers

Skills (1/2)

While the corridor's workforce is skilled in relative terms, some gaps remain.

Education Attainment by council, (% of 16-64 year olds)



Across the corridor over 89% of the population have some form of qualification with 39% of its population having a qualification above NVQ4. BCC and L&CCC have the highest percentage of population with a qualification above NVQ4. This is a main component for L&CCC having the best skills profile of any council area in NI.

Baseline profile

- The Corridor is home to a range of educational institutions including five university campuses, a technological college and an Institute of Technology. Just over 114,000 students were enrolled in these institutions in the 2020/2021 academic year
- This generates a pipeline of talent for the region's economy, but retention of graduates remains an issue in some geographic areas. Many Northern Ireland students move to other parts of the UK to study and often stay in those cities to live and work after graduating. In 2020/21, 16,620 students from NI studied in England, Scotland or Wales
- The National Strategy for Higher Education (RoI) stated that 5,500 new entrants to higher education were international in 2015, increasing from 3,426 in 2009. In NI, Queen's University Belfast has over 1,700 international students from over 80 countries and a further 2,000 studying at Ulster University. Whilst these numbers have decreased following the travel restrictions around Covid-19, uncertainty around EU Exit will likely increase the popularity of Ireland for international students
- With a growing population there is strong potential for the region' future workforce. Strategic direction now can ensure there is a pipeline of talent for the workforce of the future
- Covid-19 has brought changes to working patterns, including a sharp rise in people working remotely. Enterprise Ireland has plans to develop 600 co-working and incubator spaces in the North-East region. Enterprise Northern Ireland currently manages 28 Local Enterprise Agencies, half of which are in the DBEC corridor, offering collaborative workspaces, hot-desks and meeting rooms. Catalyst and Innovation Factory also provide key support to entrepreneurs and start-up business. These can be a key facilitator for sharing skills between colleagues, collaboration between micro-businesses or hosting training sessions.

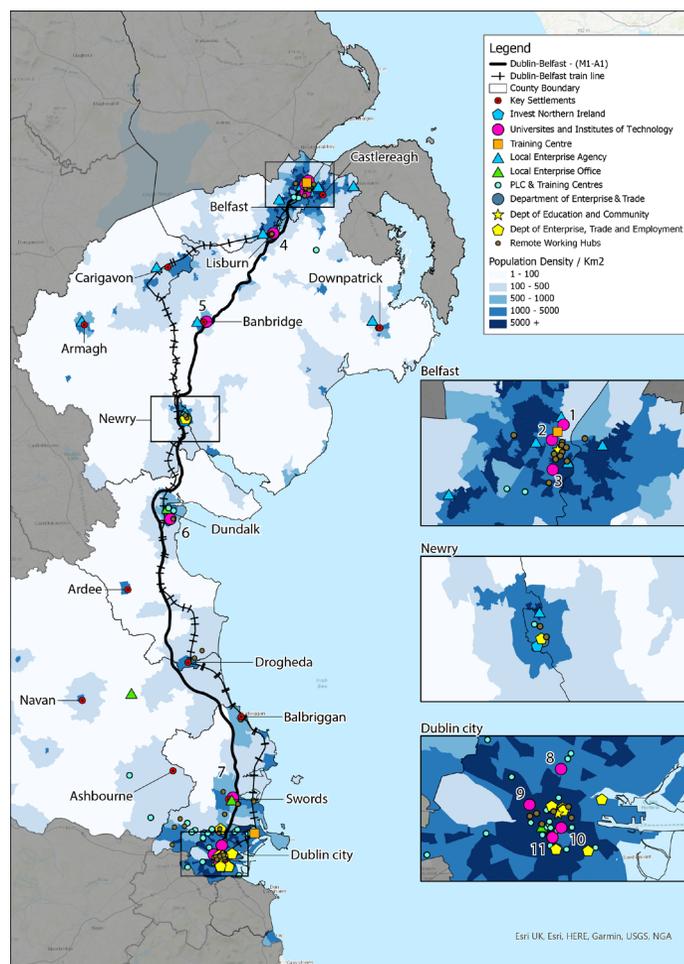
Sources: ONS Workforce Jobs; CSO Labour Force Survey; UUEPC analysis, HEA, Economy NI, Enterprise NI

Enablers

Skills (2/2)

55

DBEC can be the corridor's main skills coordinator and advocate for its talent internationally.



Opportunities for DBEC

- Gaps in key skills are acting as a drag on overall economic growth, in particular in hospitality, construction, and ICT. There is an opportunity for a single entity to contribute to addressing these skill gaps and aligning stakeholders along the corridor (e.g. central government, education providers) around existing policy and aligning future skills needed to growing clusters (e.g. 10X Economy, Belfast Region City Deal, Skills Strategy for NI, Regional Skills Plans).
- Successful learnings from the Regional Skills Fora (RoI) and Labour Market Partnerships (NI) can be shared between the partnership councils
- DBEC can contribute to the development of skills across the corridor by encouraging and facilitating **clear communication between the private sector and education and training providers**, in particular for SMEs, and by co-ordinating training, lobbying central government, and providing funding. This will ensure that resources to upskill the workforce are targeted in areas where there is demand in the labour market
- A **Skills Barometer** can be developed to monitor the changing needs of the labour market, future demand and supply of skills along the corridor
- DBEC could **support employers to develop skills** in their workforce. This could include rolling out mechanisms involving education providers and employers to improve employability prospects and 'soft skills'
- There is marketing potential in **comparing the corridor's favourable university-educated rates vs. European norms**. This would encourage both investment in the corridor and development of clusters.

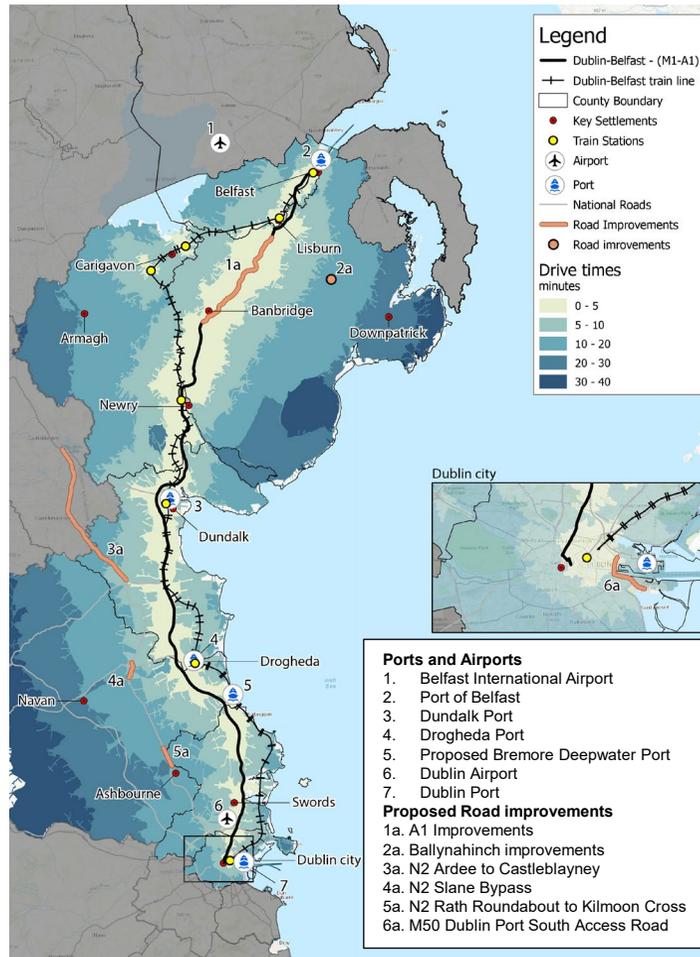
International corridors, such as Greater Phoenix, collect and provide useful regional labour market data to be used by businesses already in the corridor and those looking to invest. DBEC could replicate this function to facilitate information sharing of labour market trends.

Enablers

Infrastructure (1/2)

56

More infrastructure investment is needed to meet population and economic demand.



Sources: CSO, NISRA, NTA Rail Census Report (2019)

Baseline profile

- The corridor is well-connected domestically and internationally, but its spread is narrow. Along the corridor, there are:
 - 3 airports** – Dublin Airport and George Best Belfast City Airport are in the corridor, with Belfast International Airport a short distance away. Whilst passenger numbers fell during Covid travel restrictions, they are expected to return to 2019 levels (handling 41.4 million passengers between them). Plans are in place to expand Dublin airport capacity for both freight and passengers
 - 6 seaports** - About half of Dublin Port's trade is directly with the EU and the other half with the UK, a fall from two-thirds prior to EU Exit
 - 1 railway line** – Enterprise is jointly operated by Iarnród Éireann and Translink, providing 8 trains per day between Dublin and Belfast. In 2019, there were 1.1 million journeys on the line with plans to provide 9 new inter-city trains, increasing services to an hourly frequency
- The corridor has strong **broadband connectivity** north of the border with over 90% of the population having access to superfast broadband in NI. RoI is currently in the process of upgrading its network through the National Broadband Plan to deliver a high-speed broadband network covering 96% of land mass to improve broadband connectivity
- Investment in infrastructure is a priority with £1.6bn p.a. over the next 30 years earmarked under the **NI Investment Strategy** for roads, schools, hospitals, utilities and housing. The Irish government will invest a total of €165bn in infrastructure over the period 2021-30 as part of its **National Development Plan** which combined with the National Planning Framework sets the ambition for a more resilient and sustainable future under the longer-term strategy - Project Ireland 2040
- Housing and energy are two of the bigger strategic issues constraining economic growth facing all councils along the corridor.

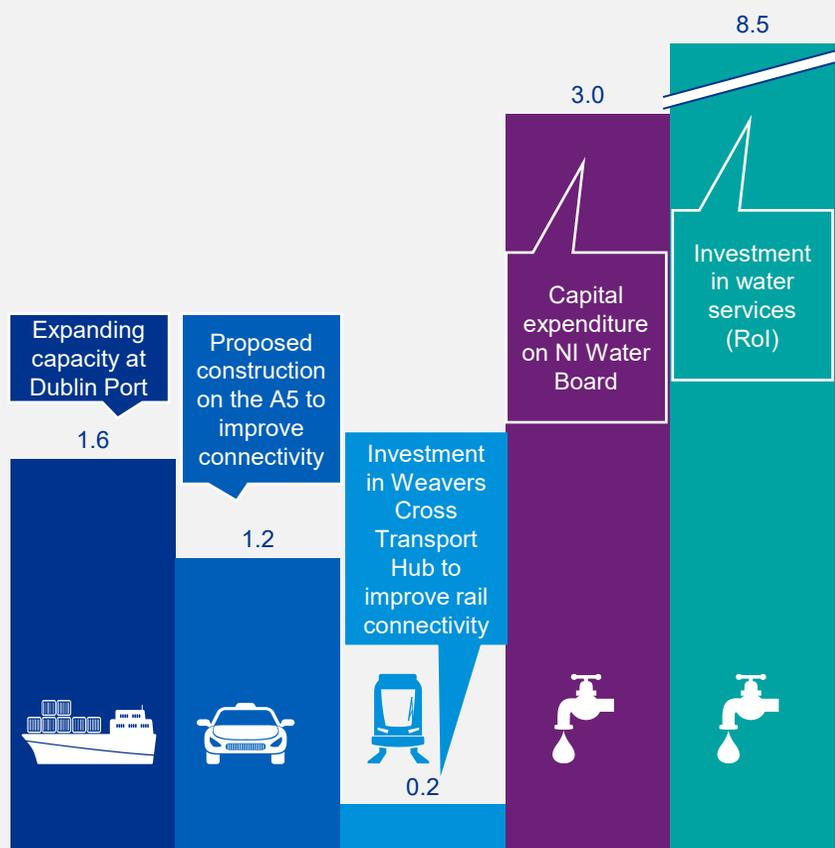
Enablers

Infrastructure (2/2)

57

Investment in infrastructure has been a boon to the corridor, but more is needed to widen the corridor and attract business and tourists to areas in-between Dublin and Belfast.

Planned expenditure on selected infrastructure projects, €bn



Notes: *2017 data the most recent for NI
Sources: DfI, Northern Ireland and TFI, Ireland, National Development Plan, Investment Strategy NI

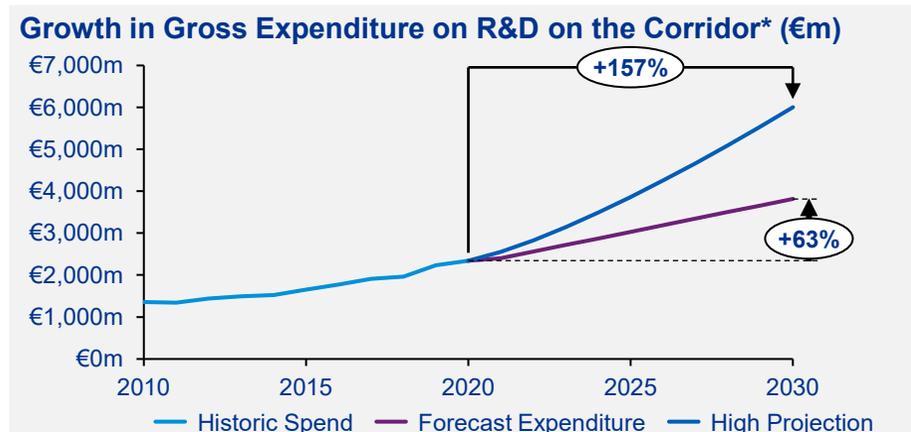
Opportunities for DBEC

- There is an **opportunity for DBEC to advocate for cross-border infrastructure**, to develop initial business cases, and to lobby relevant stakeholders to prioritise investment in infrastructure. DBEC can undertake gap analysis of required export-enabling infrastructure needed to support players with high growth potential in high-tech sectors, infrastructure needed to support growth and opportunities for renewable energy projects, such as the €2bn proposal for Bremore Ireland Port
- Both NI and RoI governments have committed spending for infrastructure and ensuring sustainable development. The **National Development Plan (RoI)** commits €360m for active travel programmes, to deliver 6,000 affordable homes each year, and to complete projects such as investment at Dublin port and replacement of the Dublin Belfast enterprise fleet. The new **Investment Strategy for Northern Ireland** calls out the need for collaboration across public bodies, private organisations and local communities to plan infrastructure developments. At the date of this report the investment strategy is to be confirmed however funding from the previous strategy delivered over 400 projects since 2011, spending £14.9bn on regional infrastructure. BRCD and MSW deal funding is to be put towards projects like Belfast Rapid Transit and Newry Southern Relief Road. DBEC could support the discussion of prioritisation of pipeline projects such as the West Link/Yorkgate Interchange, as well as industrial land and road schemes as part of MSW
- **An All Island Strategic Rail Review** will be completed in 2022 with the aim to “improve sustainable connectivity between the major cities, enhance regional accessibility, support balanced regional development and consider the potential to increase rail freight”. DBEC can be a key stakeholder in the implementation of recommendations from the review. This is currently under consultation and will review how railways are used, how they can evolve and promote sustainable connectivity.

Enablers

Research and development (2/2)

Business expenditure continues to drive R&D investments along the corridor



Opportunities for DBEC

- Academic and industry research is clear that agglomeration benefits arise from R&D spend in specific geographic areas and there is some evidence of spillovers along the corridor, in particular near Dublin
- There is a gap in the corridor’s ecosystem for an entity to work with the R&D community, local authorities, and other public agencies to secure higher levels of FDI and encourage indigenous business growth across the region (e.g. life sciences, advanced manufacturing and ICT). A significant opportunity exists for DBEC to be the voice for R&D investment along the corridor, highlighting particular sector clusters and collaborative opportunities through hosting events, liaising with the IDA/INI, and engaging with SFI and EU bodies on R&D funding opportunities
- Specific areas that DBEC could work with include:
 - The Fintech Corridor, an example entity that is sector-focused
 - Wider roll-out and availability of Smart Cities initiatives, such as Small Business Innovation Research
 - Provision of incubation space by various HE institutions along the Corridor (Alpha in DCU, the RDC in DkIT, etc.), which offers an opportunity for the development of networks and shared programmes and offerings between the centres and their tenants
 - Research centres – some with a sectoral focus such as advanced manufacturing, software development or clinical trials, and others which have a more general application, modelled on accelerator centres in Fingal or Belfast’s Innovation Factory

Overview of R&D Spend

- In 2020, total R&D expenditure in RoI increased to an estimated €4.6bn, while R&D expenditure in NI was £0.9bn. Approximately 67% and 35% of R&D expenditure in RoI and NI respectively was spent along the DBEC corridor. This compares favourably to NI, RoI, and UK totals when adjusted for population, but an uplift of 164% to total spend is required for the corridor to compete with peer countries such as Austria
- Around half of all business expenditure on R&D in NI in 2020 can be attributed to the manufacturing sector (£325.7m, 49%), followed by the services sector (£292.1m, 44%). RoI R&D spend is highest in the services sector (~€2.0bn, 61%), followed by the manufacturing sector (€1.3bn)
- The US-Ireland R&D Partnership is a successful partnership between RoI, NI, and the US, described as “ground-breaking” by the Irish Times. As of December 2021, this programme raised \$140m and funded 73 projects across key sectors including agriculture, health, and engineering.

If the current trends are maintained, R&D expenditure along the DBEC corridor is expected to reach €4.7bn by 2025.

Notes: *DBEC includes R&D from both the Eastern and Midlands Regions and the area of NI covered by the corridor
Sources: CSO, NISRA, DETE, DBEC report (JU/DCU)





Sector Growth

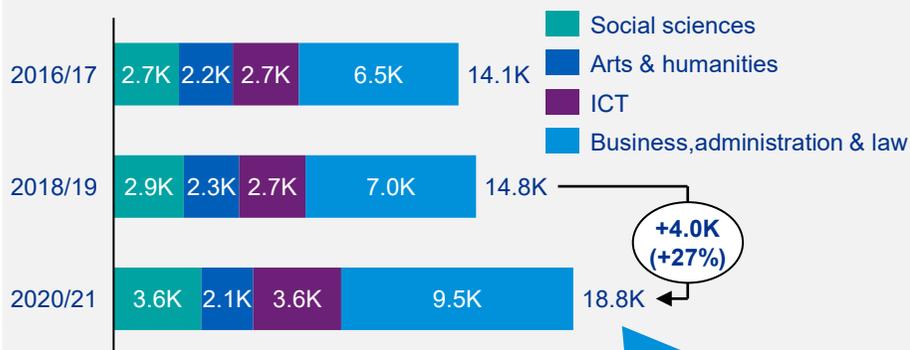
Queens University
- Belfast City Council

Sector growth

Professional Services and ICT

Strong uptake in professional services students will assist with offsetting the skill shortage.

New entrants for higher education for professional services in the corridor, 2016 to 2021



Recent uptick in new entrants is positive for pipeline of graduates in the medium-term

“Lisburn tech company aiming for 300% growth in next year is creating 80 new jobs”
Belfast Telegraph, 06 Jul 2022

“Tech is Ireland’s most productive and highest waged industry, according to CSO data”
Independent, 25 May 2021

“Intel plans to create a further 1,600 jobs with an additional investment of €12bn hailed as a jobs boost for Meath”
Meath Chronicle, 23 Mar 2022

“Belfast listed as the world’s third biggest fintech centre for the future”
Financial Times, 20 Jul 2021

Overview

- The corridor has seen considerable growth in ICT, financial services and professional services over the past decade, with an average 5% growth in employment between 2008 and 2019 across the Island of Ireland and almost half of those jobs located in the corridor
- The region has a strong reputation for professional services with approximately 45% (220,000) of jobs on the island of Ireland based along the corridor
- Growth can be expected to continue in the base case out to 2030, through a combination of FDI, SMEs, and start-ups. Increasingly, technology is permeating other sectors, and the most successful economies will be at the forefront of cross-sector collaboration
- There are opportunities for DBEC to make a contribution to growth in the professional services sector through:
 - Collaborating with entities such as the Fintech Corridor to create a fintech sandbox for the corridor similar to the Arizona's Fintech Sandbox
 - Connecting businesses across the corridor supply chain opportunities
 - Promoting the region to skilled graduates and attracting labour from other areas.

Key players along the corridor include:



Sources: ONS, CSO, NISRA, HEA, Economy NI, KPMG analysis

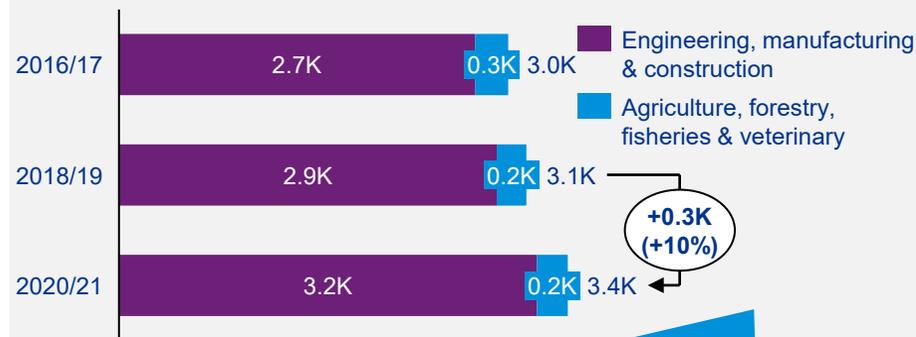


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Advanced agriculture and manufacturing

DBEC can encourage the corridor's existing agriculture and manufacturing clusters.

New entrants for higher education for advanced agriculture and manufacturing in the corridor, 2016 to 2021



The enrolments for higher education for manufacturing and construction courses has increased in 2020/21 however advance agriculture enrolments have remained constant over the past 5 years.

“Local Coke bottler invests £11m (€13m) in Lisburn factory as part of global recycling initiative”

Irish Times, 2 Jul 2021

“Lyons announces £9m project for local aerospace sector in Northern Ireland”

Department for the Economy, 28 June 2022

“The Advanced Manufacturing Technology Centre of Excellence (AMTCE) in Dundalk and Irish Manufacturing Research (IMR) in Mullingar have signed a memorandum of understanding (MOU) to boost the development of a national workforce skilled in advanced manufacturing”

Silicon Republic, 26 Jan 2022

Sources: CSO, NISRA, HEA, Economy NI, KPMG analysis

Overview

- In 2021, the manufacturing sector accounted for ~93,000 jobs along the corridor (9% of DBEC employment). With a strong manufacturing growth outlook, job numbers along the corridor can be expected to grow by 30% by 2030. On a policy level, advanced manufacturing is a key area of focus in particular for the NI councils with Industry 4.0 being a key focus within the City Deal
- The agriculture sector accounts for ~10,100 jobs (2% of DBEC employment) but has seen little growth over the past decade and is forecasted to stay constant between 2021-30. AFBI and Teagasc are key players for agri R&D and knowledge transferring along the corridor
- Advanced agriculture and manufacturing sectors' footprints stretch from the city centres to rural hinterlands and both sectors offer opportunities for further innovation, investment, and jobs growth. Strong agri-food clusters are located in L&CCC, ABC, LCC (with the aquifer attracting multiple MNC) and advanced engineering/aviation clusters located in BCC, L&CCC, ABC and FCC can be further developed to encourage growth
- There is an opportunity for DBEC to take practises from other economic corridors such as promoting the manufacturing sector through undertaking operating cost comparisons with other regions, hosting events showcasing new technologies, promoting the use and access of local supply chains and advocating for infrastructure improvements to improve logistics efficiencies.

Key players along the corridor include:

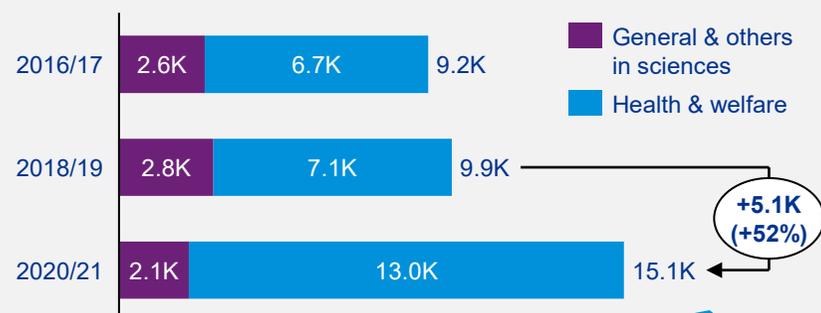


Sector growth

Life Sciences

DBEC can promote cross-border clusters through skills collaboration and promoting R&D.

New entrants for higher education for life sciences in the corridor, 2016 to 2021



There has been a significant increase in the number of new entrants studying health and welfare along the corridor. This increase is mainly from an additional 6,100 students in NI studying subjects allied to medicine in 2021 compared to 2017.

“Dublin set to get a life sciences incubation and acceleration cluster”
 BioPharma Reporter, 10 Nov 2021

“Belfast start-up MedAll has raised \$3.4m in seed funding to develop its training platform for healthcare workers and expand its global reach”
 Digital DNA, 6 Jan 2022

“The Centre for Cancer Research and Cell Biology at Queen’s University Belfast has revolutionised cancer research”
 Invest in Belfast, 8 Jul 2022

Overview

- The life sciences sector has seen rapid growth across the island of Ireland, as the island’s skilled labour force has attracted investment from world-class biotech, pharmaceutical and medical technology companies. The corridor is home to a wide range of businesses operating across these sectors, with employment in the range 8,000-10,000. These world-class biotech, pharmaceutical and MedTech companies provide well paid employment opportunities to highly skilled workers and generate economic spillovers indirectly across their supply chain
- This FDI has resulted in a strong, collaborative cluster of life science companies throughout the corridor that work closely with higher education institutions and research centres sharing best practice and innovative solutions. There are concentrations of pharmaceuticals clusters located in MCC, LCC, FCC, NMD and ABC
- However, there are some gaps in collaboration on a cross-border basis, and there is an opportunity for an entity such as DBEC to coordinate collaboration through its skills and R&D workstreams, through events, research, and advocacy, together with key partners (SFI, UU, DCU, DKIT, QUB and key private sectors companies).

Key players along the corridor include:



Sources: CSO, NISRA, HEA, Economy NI, KPMG analysis

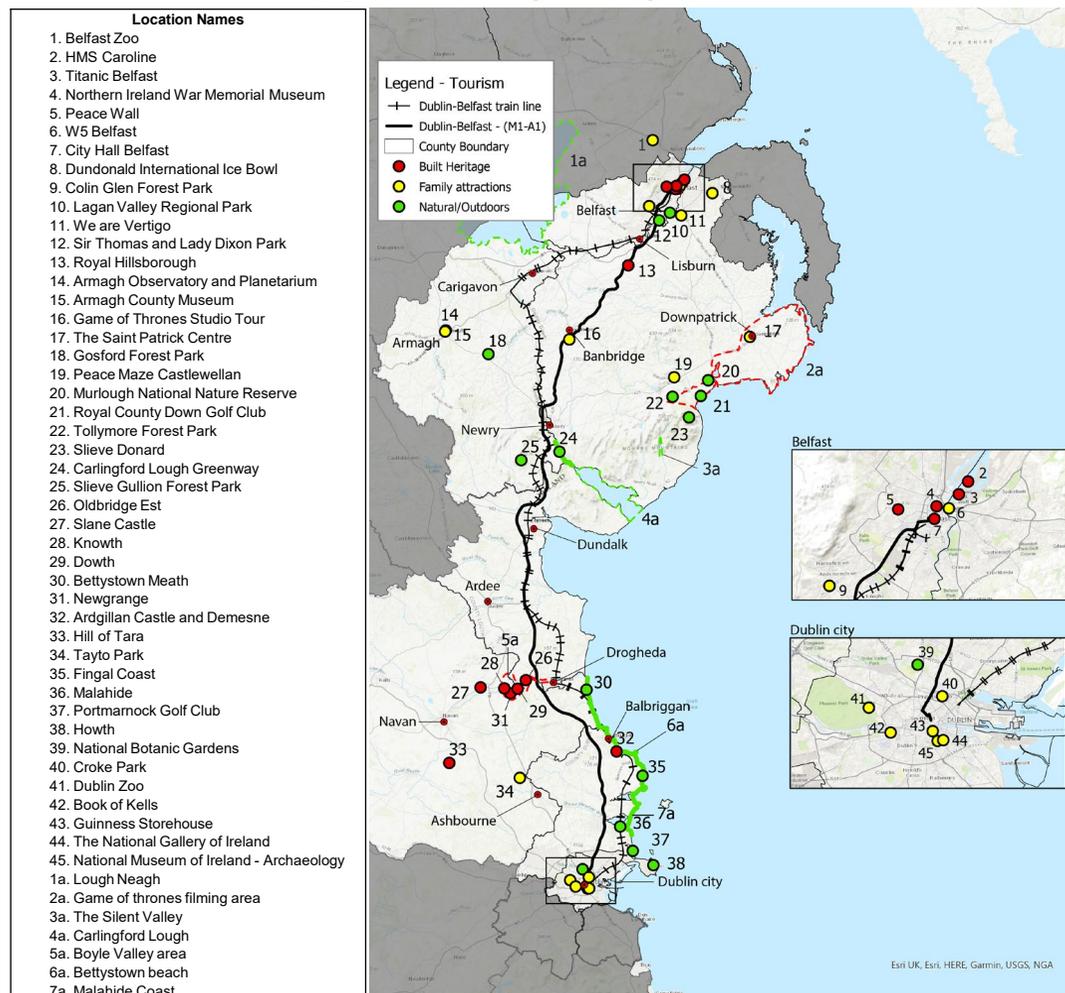


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Sector growth

Tourism (1/2)

DBEC could support filling the gap in skills needed for the tourism industry to thrive.



Tourism Overview

- **Dublin and Belfast attract the greatest number of annual visitors**, as well as the highest average spend per trip. The main reason for people visiting the cities is for city breaks, events, business conferences and food offerings, all of which can attract repeat business
- There are approximately 50,000 jobs in the tourism sector along the corridor. The industry saw a decrease in total employment in 2020 as a result of Covid. Whilst the number employed is starting to recover, there is a **skill shortage** of some key workers as a number of workers have retrained to work in a different sector. This led to long queues at Dublin Airport security in Q1 2022 as demand for travel returned faster than security staff could be trained
- Brexit may also result in additional impacts to the tourism skill shortage in NI with the reduction in EU citizens less like to live and work in NI
- DBEC could support growth along the corridor by providing **training** to upskill people in the tourism industry. **Policies** could also be developed to attract skilled tourism workers to the corridor through adequate housing provision, employment security and long-term career opportunities.

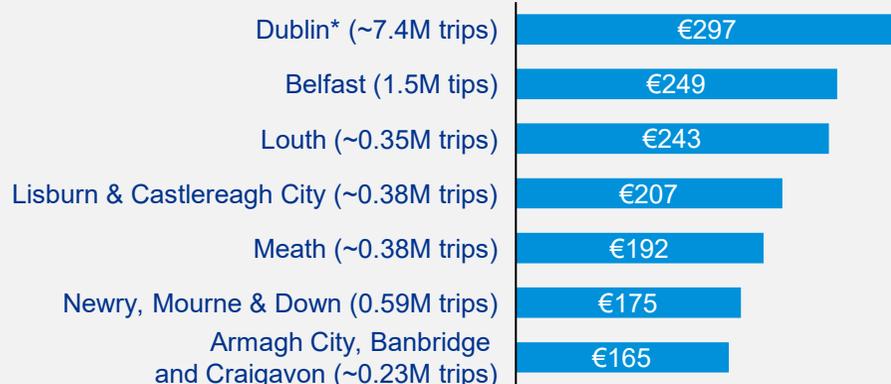
Tourism NI, Failte Ireland and Tourism Ireland collaborate to play a key role in marketing the island of Ireland, supporting the tourism industry and developing tourism. DBEC will not duplicate their work, take away their responsibilities or contradict their aims. DBEC will add value to the existing set-up, focusing specifically on skills needed for the Dublin Belfast corridor.

Sector growth

Tourism (2/2)

Tourist attractions can also improve quality of life for local residents.

Tourism average spend per trip by LGD



Sample of most visited attractions in DBEC (annual visitors '000)



Notes: *Dublin includes the four Council areas in County Dublin, No. of annual trips are pre-Covid
Sources: Data from Fáilte Ireland and Tourism NI

Tourism Overview

- In some Council areas, such as **ABC, LCC, and MCC**, there is an **emphasis on 'niche areas' of tourism**, such as heritage attractions, water-based and other activities, and food trails. However, there is also a lack of high-end hotels outside of the main urban areas
- **Top tourist stops** along the corridor that receive the most visitors include the Guinness Storehouse, Titanic Belfast and Dundonald International Ice Bowl. A new Game of Thrones studio tour has been established in Banbridge. It was estimated that pre-covid 350,000 people visited NI ever year to see the filming locations
- Tourist attractions are also of **interest to local residents** and can attract new people to live, work and socialise in an area
- From Stage 1 consultations, a number of ideas to further develop tourism in the corridor were suggested. DBEC can work with Fáilte Ireland, Tourism NI, Tourism Ireland to attract investors and/or develop these ideas. They include:
 - a) Destination hotels in the corridor
 - b) Advertising the green infrastructure along the corridor
 - c) High-quality waterpark, theme park and regularly opening castles
 - d) Golf course pass card or package tour.

DBEC could promote packages which combine multiple attractions along the corridor, therefore attracting tourists from further afield as they can combine their trip to visit several sites. Suggested itineraries could be produced for different lengths, themes or target audiences.



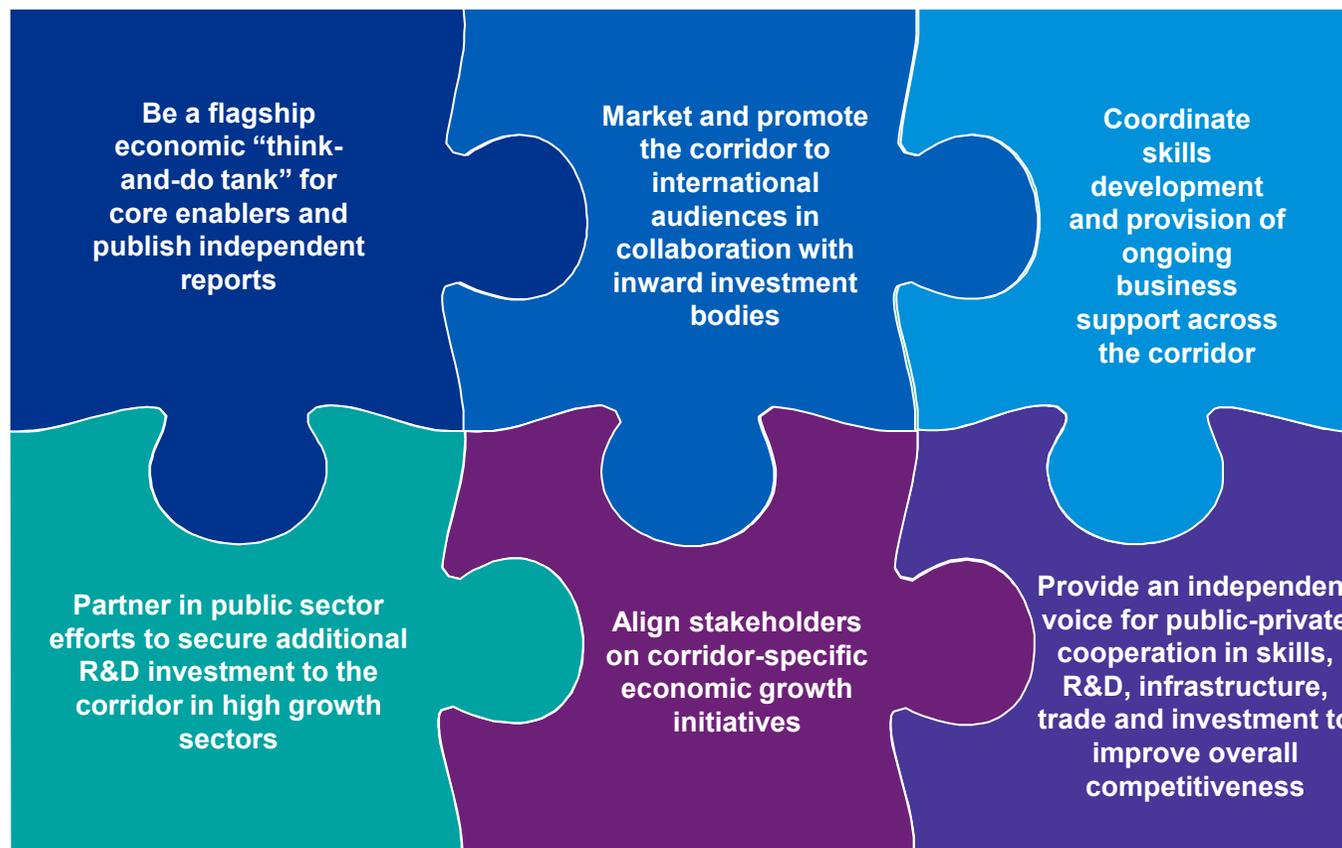
Ways of Working

Hill of Tara – Meath
County Council

Potential role for DBEC

DBEC’s focus will lie beyond what existing bodies are doing on national and regional levels.

Potential key roles for DBEC across the corridor’s economic development ecosystem



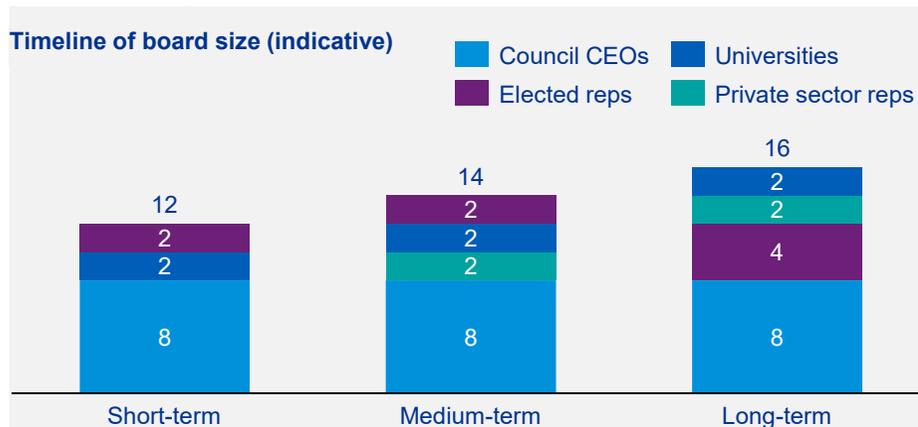
In the context of the key enablers **skills, infrastructure and R&D**, there is opportunity for DBEC to align and collaborate with stakeholders on corridor-specific economic growth initiatives. DBEC can use its independent voice to play a vital role in economic growth and overall competitiveness across the corridor, NI, and RoI.

To deliver successfully, the DBEC partnership will need to work effectively. Success in three core pillars **delivery, governance and resourcing, and communication and marketing** will enhance delivery of actions undertaken.

Ways of working

Governance

DBEC's governance structure will evolve as the partnership becomes established.



Comparators' legal structures

	MOU	Company (Ltd/Unl.)	Non-for-profit	Statutory body
Greater Phoenix Economic Corridor	✓		✓	
Greater Copenhagen	✓	✓		
Research Triangle Regional Partnership	✓		✓	
East Border	✓	✓		
Oxford-Cambridge Arc	✓			
Safefood				✓
Waterways				✓
InterTrade				✓
SEUPB				✓

Sources: KPMG consultations; comparators websites and annual reports

DBEC Ways of working

- In the short-term, **DBEC will be located alongside a member council.** This is to ensure that DBEC has access to and can leverage existing resources and facilities, and can build its network utilising the host council as a base. It can be established with a bottom-up governance structure, largely based on the current structure, comprising of 12 members initially (eight CEOs from the councils, Chair and Vice-Chair of the Political Oversight Committee, and two representatives from the partner universities)
- During the partnership's first 6 months to a year, it is recommended that DBEC remains an **informal partnership model** based on a Memorandum of Understanding, with a view to exploring independent legal status for the Partnership later. While establishing DBEC as an independent entity is a short-term priority, it is not an immediate requirement. Other factors, such as the funding and the entity's home base, also impact on legal structure
- In the medium to long-term, once the partnership is established, it is anticipated that **DBEC's board** will grow. Indicatively, we have suggested that two private sector body representatives are considered for inclusion on the board, meaning that DBEC's board would evolve into a hybrid board model with up to 16 board members. The private sector board members would act as champions for DBEC promoting the partnerships and corridor
- Additionally, DBEC could consider establishing **advisory boards** for key projects. These advisory boards would include representatives of the private sector in the respective thematic area and be similar to the model currently being used by other enterprise development agencies.

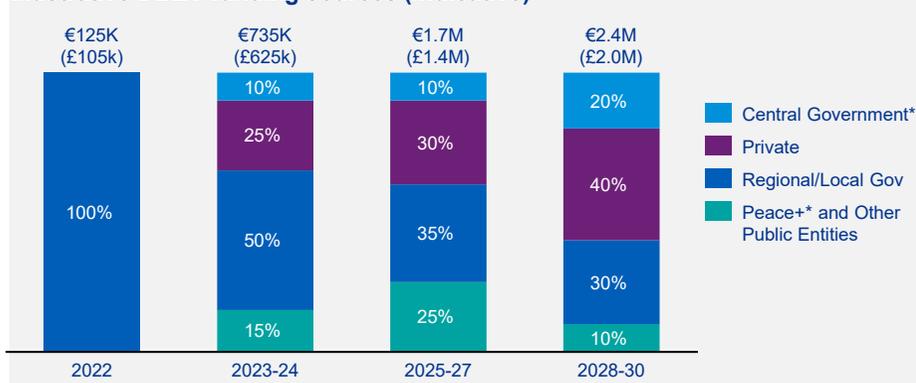
Resourcing

Resourcing will evolve over the forecast period, with more specialisms added year on year.

DBEC partnership resourcing (indicative)



Illustrative DBEC funding sources (indicative)



Notes: Council contributions funding is to be determined on the basis of each council's share of the total population, reviewed every 3 years
Sources: KPMG consultations; comparators websites and annual reports

DBEC Ways of working

- **In the short-term (2022-24)** DBEC partnership's plan is to hire 2 staff initially and potentially a 3rd joining in 2023 with roles covering a Programme Manager, an Partnership Officer and a CEO. Staff are anticipated to be based at a host council to allow DBEC to make full use of the resources at hand. The main focus for the staff will be brand establishment, applying for funding through EU and other sources, organising networking events and setting up advisory groups. Indicative total funding requirements are from €735,000/£625,000 for 2022-24 and will be sourced primarily from regional and local government budgets
- **In the medium-term (2025-27)**, DBEC will have secured its own offices and can appoint research or analytical staff to grow the team to 6 by 2027, dependent on its performance against KPIs. At this point, the key focus will be to provide reports on research and development, skills and labour, and tourism. These reports will provide a strong basis of information for businesses in the corridor, allow for identification of issues or gaps in the market the partnership can assist with and can also be used to attract further FDI. Indicative funding requirements over the medium-term (2025-2027) are from €1.7m/£1.5m (total over 3 years). Funding will come from a mix of public and private sources
- **In the long-term (2028-30)**, subject to performance, DBEC's team could grow to 8 people, with additional hiring of staff focused on research and businesses development, as well as thematic development of infrastructure, trade and investment, and manufacturing, amongst others. Indicative funding requirements over the long-term are from €2.4m/£2.0m (total over 3 years, 2028-2030). Funding from private sources and central government will increase, reducing the proportion coming from regional and local government budgets.

Communication

As the DBEC partnership grows, communication methods will adapt to reach stakeholders.

Developing a communications plan

- 1
 - Identify **target audiences** and stakeholders to create an extensive contact list of entities in the corridor. Audiences may include internal, external, primary, secondary, domestic, and international organisations
 - Establish key metrics for evaluation and targets
- 2
 - **Engage with stakeholders** to establish opportunities, challenge and common themes. Consider international perspective in messaging
 - Identify content leads / authors / spokespersons
 - Narrow down the key issues the content will address and key messages to be communicated
- 3
 - Identify the **relevant channels** for key messages
 - Ensure channel selection is suitable to reach identified target audiences
 - Coordinate announcements with partner organisations
- 4
 - Illustrate **ambition** for the content
 - Develop a brand creative
 - Develop assets e.g. Blog / video / podcast / memes etc.
- 5
 - Develop schedule for **content roll-out**
 - Ensure strong relationships with organisations and stakeholders
 - Undertake an annual stakeholder satisfaction survey to track views and perceptions of DBEC's progress

Communications methods

It is suggested that the DBEC partnership use combinations of:

- Traditional website, print and broadcast platforms
- Blogs, podcasts, video, photography
- Digital advertising, LinkedIn, Twitter and Instagram to bring content to life for a broad range of audiences

Using a mixture of content streams will help ensure the DBEC message reaches the right audience, delivered through the right channels. We suggest the partnership has the following short-term targets:

- Use available databases to create an outreach list of mid-sized companies, private equity or venture capital backed players
- Hire a resource to advocate for the corridor, promote key sectors and to advertise the corridor as a great place to live and work
- Connect local companies and foreign companies with business advisory services.

DBEC and its constituent member councils will need to agree on the type of content to be shared and the balance across councils.



Print media



Podcast



Events



Social Media



Video



Webinar

Marketing (1/4)

DBEC has four audiences to target which would each require a unique marketing approach.

International companies

Target: International companies that are looking to expand their operations through foreign direct investment. This can be achieved through establishing themselves in DBEC either through acquisition or opening a new branch or plant



Local private businesses

Target: Businesses located along the corridor that would benefit from collaborative R&D, greater access to a skilled workforce and infrastructure improvements. Promoting research that is undertaken to these businesses will facilitate and encourage their participation



Public Sector

Target: Public sector entities DBEC will be collaborating with or receiving funding from. DBEC will need to promote the partnerships' activities to help maintain public sector and government support and keep a steady stream of funding opportunities



Skilled workers

Target: Skilled workers located outside the corridor as well as recent graduates can be attracted to join the corridor's workforce. This can be achieved by promoting the quality of life, local attractions and providing information for new residents



What we want to be world renowned for: A major international centre in growth sectors like Professional Services, Advanced Manufacturing, ICT, Life Sciences and Advanced Agriculture

Marketing (2/4)

DBEC can build on existing marketing to promote the corridor to each target group.

Current marketing strategy



KPMG undertook an outside-in review of DBEC's current marketing and communications found that whilst each medium has useful content, the social media platforms could be used more effectively to generate interest and provide timely updates.

DBEC communications used are:

- **Website** has a lot of useful content on the strengths of each council, as well as links to resources, research and reports
- The DBEC Ireland **Twitter account** was used to launch the report and promote meetings happening initially, with the video report being re-tweeted 136 times. However, it has been inactive since March 2021
- The DBEC Ireland **LinkedIn** page was also used to promote the report and early meetings, attracting 255 followers. However, recent updates have been limited and the page is hard to find
- **The DBEC YouTube** channel has videos of several case studies and the first board meeting. However, each appears to have minimal views and new content has not recently been added
- **DBEC printed communications** are recognisable with good branding.



Opportunities for DBEC partnership

▪ Update the website to include:

- A map that provides the boundary of the corridor and lay of the land. This is particularly important for international parties without local knowledge
- Key statistics on the corridor such as economic growth forecasts, demographic information and labour market indices
- Additional information around the partnership's role, vision and objectives
- Contact details or function to enable stakeholders and interested parties to get in touch
- Improve search engine optimisation to increase online reach

▪ Use Twitter to regularly post content on:

- Key events such as trade shows, conferences and workshops happening in the corridor
- Promote companies and core industries

▪ Create a LinkedIn page to:

- Hire talented staff to work for the DBEC partnership
- Promote the work of DBEC to a professional audience

▪ Expand current digital marketing reach by:

- Undertaking targeted marketing campaigns by specific persona
- Attending and presenting at events
- Providing printed content e.g. articles and thought leadership pieces from member councils' Chief Executives.

DBEC partnership is due to hire resource to start in late 2022 and can build on the marketing work undertaken to date.

Marketing (3/4)

DBEC could learn from international corridors who use a range of marketing techniques.



Reach people on their preferred medium

- How**
- Target people on different social media platforms where they spend time
 - Develop materials such as research reports and podcasts (e.g. interviews with businesses, public entities) which can deliver entertaining content to engage with the audience



Use marketing spend effectively

- How**
- Use available council marketing resources where possible. Consider the use of external marketing support to ensure consistency of message in the short term
 - Promote the corridor and partnership at conferences and events to generate branding interest



Promotion and advertising material

- How**
- Invest in appropriate promotional activities such as networking events
 - Cast a wide net to ensure resources and research materials produced by the partnership are getting good coverage



Consistent messaging

- How**
- Set and uphold brand guidelines (colour, theme, format, structure, logo placement)
 - Organise marketing assets, repurpose quality content and keep a consistent marketing schedule to build reputation and recognition of the DBEC brand



Instant delivery of heavy information

- How**
- Create easy to digest visual or audio materials to deliver messages and generate interest
 - Use as summaries to supplement other published content or as stand alone advertising material



Increasing DBEC's material impact

- How**
- Develop impactful content by focusing on the problem statement for the target audience and how DBEC can answer these issues
 - Create effective content by condensing information to a digestible length

ways of working

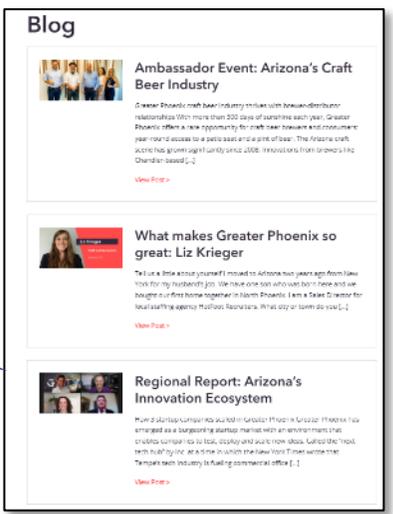
Marketing (4/4)

Examples of marketing from other international corridors shows a range of communication.

Greater Phoenix Economic Council provides an **operational cost comparison**



Greater Phoenix Economic Council has a **blog** of up-to-date news and events in the region



Research Triangle Partnership has a function that **translates its website** into eight different languages



Greater Copenhagen sponsors and presents at conferences such as the H22 City Expo

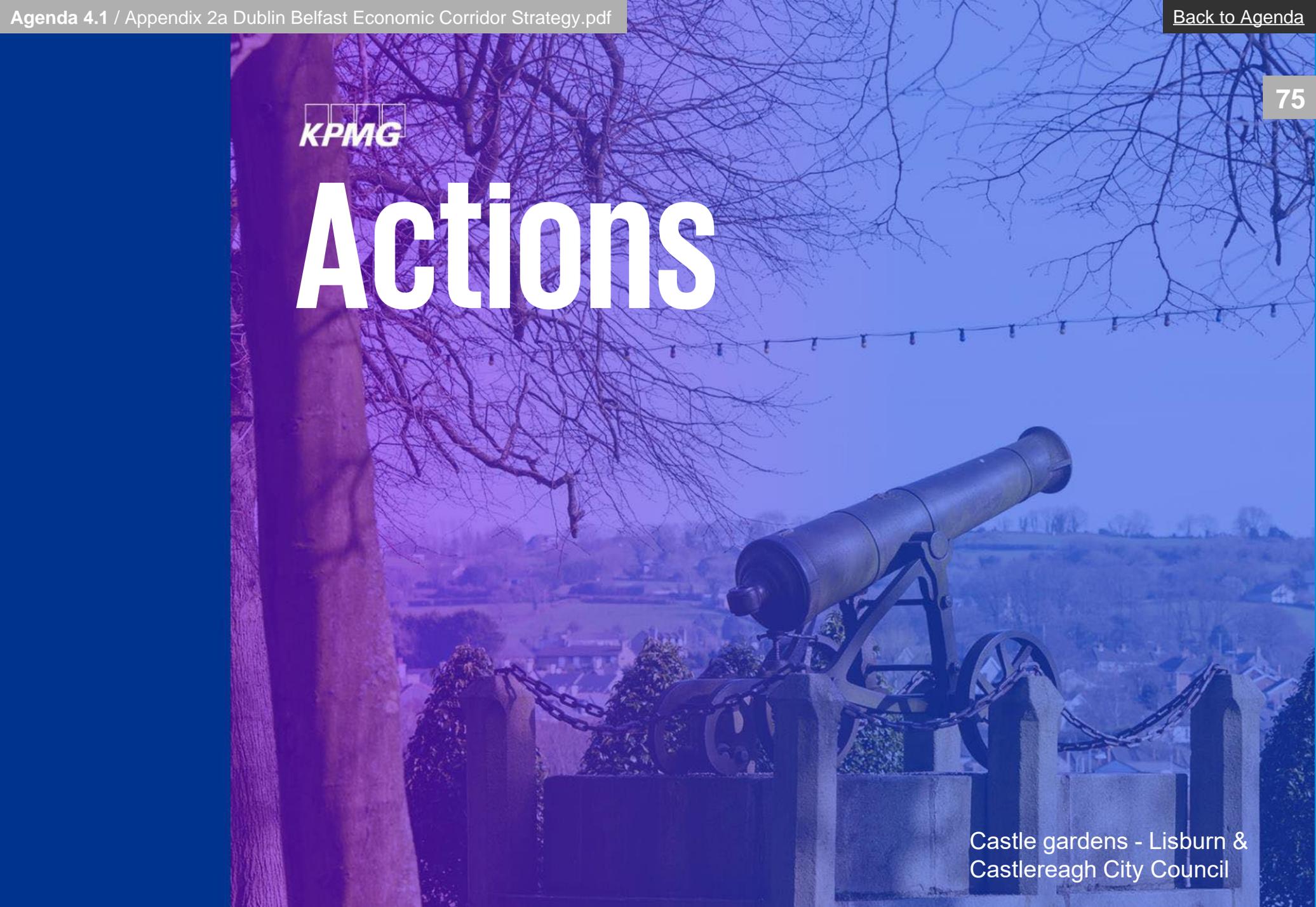
Sources: Greater Phoenix Economic Council





Actions

Castle gardens - Lisburn & Castlereagh City Council



Actions

Skills enabler actions



DBEC can work collaboratively to identify skills gaps and develop interventions to fill them.

Objective: to have a skilled labour force which can meet the demands of the labour market to drive economic growth



Action	Short-term	Medium-term	Long-term
Skills barometer	Develop a DBEC skills barometer . This will monitor the changing needs of the labour market, measure future demand and supply of skills, and benchmark existing attainment levels	Develop a skills policy and strategy . Consider existing skills strategies and enterprise plans for overlap and ideas, such as the Dublin Regional Skills Forum and Enterprise Plan. Use these examples to develop a clear process for identifying and tracking relevant skills shortages to continually monitor the changing needs of the labour market	
Skills development	Identify the barriers to skills development , such as funding, residency requirements or unclear career progression	Develop the skills needed to support the labour market based on a coherent plan for developing skills along the corridor, attracting skilled labour and retaining graduates. Actions could include developing centres of excellence for specific training, hosting workshops and supporting knowledge sharing and capability building programmes. Investigate opportunities to deliver training through associated bodies, bring in best practice examples and develop pilots to test innovative training processes	

Collaborating with DfE, HEA, InvestNI, Intertradelreland, SRC, Labour Market Partnerships, Skillnet, ESRI and IBEC, as well as universities DCU and UU

These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG’s work to inform the DBEC Action Plan

Actions

Infrastructure enabler actions



DBEC can support the identification of infrastructure needs and coordinate a targeted response to resolve them.

Objective: Advocate for cross-border infrastructure needed to create a well-connected, high-quality of life corridor.

Action	Short-term	Medium-term	Long-term
Development gaps	Begin the exercise of identifying infrastructure gaps . Appoint qualified team to lead the review	Map assets with development potential to gain a greater understanding of infrastructure needed to unlock the land, i.e. planning processes, water and sewerage services. This will cover a broad range of areas, including expansion of coastal pathways, investment to accommodate electric and autonomous vehicles, and active transport modes	Conduct transport modelling and analysis to inform options development, priorities and infrastructure needs assessment. This would support integration with existing proposals, green infrastructure and long-term plans
Business cases	Review available internal supports from within councils that DBEC could draw on and learn from to help develop the capacity to create business cases	Lead the development of infrastructure business cases to inform wider strategic decision-making amongst policymakers	Collaborating with Department of Transport (RoI), Department for Infrastructure (NI)
Amenities	Begin understanding improvements to infrastructure amenities needed to generate high-quality of life	Conduct a scoping of opportunities for innovation hubs, development of shared office spaces, and branded offerings. Identify amenities needed to promote the region to local, national and international audiences, encouraging inward investment and returning entrepreneurs	

These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG’s work to inform the DBEC Action Plan

Actions

R&D enabler actions



DBEC can coordinate R&D efforts along the corridor to increase potential reach.

Objective: Support and collaborate with organisations along the corridor to succeed in conducting R&D



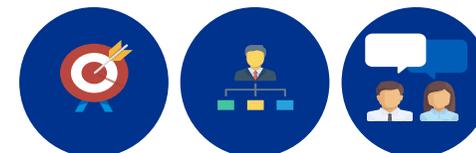
Action	Short-term	Medium-term	Long-term
Network	Create an outreach list of high potential innovative SMEs in priority sectors based along the corridor; engage with senior Executives about DBEC's role in promoting the corridor and wider R&D opportunities	Pioneer regular trade events to showcase relevant technology, promoting companies identified and inviting others as relevant attendees. Coordinate cross-border opportunities for R&D, shared funding applications, and encourage collaboration between businesses and public organisations	
Circular economy	Conduct a Circular Economy feasibility assessment for the corridor. Consider whether current solutions being considered by Dublin and Belfast could be expanded to other areas in the corridor	Investigate the feasibility for waste infrastructure projects which could support concepts associated with upcycling, waste segregation and eco-friendly treatments	

Collaborating with: IDA, INI, SFI, US Ireland R&D Partnership, Innovate UK, UKRI. Use of Shared Island funds

These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG's work to inform the DBEC Action Plan

Actions

Ways of working actions



Early momentum is needed to embed effective working patterns.

Objective: Ensure DBEC has the resources and direction needed to effectively deliver on its ambition

Action	Short-term	Medium-term	Long-term
Delivery	Implement a collaboration agreement for all local authorities to agree to. Arrange a programme of activities for the first year	Organise presentations for councils to share initiatives with other council officers and elected members to explore expansion of successful initiatives along the corridor	
Resources and Governance	Appoint a Programme Manager and Partnership Officer to lead the DBEC partnership team	Build capability of the team. This could include visits with other economic corridors to learn from their experience. When needed, hire additional personnel to lead on research activities and funding applications	
	Identify current and potential future opportunities for funding . Initially, these could include Shared Island Fund, PEACE PLUS, Levelling Up, Shared Prosperity, Intertrade Ireland and Local Authority Development Funding		Coordinate and, where appropriate, apply directly for funding from different sources. Deliver strong applications which promote the ambition of DBEC and secure the required funds to deliver on identified actions
Marketing and Communications	Develop a coherent marketing and communications strategy with a clear editorial line. Initially, this could include a document setting out the benefits of the corridor, dedicated communication channels and consideration of comparator corridors to learn lessons from		Promote the corridor as a great place to live and work using a range of communication channels to deliver a consistent message. This should include international promotion of the corridors' aspirations at events such as MIPIM Property Event and Dublin Tech Summit Securing a position on relevant international regional/city growth boards for pilot initiatives e.g. AAM

These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG's work to inform the DBEC Action Plan

Actions

Shorter term priorities

80

Immediate actions undertaken in the first 6 months will launch DBEC and generate momentum for the partnership.

Skills	<p>Develop a DBEC skills barometer. This will monitor the changing needs of the labour market, measure demand and supply of skills and benchmark existing attainment levels.</p> <p>Identify the barriers to skills development, such as funding, residency requirements or unclear career progression.</p>
Infrastructure	<p>Begin the exercise of identifying infrastructure gaps. Appoint qualified team to lead the review.</p> <p>Begin understanding improvements to infrastructure amenities needed to generate high-quality of life.</p>
R&D	<p>Use available databases to create an outreach list of small and mid-market companies, private equity or venture capital backed companies to build understanding of the global supply chain and identify the role DBEC could play within it.</p> <p>Conduct a Circular Economy feasibility assessment for the corridor. Consider whether current solutions being considered by Dublin and Belfast could be expanded to other areas in the corridor.</p>
Ways of working	<p>Implement a collaboration agreement for all local authorities to agree to. Arrange a programme of activities for the first year.</p> <p>Appoint a Programme Manager and an Partnership Officer to lead the DBEC partnership team.</p> <p>Identify current and potential future opportunities for funding. Initially, these could include Shared Island Fund, PEACE+, Levelling Up, Shared Prosperity, Intertrade Ireland and Local Authority Development Funding.</p> <p>Develop a coherent marketing and communications strategy with a clear editorial line. Initially, this could include a document setting out the benefits of the corridor, dedicated communication channels and consideration of comparator corridors for lessons learned.</p>

These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG's work to inform the DBEC Action Plan



Appendix 1 – SWOT Analysis

Dundalk Railway Station
- Louth County Council

Delivery of DBEC objectives

Whilst DBEC will be operating in a complicated environment, there are clear opportunities to be realised from a collaborative partnership.

Strengths

S

- **Strong presence of multinational companies** and a variety of businesses provides opportunities for international skills development. Currently, across the corridor 86% of the population have some form of qualification and there are several higher education institutions educating over 100,000 graduates per annum
- **High coverage of full fibre broadband** in NI, with over 90% of the population having access to superfast broadband and good access in RoI. Continued investment in Project Stratus and National Broadband Plan is likely to improve connectivity in some areas
- **Positive economic outlook** for RoI and NI in the short-term with forecasts anticipating growth of 3-5% up to 2023 will support investment in R&D. Collaborative cross-border working and high levels of cross-border trade are already taking place (€6.2m or £5.2m in 2021), joint funds and shared political will can drive improvements in R&D.

Weaknesses

W

- Throughout the corridor there is currently a **shortage of workers** for a wide range of different skills from tourism/hospitality, manufacturing, construction to professional services
- Across both NI and RoI there is a **shortage of housing** contributing to high rent prices and housing prices. This could result in the corridor being a less attractive place to live and less appealing for skilled workers. The cost of living over the past year has dramatically increased due to higher energy and rental price. If the cost of living further increases it is likely to result in an increase in wages and the corridor becoming less competitive
- A number of business within the corridor have been set the challenge of **reducing or offset their carbon emissions**. Ireland is exposed to **shifts in international investment appetite** as an FDI-led export growth model; there is a lower ability to rely on tax competition in light of OECD/EU tax reforms. These pose a challenge for some business to access the funding need to undertake R&D.

Opportunities

O

- **Local Authority employees are skilled in cooperating effectively**. Existing cooperation amongst local authorities along the Corridor is strong, with several joint initiatives in place (e.g. East Border Region)
- **Rail reform and the All Island Strategic Rail review** aim to improve accessibility and services by rail between Dublin and Belfast. Targets set by Irish Government and NI Executive create investment and growth opportunities in **green technology and hydrogen**, including opportunities for advanced air mobility. These could both present significant shifts in infrastructure development along the corridor. Many businesses are embracing a hybrid working model and increasing popularity for remote working hubs
- **US-Ireland Research and Development Partnership** has established a ground-breaking alliance between RoI, NI & USA. Since 2006, they have collaborated on 73 R&D projects valued at £99.4m (€117.7m). Additionally, RoI R&D tax credit allows a 25% tax credit for qualifying expenditure in addition to a 12.5% tax deduction for the R&D.

Threats

T

- Continued **buy-in from stakeholders** on the corridor is vital for DBEC's success. A fall in backing for the Partnership could hinder the entity's contribution to economic growth. Support is dependent on hiring the right team with the right skills to take the DBEC partnership forward
- Both sides of the border it has been reported that property developers have faced delays or needed to stop developments due to **water supply issues**. Additionally, there are pressures on the energy supply across the corridor from households, commercial, and industrial sectors
- **International competition for private sector investment** is already high, and can be expected to increase throughout the 2020s as more emerging economies compete with established economies. This could place pressure on funding available for R&D. Ireland and the UK rank poorly compared to peers in terms of spend on R&D. Baseline spend on the Corridor is estimated to be ~£2.3 billion. Out to 2030, R&D spend is projected to increase in line with Irish Government and NI Executive policy.

Advanced agriculture and manufacturing - sector

The sector is well-established but offers opportunities for further growth and investment.

Strengths

S

- There is a **strong skills base in manufacturing and agriculture in the core corridor**. The corridor has an established brand for these sectors which can be built on and marketed to further generate trust
- **Good infrastructure** is in place to support advanced agriculture learning at universities in the corridor. Marts in Louth and Armagh provide a transparent method of selling and guaranteeing payment for livestock, as well as other diversified services
- The **manufacturing sector contributed 49% (£326m) of NI R&D spend in 2020**, demonstrating a strong contribution. Firms such as Devenish are leaders in R&D, employing over 750 people globally and leading pioneering research from their Northern Ireland headquarters.

Weaknesses

W

- Differences in **arrangements for intellectual property and technology transfer** management increase the difficulty of sharing skills and building on experience
- **Misalignment of the two governments infrastructure development plans** could lead to inefficiencies to the All Island transport network impacting the advanced agriculture and manufacturing sector
- **Research and development does not have sufficient funding** along the whole corridor. Resources are focussed around Dublin and Belfast, leaving gaps in the core corridor where projects could add significant value. Making better use of cross-border opportunities and skills could attract more high-value FDI to the region.

Opportunities

O

- **Skills can be developed outside of university learning**. The corridor has potential for offering apprenticeships which focus on skills, industries and learning on the job as an alternative for higher education.
- The corridor has two well-established **council-led brands** in the advanced agriculture sector – Food Heartland and Boyne Valley Flavours. This can be marketed to increase their international presence.
- R&D has driven the emergence of **“Industry 4.0” to increase operational efficiency** through rapid adoption of automation techniques, artificial intelligence and internet of things. Enhancing this revolution offers opportunities for both advanced manufacturing and agriculture to grow in DBEC.

Threats

T

- The corridor **lacks immigration of workers with appropriate skills** and is seeing outwards migration of skilled workers. There has been low uptake of apprenticeships to develop the necessary skills to support growth in the manufacturing and agricultural sectors.
- There is tough **competition for funding** of infrastructure projects. Without a visible and credible commitment to achieving the 2030 and 2050 emission reduction targets, there will continue to be a cautiousness from investors to commit funding.
- **Research and development is competing for funding** across other sectors and locations. There is capability along corridor but a lack of investment to support innovation.

Life sciences-sector

The island ranks poorly compared to peers on R&D spend but DBEC ranks better. Cross border R&D investment is likely to rise and DBEC can highlight the region's value.

Strengths

S

- The corridor has a steady **pipeline of expected graduates** in the corridor studying life sciences. An estimated 15,000 students began studying at universities located in the region subjects related to life sciences in 2020/21
- A number of **large life sciences companies along the corridor provide a range of contract manufacturing services to start-ups and global companies** that lack the infrastructure to produce the produces themselves
- R&D in life sciences in the corridor has a successful **history of attracting investment**. Examples include WuXi Biologics which invested €325m in a new facility in Dundalk, creating 400 job opportunities and aiming to be one of the world's largest facilities using single-use bioreactor technology.

Weaknesses

W

- Due to the high demand for skilled workers **attracting and retaining talent is one of the main challenges** facing the life sciences sector. This however can be offset by the upcoming pipeline of graduates though they will require in job training
- Infrastructure to support the **pharmaceuticals industry is concentrated** around Dublin, with some smaller clusters in Newry, Dundalk and Belfast. In other counties, a single pharmaceutical company may dominate the area. Whilst these clusters are growing, their limited number presents a weakness for the corridor
- Historically **Northern Ireland has had a low expenditure in R&D** per inhabitant compared to a number of peer countries in Europe. This will need to be improved on.

Opportunities

O

- DBEC has an opportunity to **draw on existing, well-established companies** based in the corridor to develop skills in both life sciences and supporting professions through placements, apprenticeships and job-based learning. One example is the Almac Group which employs 6,000 people globally and has its global headquarters in Craigavon and EU Headquarters in Dundalk
- Commitments from specialised firms in the industry to **invest in facilities** in the corridor will develop confidence, create jobs and drive economic growth in the region. One example is WuXi Biologics which has committed €325m in a new biopharmaceutical contract manufacturing facility in Dundalk
- DBEC can assist with the development of research centres that focus on clinical trials perhaps modelled on accelerator centres in Fingal or Belfast's Innovation Factory.

Threats

T

- Competing economies for skilled workers in life sciences may not face the same **cost of living challenges** as Ireland, such as in the Netherlands. As the cost of living in remote communities increases, skilled workers may be attracted to migrate to other regions. As industries such as pharmaceuticals grow, the higher demand for housing from workers may further contribute to increasing costs
- **Continued investment in Dublin infrastructure** may take funding and resource away from other areas along the corridor. Whilst the benefits likely expand beyond Dublin, a lack of targeted investment in infrastructure along the corridor risks a divergence in service offering
- **Other clusters for R&D in Life Sciences exist** in Ireland, for example in Galway. DBEC could learn from their experiences but will need to develop its own area of expertise to avoid competing with well-established research centres for resource, funding or publications.

Source: <https://www.wuxibiologics.com/dundalk-ireland/>.

Professional services and ICT - sector

While the region is skilled and graduate throughput strong, re-skilling is needed post-pandemic. There are gaps in skills coordination on the corridor, which DBEC could lead.

Strengths

S

- Universities in the corridor are expecting to provide a steady **pipeline of ICT graduates**. An estimated 18.8 thousand students enrolled in courses related to professional services and ICT in the corridor in 2020/21, almost 20% of these in ICT. The workforce is highly educated, predominantly has English as first language
- **The corridor has reliable broadband connections** in cities, allowing for remote working and online collaboration between different locations. The M1 Payments Corridor is developing as an internationally recognised e-commerce, fintech and payments hub. FinTech Corridor has also assisted SMEs in the financial and technology sectors
- **R&D has mostly been in the ICT industry** with a number of ICT research centres located along the corridor (e.g. Adapt Centre, Lero, Insight, Digital ICT, BT Ireland Innovation Centre).

Weaknesses

W

- Throughout the corridor there is currently a **shortage of workers** for a wide range of different skills in the professional services and ICT sectors
- **The core corridor lacks luxury hotels**. The absence of 4 or 5* hotels prevents locations being able to host large conferences, attract some types of tourist and encourage business travellers. It may also detract from foreign investment who rely on certain services to be able to conduct business
- Applications for **R&D incentive in Ireland have been reported as being too complicated for small and medium business** due to them having the lack of resources to engage professional advice to prepare the appropriate documentation stipulated by Revenue.

Opportunities

O

- NI and RoI have set targets to **increase renewable energy output**; the corridor has the skills needed and is well-placed to grow its advisory and other technical services on offer
- **Conference facilities** are well-established in Dublin and Belfast but vary along the core corridor. Developing high-quality facilities would provide opportunities to host and market events, attract investment and bring more people to the area. Additionally, investment in **remote working hubs** (currently 600 planned from EI) will allow for much greater mobility of labour around the island of Ireland as people are less longer fixed to specific locations. Over 80% of workers on the island (that can work remotely) have stated that they would like to continue to do so at least some of the time
- **Coordinate existing research centres** for pan-corridor use (e.g. City Deal Regional Innovation Hubs, Fingal's accelerator centre, US-Ireland Research, and shared island).

Threats

T

- **Historic out-migration from NI has been abating in recent years but remains a challenge** with 25% of NI domiciled students studying in Scotland, England and Wales. A large portion of these students remain aboard after graduating. Anecdotal evidence of emigration of young skilled professional in Dublin due to rental pressures
- **Climate reductions targets are a large risk to the ICT sector** with the need to reduce their electrical consumption. This also means that based off the current infrastructure and emission targets reductions are to be met there is limited growth of data centres in the ICT sector
- **Tax credits on R&D is becoming increasingly competitive internationally** with many other counties offer incentives to attract FDI and encourage R&D.

Tourism - sector

Most tourism spend is currently focussed around Dublin and Belfast. Developing skills, infrastructure and attracting investment along the corridor is key to sharing the growth.

Strengths

S

- The **population of the corridor is highly skilled** with several universities and higher education facilities located along it, providing a vast pool of people to recruit from and train in specialist areas
- **The corridor has good international transport links** through Dublin and Belfast airports. This makes the region attractive for city breaks - Dublin and Belfast both have a strong tourism offer, recognisable internationally, having over 7.4M and 1.5M visitors a year respectively (Pre-Covid)
- Promotion of the corridor could **attract investment** from Fáilte Ireland, with potential for Shared Island funding. Investment in Banbridge has developed a Game of Thrones studio tour. It was estimated that pre-covid 350,000 people visited NI ever year to see GoT filming location.

Weaknesses

W

- **Lack of skilled staff** is a major risk for the tourism sector. Career changes and emigration post-pandemic have acted as a dampener on growth during the recovery phase, with key skilled roles struggling to attract workers
- **Key tourist attractions are located in Dublin or Belfast**, such as the Guinness Storehouse, Dublin Zoo and Titanic. Other attractions along the corridor have fewer visitor numbers and need support to increase footfall
- The region will need to **promote individual characteristics** to attract investment specifically to the area. This will rely on targeted marketing, providing reasons for investment in DBEC over other regions.

Opportunities

O

- **Marketing skills could be used to enhance the branding** by advertising domestic tourism to the corridor as a unique offer. Domestic tourism grew during Covid due to restrictions on overseas travel. Maintaining this momentum through effective advertising would smooth the corridor's tourism demand
- Increasing the **accommodation stock outside of Dublin and Belfast** will encourage tourists to increase dwell time. There is a need for destination hotels in the corridor, castles currently only hosting weddings could be opened for viewings/tours, and an international quality outdoor waterpark or theme park would boost visitor numbers
- **Development of e-charging is needed** to support the shift to EVS and meet demand for e-charging points in the medium-term, potentially at key attractions.

Threats

T

- **Shortage of staff in key tourism roles** is creating delays, cancellations and disruption to holidays. Examples include a shortage of airport security, baggage handling and ground staff. Poor management and publicity of incidents may discourage tourists.
- **Most tourism infrastructure is located in Dublin or Belfast**, including hotels, key attractions and transport hubs. Failure to invest and support the development of other areas along the corridor core risks limiting the growth the region can achieve.
- **Covid uncertainty threatens long-term investment.** Covid has been very turbulent for a number of sectors with the tourism/hospitality seeing the worst of it. The changing restrictions are making it extremely difficult to forward plan and reinvest. Tourism Ireland's consumer research shows that comfort with taking holidays continues to increase in European markets and has stabilised in the US. The desire to travel is evident, but uncertainty sees travel plans shifting.



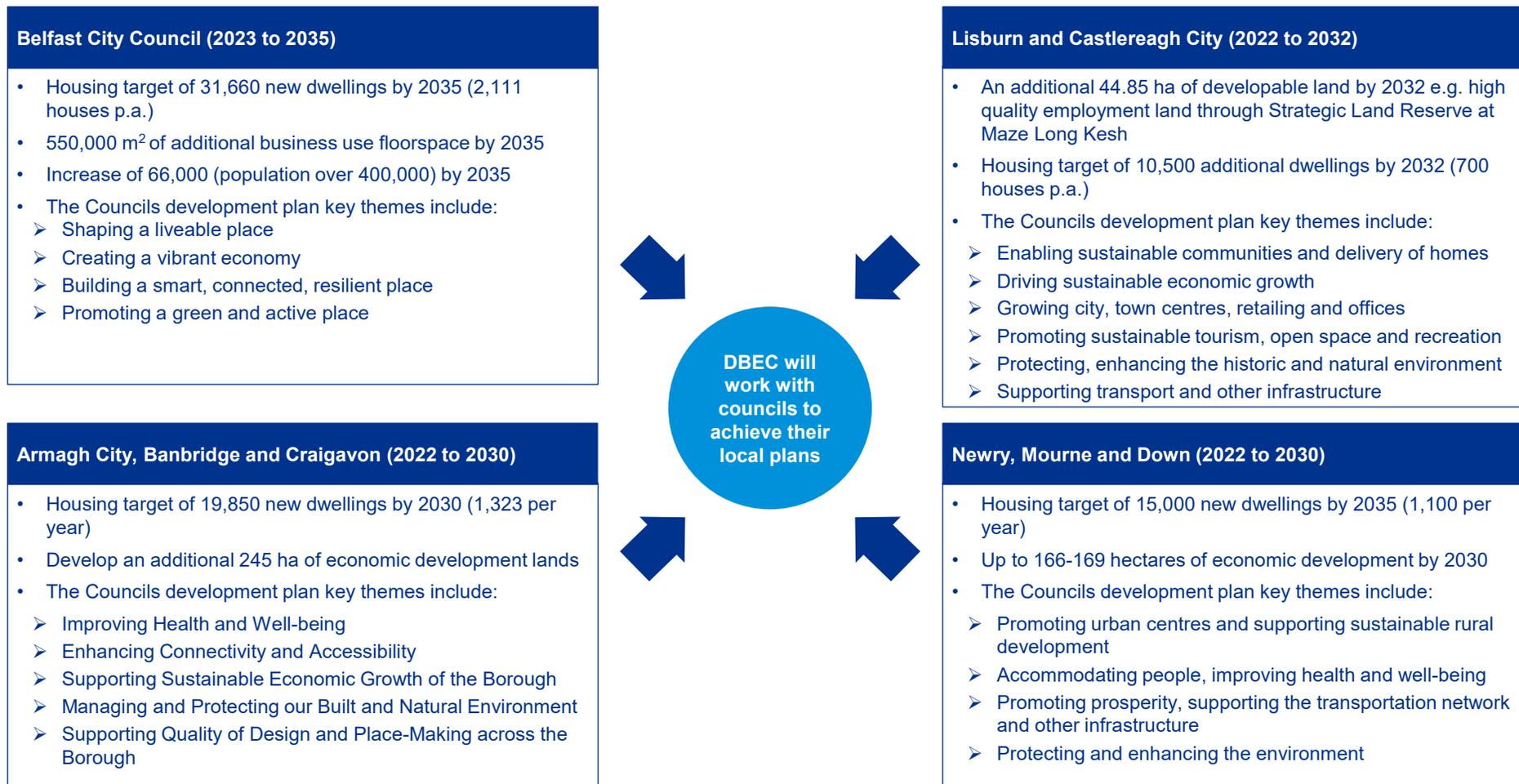
Appendix 2 – Comparative Analysis

Castle Ward – Newry, Mourne
& Down District Council

Appendix: Comparative Analysis

NI councils' development plans

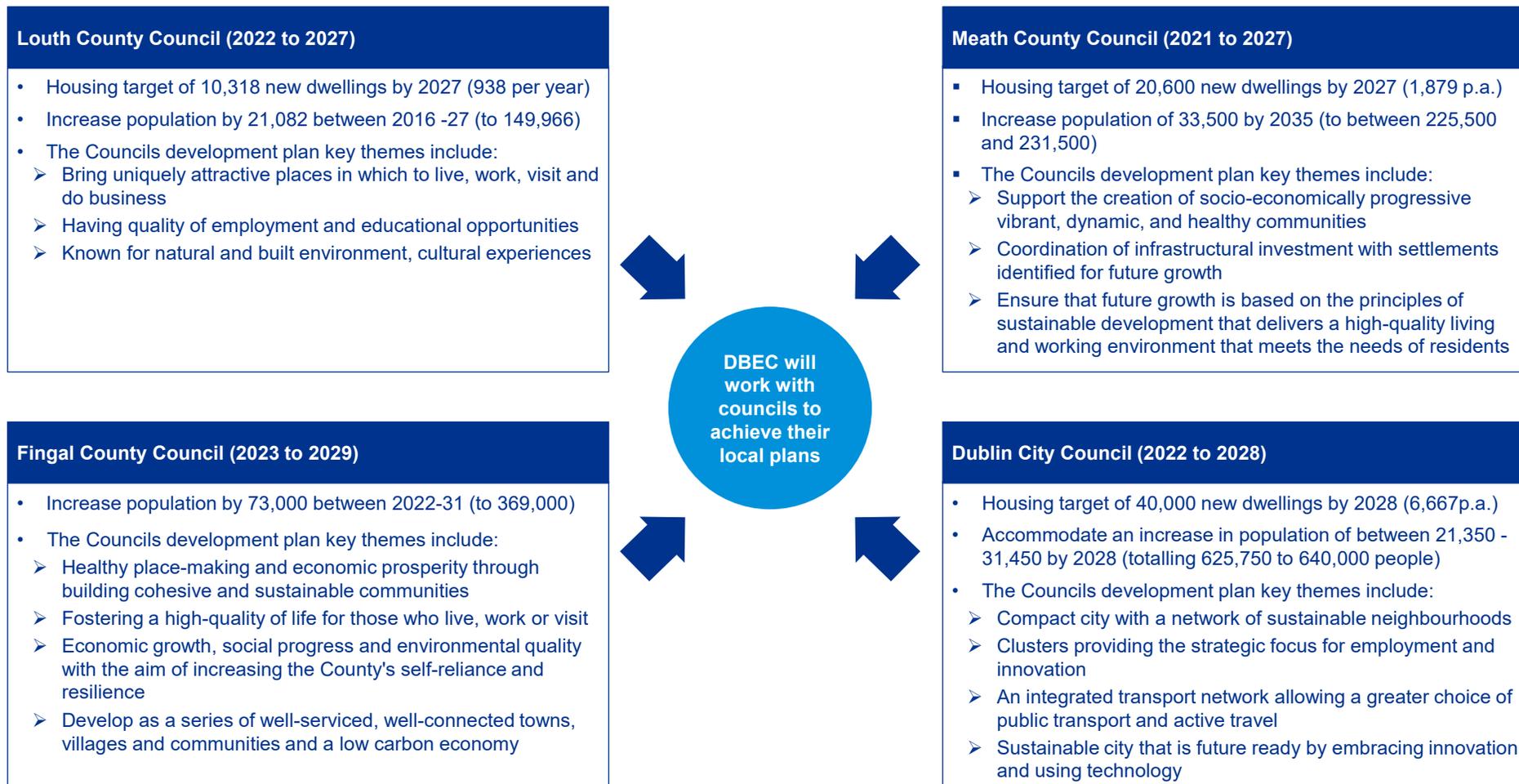
Key themes arising from NI Council plans are sustainable growth and connectivity.



Appendix: Comparative Analysis

Rol councils' development plans

Key themes arising from Rol Council plans are improving infrastructure and quality of life.



Appendix: Comparative analysis

Case Study: Oresund/Greater Copenhagen (GC)

GC	
Population	4.4 million
Location	
GVA	€144bn (£120bn)
Geographic distance end-end	440km
Type of organisation	Articles of Association
Funding sources	Regional councils
Funding quantum	€1.5m (£1.2m)
Employees	12

GREATER CoPENHAGEN

Source – Consultations, Annual Reports, Corridor Websites



Vision and Origins

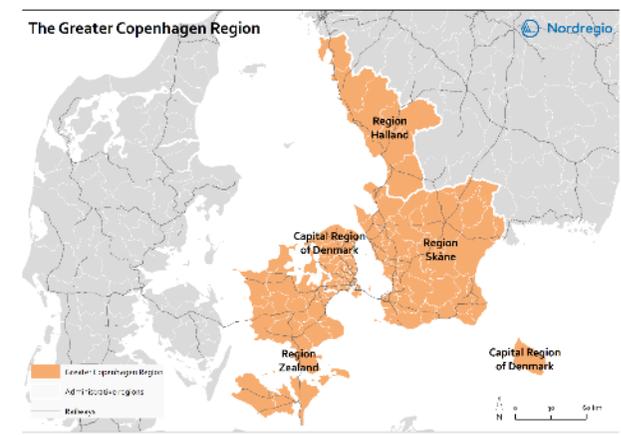
- **Vision:** *By maximising the benefits of integration and cross-border dynamics, the Oresund Region will stand out as the most attractive and climate-smart region in Europe*
- Headquartered in Copenhagen, Greater Copenhagen was founded in 2015 (its origins, Oresund Committee, go back to 1993) and **includes all 85 Danish and Swedish municipalities in the region** Greater Copenhagen's activities are led by the organisation's political Board: **the Greater Copenhagen Committee, with 18 representatives for the organisation's 89 member organisations**
- The goal is for Greater Copenhagen to be a **global hub for growth, sustainable solutions and innovation**

Lessons Learned

- Encourage the **flow of labour**
- Promotion of highly **skilled labour**
- Ensure all key entities are included and are encouraged to be involved
- Relatively **weak national interest** and central government support for cross-border cooperation

Key Areas of Focus, Governance, and Breakdown of Spend

- Key areas of focus** for future growth:
- Green Transition
 - Labour Market
 - Infrastructure
 - Digitalisation
 - Life Science
 - Key Sectors
- Breakdown of spend:**
- 50% Staff
 - 30% Programme
 - 20% Operating
- Board Structure:**
The Greater Copenhagen Committee with 18 representatives from Denmark and Sweden.



Case Study: Phoenix Economic Council (GPEC)



GPEC	
Population	4.9 million
Location	
GVA	€209bn (£178bn)
Geographic Area	37,810 km ²
Type of organisation	501 c3 non profit
Funding sources	Regional councils and private sectors
Funding quantum	€6.6m (£5.6m)
Employees	30+



Source – Consultations, Annual Reports, Corridor Websites



Vision and Origins

- **Vision:** *To attract and grow quality businesses, and advocate for Greater Phoenix's competitiveness*
- The economic council consists of a **team of 30+ personnel** that works **with 22 member communities**, Maricopa County, and **~200 private investors to accomplish its mission**
- Over the past **32 years**, GPEC has supported the regional economy by working with **~900 firms**, creating more than **163,000 jobs** and **\$33 billion in capital investment**
- Beyond physical infrastructure, DBEC's success will be dependent on strong indigenous and FDI private sector support. In October 2021 GPEC was named top economic development organization globally by IEDC

Lessons Learned

- Encourage the **involvement and funding of the private sector** within the partnership
- Provide a **large range of reports across a range of sectors**
- Protocol agreement between members
- A **large board can be difficult** to manage
- **Annual funding renewals making it difficult to forward plan**

Key Areas of Focus, Governance, Breakdown of Spend and KPI's

- Key areas of focus:**
- **Industries**
 - Advanced business services
 - Aerospace
 - Autonomous vehicles
 - Blockchain
 - Cybersecurity
 - Financial services
 - Healthcare & biomedical
 - Semiconductors
 - Software
 - Wearables
 - **Operations**
 - Data centres
 - Headquarters
 - Logistics & distribution
 - Manufacturing
 - Research & development
 - Service centres
 - Start-ups
- Breakdown of spend:**
- 47% staff
 - 30% programme
 - 23% other operating
- Board Structure:**
- 85 Board members (mixture of public/private)
- Current KPIs:**
- Payroll Generated
 - Average High-Wage Salary
 - Number of Jobs
 - Number of High-Wage Jobs
 - Qualified Prospects
 - International
 - Prospects
 - GPEC Assists
 - Stakeholder
 - Satisfactions with Business Attractions
 - Competitive Position
 - Progress
 - Cash Reserve

Appendix: Comparative analysis

Case Study: Malaysia Northern Econ Corridor (NCIA)

NCIA	
Population	6.8 million
Location	
GVA	€48bn (£41bn)
Geographic Area	363 km
Type of organisation	Statutory Body
Funding sources	Regional councils and private sectors
Funding quantum	€7bn (£6bn)
Employees	Dec 2020 ~165,000



Source – Consultations, Annual Reports, Corridor Websites



Vision and Origins

- **Vision:** *To achieve sustainable growth, emphasis will be put on adopting the Fourth Industrial Revolution (IR4.0) technologies, embracing the digital economy, raising innovation, strengthening infrastructures, driving development in strategic sectors, and grooming the local talent pool to be future ready*
- Northern Corridor Implementation Authority (NCIA) Council created in 2008, **comprising of the Prime Minister, DPM, Federal Government Chief Secretary**. Other representatives from the state governments, national champion businesses, and other federal appointees. The Council manages the high level strategy while a management board manages implementation
- Goal has been to build upon the underlying strengths of high-tech manufacturing, agribusiness, services, green energy, petrochemicals, mining for each state (Penang, Kedah, Perak, Perlis), while **spreading growth equitably across social and geographic divisions of the Northern Corridor Economic Region (NCER)**
- Investments include the construction of the **26km long Second Penang Bridge**, the electrification of the double track railway line which runs through the NCER states, and the planning and development of Science and Technology, Green Development, and special industry development parks

Key Areas of Focus and Governance

- Key areas of focus:**
- High-Tech manufacturing
 - Agribusiness
 - Services
 - Green Energy
 - Petrochemicals
 - Mining
- Board Structure :**
- The NCIA Council includes the Prime Minister, DPM, Federal Government Chief Secretary to the federal government, Chief Ministers of the Four States, a senior business representative of Sime Darby (a large Malaysian Conglomerate), and a several appointments by the federal government.

Lessons Learned

- The partnership needs to be granted **sufficient authority** to promote development
- Critical to provide a **clear vision** of additional economic growth
- **No/little involvement from local councils** on the partnership
- Poor KPIs monitoring and data

Appendix: Comparative analysis

Case Study: Research Triangle Regional Partnership (RTRP)

RTRP	
Population	2 million
Location	
GVA	€20bn (£17bn)
Geographic Area	7,000 km ²
Type of organisation	501 c3 non profit
Funding sources	Regional councils and private sectors
Funding quantum	€0.9m (£0.8m)
Employees	3

Vision and Origins

- **Vision:** *To market the region to external audiences on why the Research Triangle Region is the best place to live and do business*
- **Established in 1990** the Research Triangle Regional Partnership is an economic development organization sustained by and committed to **12 core counties located in Central North Carolina**
- Acting as ambassadors, they **introduce companies and organizations to a region** that offers access to diverse talent, a competitive cost of living, a strong and diverse economic climate, a supportive infrastructure, and a high-quality of life

Key Areas of Focus, Governance and Breakdown of Spend

Key areas of focus:

- Advanced manufacturing
- AdTech, CleanTech
- Life Sciences
- Cybersecurity
- Fintech

Breakdown of spend:

- 41% staff
- 11% programme
- 48% other operating

Board Structure :

- 20 Board members

Lessons Learned

- Focus on **marketing and establishing a brand** for the region
- Focus on **attracting investment** to the region
- **Funding from state discontinued** and the need to plan accordingly



Source – Consultations, Annual Reports, Corridor Websites



Appendix: Comparative analysis

Case Study: Oxford-Cambridge Arc (Arc)

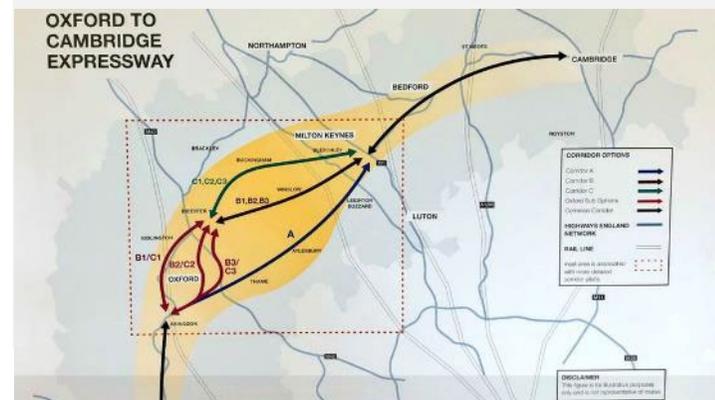
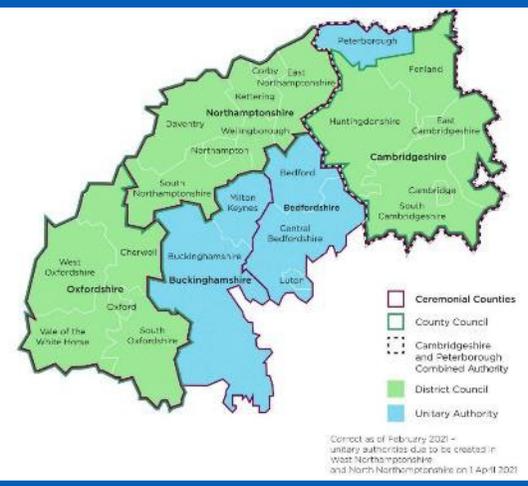
Arc	
Population	3.3 million
Location	
GVA	€107m (£91m)
Geographic Area	130km
Type of organisation	Informal ("Coalition of the Willing")
Funding sources	Central and local councils
Funding quantum	N/A
Employees	3

Vision and Origins

- **Vision:** *To maximise the Arc's transformative economic potential*
- Oxford-Cambridge Arc (Arc) established in 2020/21 comprising a leadership group of universities and local enterprise partnerships; completed its public consultation process in October 2020
- The Arc is **currently an informal volunteer** structure but there are plans for it to be established as a legal entity in late 2022
- The Arc's vision is to increase productivity by intensifying the corridor's global strengths in science, technology and high-value manufacturing and for the **Arc to contribute to a doubling of GVA by 2050 to over £200bn**
- Improving infrastructure and connectivity across the Arc with a new rail line between Oxford, Milton Keynes and Cambridge will link communities with employment and leisure opportunities. As well as encouraging clean growth, other focus areas are the creation of sustainable communities improving the quality of life for those living and working in the Arc

Key Areas of Focus, Governance and Breakdown of spend

- Key areas of focus:**
- Education
 - Life sciences
 - Manufacturing
 - Creative and media
 - Professional services
 - High performance tech
 - Motorsport and aerospace
- Resources:**
- The Arc currently has three full time employees with additional resources supplied voluntarily by the partnerships members
- Board Structure :**
- No official board however is currently led by a leadership group comprising a leadership, universities, and local enterprise partnerships components.



Source – Consultations, Annual Reports, Corridor Websites



Appendix: Comparative analysis

Case Study: Northern Corridor (Canada)

Northern Corridor

Population	0.12 million
Location	
GVA	€16bn (£14bn)
Geographic Area	7,000 km
Type of organisation	Informal
Funding sources	N/A
Funding quantum	N/A
Employees	3

Vision and Origins

- **Vision:** *Create a series of pathways linking Canada's northern communities*
- Currently at concept stage, the Northern Corridor is a group of researchers providing information an Scientific Advisory Committee (SAC) and the External Advisory Committee (EAC)
- Its aim is to simultaneously construct the multi-mode infrastructure needed to encourage development, improve communication/utilities networks, improve access to natural resources in remote areas, and promote exports through Canadian ports
- We see its relevance as the transformational potential of new infrastructure. In DBEC context, given existing infrastructure and shorter distances, the parallel may include faster rail connections, road improvements along the stretch, and the investment in vertiports this decade

Lessons Learned

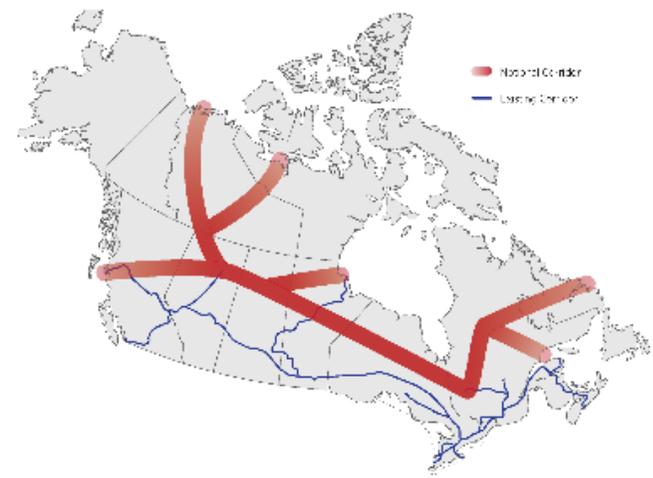
- Review level of infrastructure at ports and airports
- Improve access to natural resources
- Improve access and standard of living for remote areas
- High capital costs/no early easy wins available

Key Areas of Focus and Governance

Key areas of focus:

- Oil
- Mining
- Gas
- Tourism

Board Structure :
No official board but have an Scientific Advisory Committee and a External Advisory Committee.



Source – Consultations, Annual Reports, Corridor Websites





Appendix 3 - Sources

Lough Neagh - Lisburn &
Castlereagh City Council

Appendix: Sources

Sources: General

Sources used in this report are listed below.

- Central Bank of Ireland, (2022). Quarterly Bulletin, June 2022
- Council respective development plans: Belfast local development plan 2035 (currently draft), Lisburn & Castlereagh local development plan 2032 (currently draft), Armagh City, Banbridge and Craigavon local development plan 2030, Newry, Mourne and Down District Council local development plan 2030, Louth County development plan 2021-27, Meath County development plan 2021-27, Dublin City Council development plant 2022-28 (currently draft)
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kpmg.ie/strategy

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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Dublin Belfast Economic Corridor

Stage 3: Action Plan

January 2023

Update to the Political Advisory Group

Today's agenda

100

1

Progress to date

2

Action Plan development process

3

Actions

4

Q&A

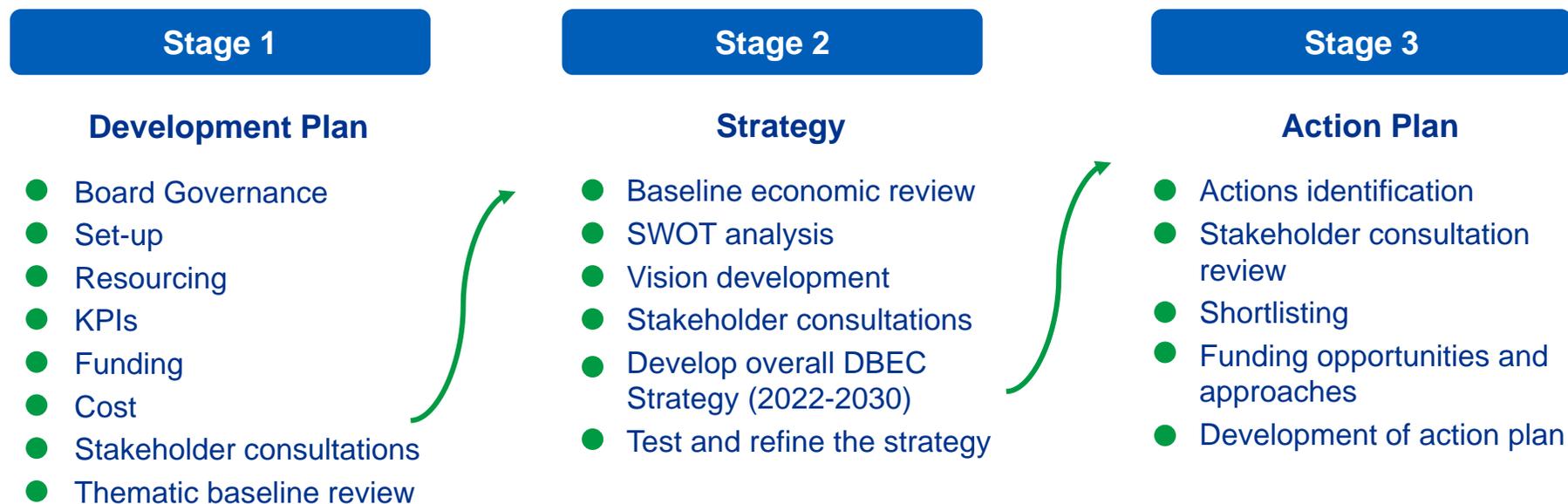
Progress Update

1

Progress to date

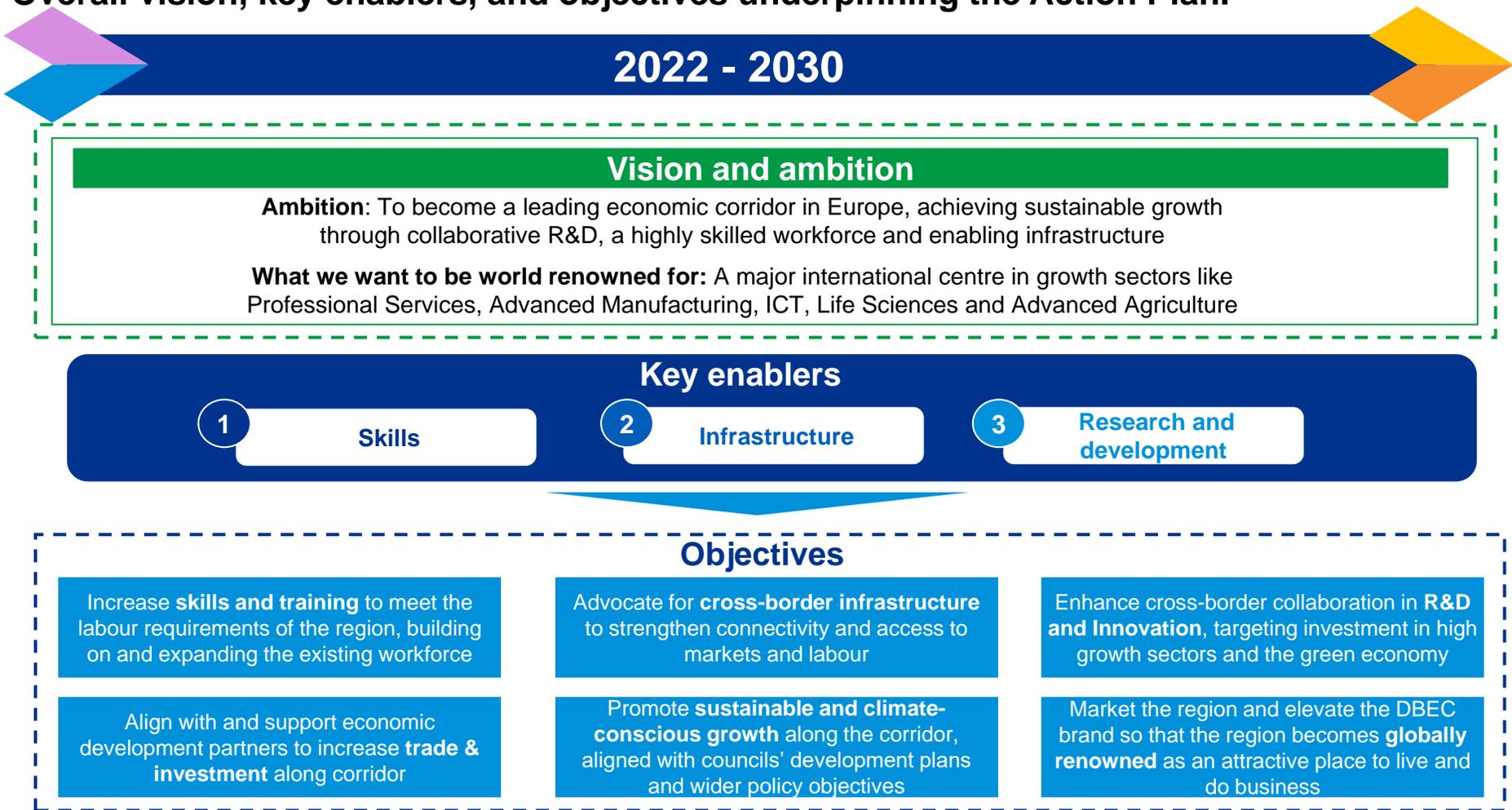
101

We have completed all stages of our work. DBEC hires likely to join in Q1.



Action Plan development process

Overall vision, key enablers, and objectives underpinning the Action Plan.



Vision and ambition

Best practice amongst economic development entities includes setting a clear ambition and pathways through which this can be realised.



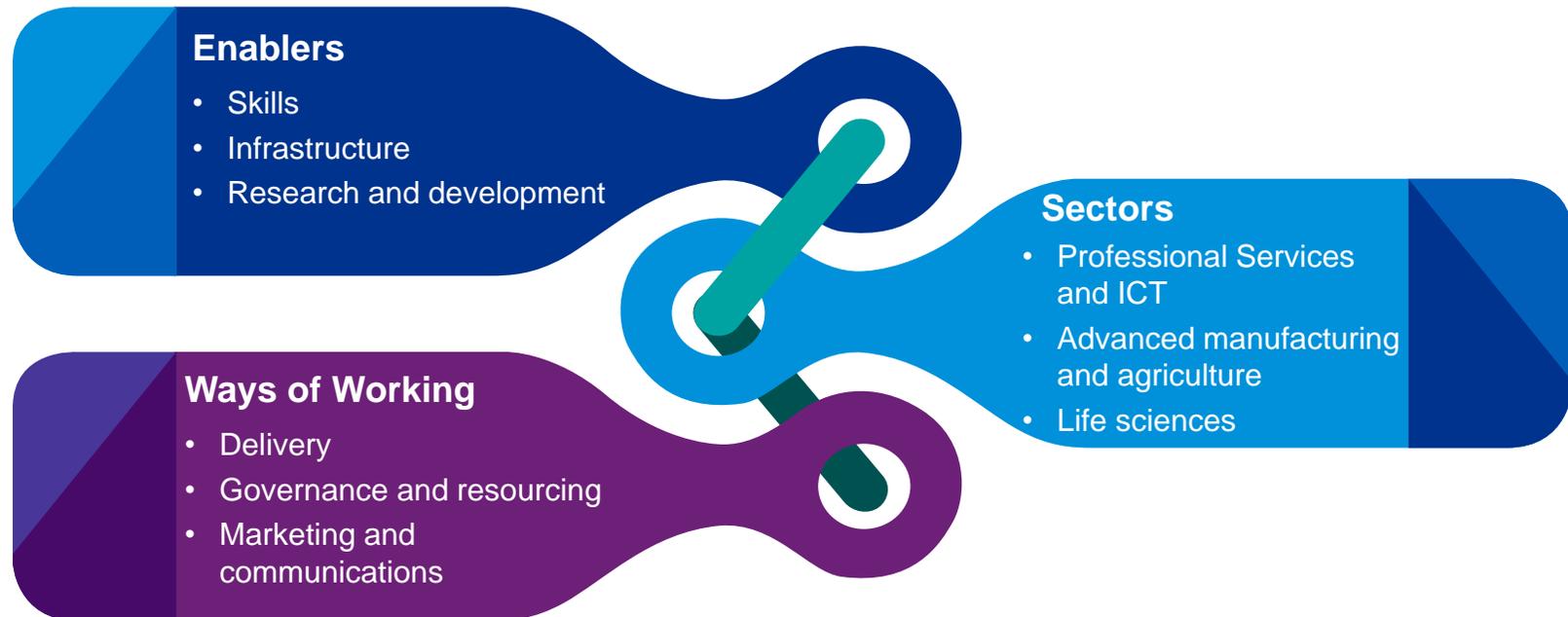
Ambition: To become a leading economic corridor in Europe, achieving sustainable growth through collaborative R&D, a highly skilled workforce and enabling infrastructure



What we want to be world renowned for:
A major international centre in growth sectors like Professional Services, Advanced Manufacturing, ICT, Life Sciences and Advanced Agriculture

Enablers, sectors and ways of working

Key enablers and sectors will drive growth, underpinned by effective ways of working.



Strategic objectives

2 Action Plan development process

105

Ambition: To become a leading economic corridor in Europe, achieving sustainable growth through collaborative R&D, a highly skilled workforce and enabling infrastructure

What we want to be famous for:

A major international centre in growth sectors like Professional Services, Advanced Manufacturing, ICT, Life Sciences and Advanced Agriculture

Strategic objectives:



Increase **skills and training** to meet the labour requirements of the region, building on and expanding the existing workforce



Enhance collaboration in **R&D and Innovation** on a cross-border basis, targeting investment in high growth sectors and the green economy



Promote **sustainable and climate-conscious growth** throughout the corridor, aligned with councils' development plans and wider policy objectives



Align with and support economic development partners to increase **trade and Investment** in the corridor



Advocate for **cross-border infrastructure** to strengthen connectivity and access to markets and labour



Market the region and elevate the DBEC brand so that the region becomes **globally renowned** as an attractive place to live and do business

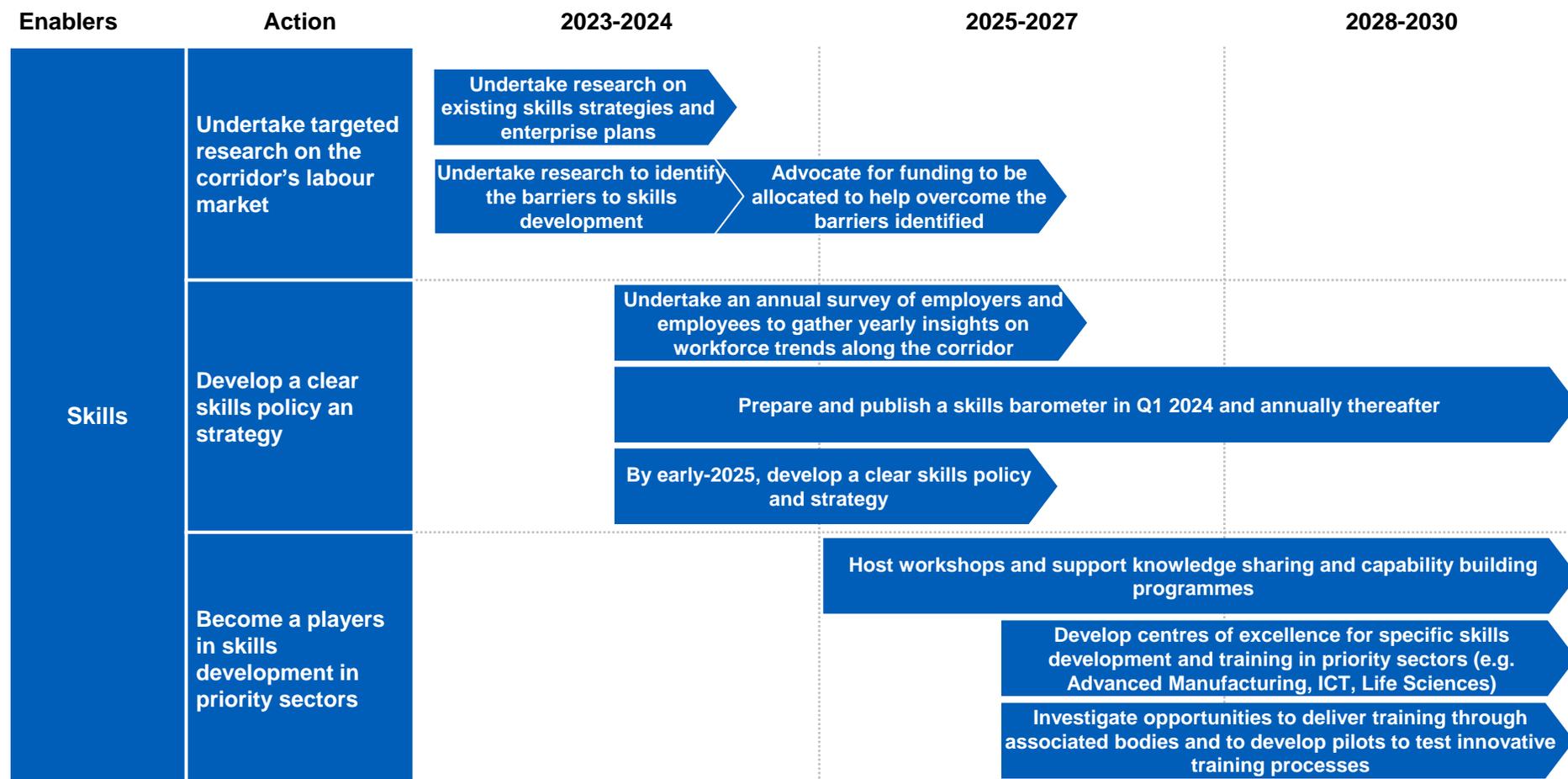
Skills

3

Actions

106

Implementation roadmap across enablers and actions.



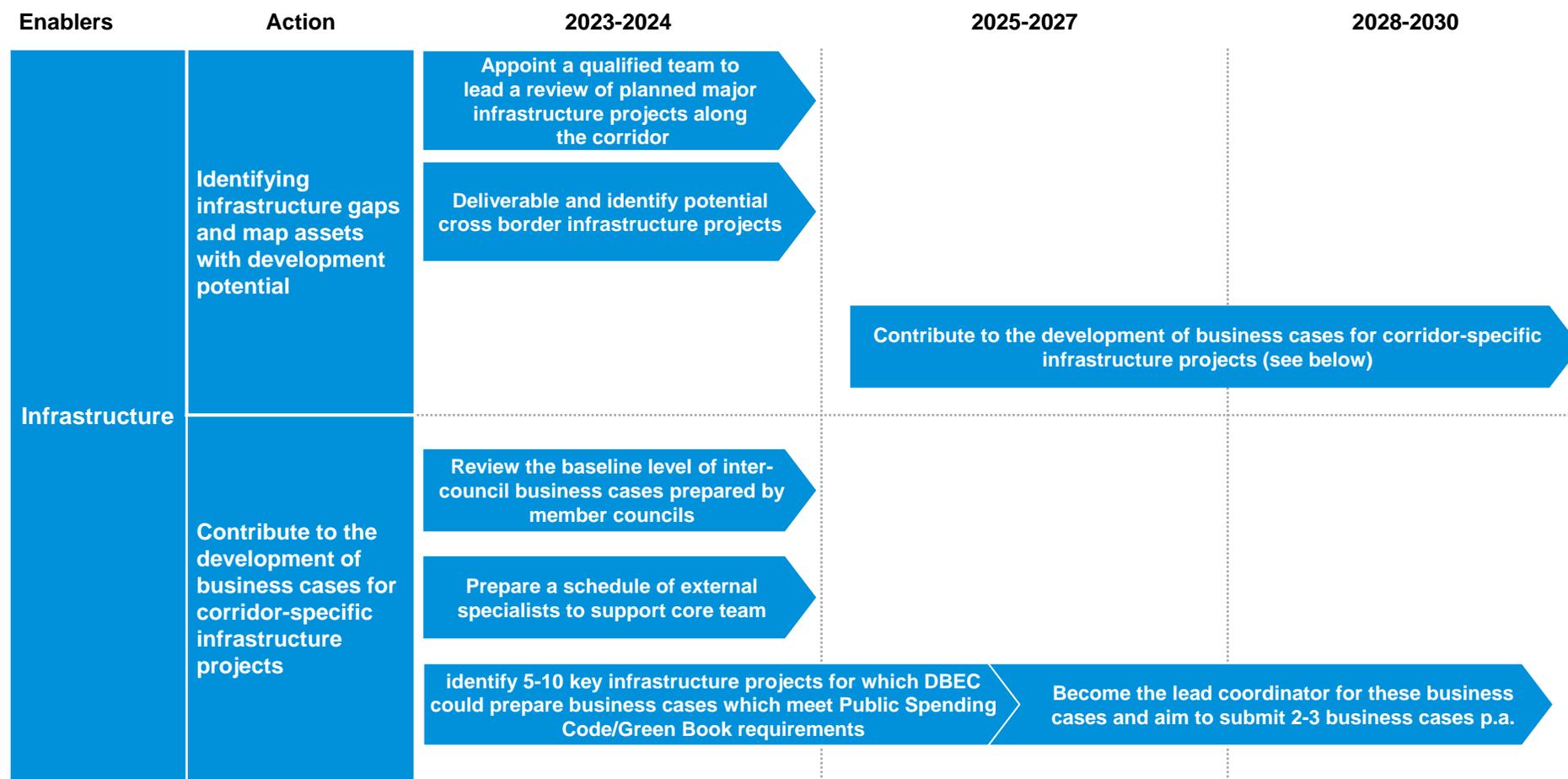
Infrastructure

3

Actions

107

Implementation roadmap across enablers and actions.



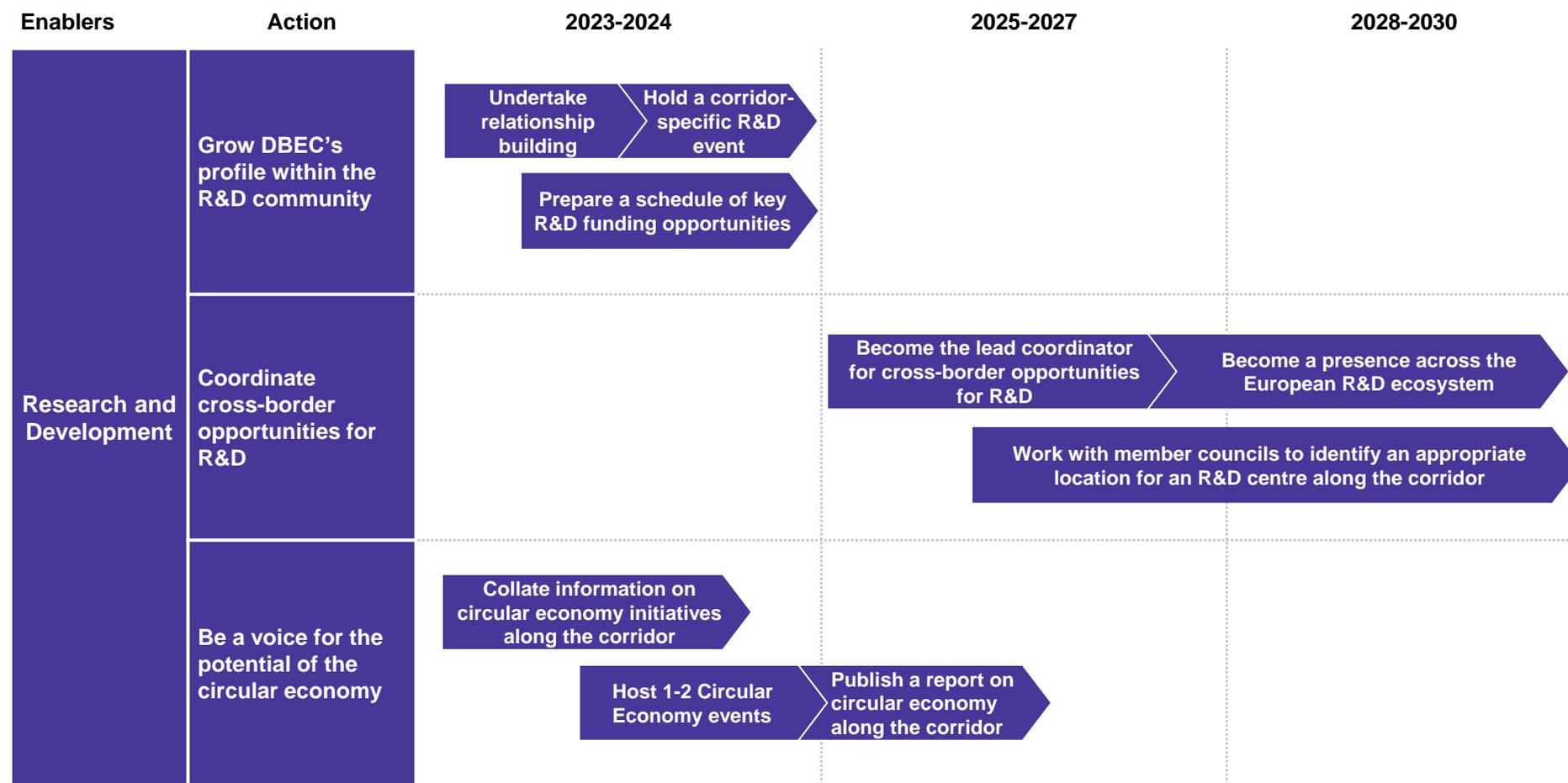
Research and Development

3

Actions

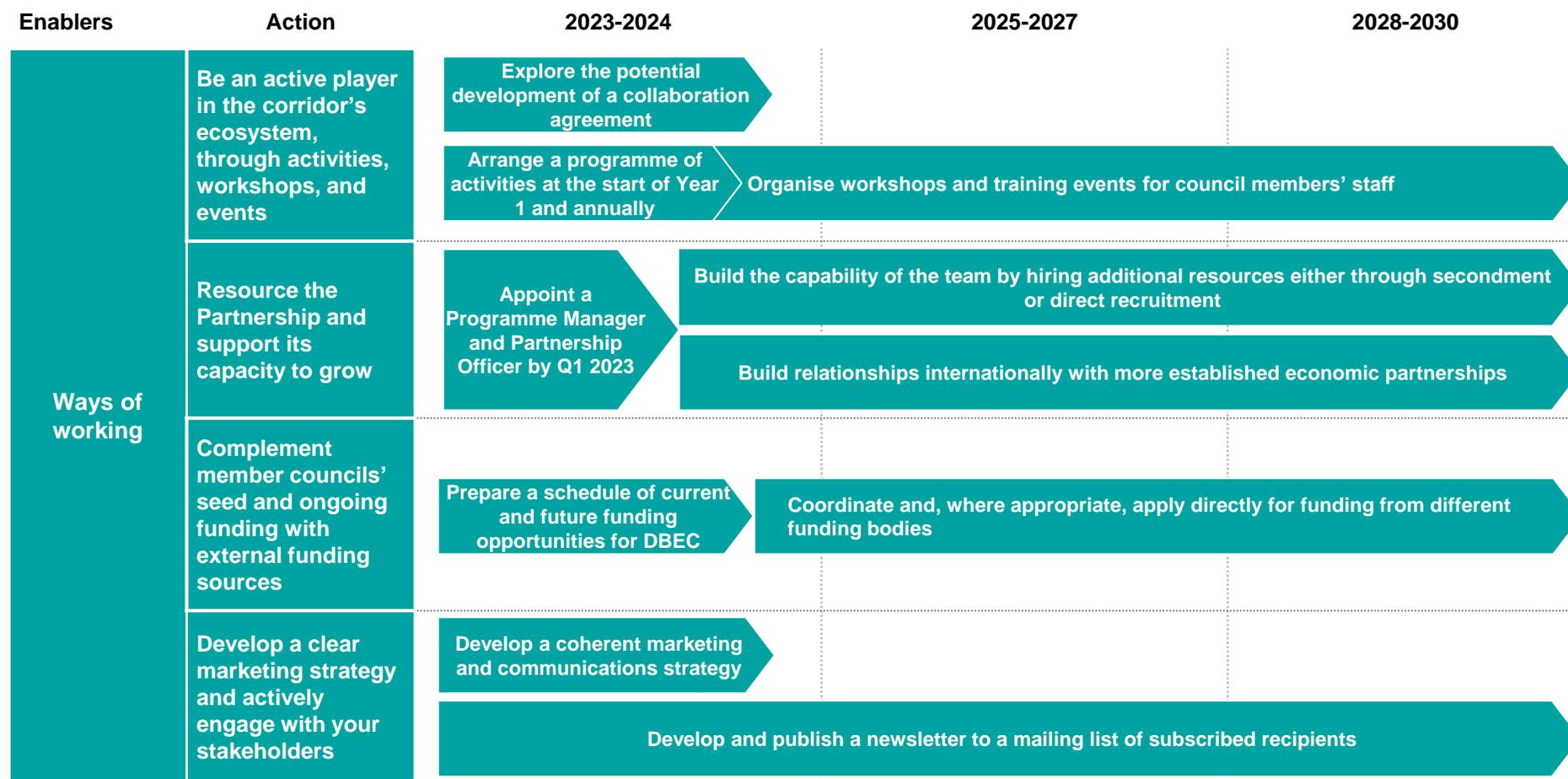
108

Implementation roadmap across enablers and actions.



Ways of Working

Implementation roadmap across enablers and actions.



Activities in 2023

3

Actions

110

In year 1, focus on growing DBEC/staff profile across the economic development ecosystem.

Enabler	Priority activities for 2023	Secondary activities for 2023
<p>Skills</p> 	<ul style="list-style-type: none"> Undertake research on existing skills strategies and enterprise plans and identify key barriers to skills development. Advocate for funding to be allocated to help overcome the barriers identified 	<ul style="list-style-type: none"> Undertake an inaugural survey of employers and employees based along the corridor to gather insights on economic and workforce trends. Prepare and publish a skills barometer in Q4 2023 and annually thereafter
<p>Infrastructure</p> 	<ul style="list-style-type: none"> Review the baseline level of inter-council business cases prepared by member councils 	<ul style="list-style-type: none"> Prepare a schedule of external specialists who could (1) support the PM and PO with the development of business cases, and (2) provide training and capability building
<p>R&D</p> 	<ul style="list-style-type: none"> Undertake relationship building with (1) key public sector stakeholders and (2) senior representatives from high potential innovative SMEs. Identify existing strong levels of co-operation between member councils and higher education institutions and prepare a schedule of key R&D funding opportunities relevant to the corridor's R&D ecosystem Work with member councils and HE partners to identify existing or new locations for Innovation Hubs along the corridor, with the aim of preparing an application for external funding by Q4 2023 	<ul style="list-style-type: none"> Hold a corridor-specific R&D event that brings together agencies that fund SME R&D, innovative companies, member councils' staff, and wider stakeholders In parallel to circular economy activities at BCC and DCC, gather insights on circular economy initiatives along the corridor.
<p>Ways of working</p> 	<ul style="list-style-type: none"> Appoint a Programme Manager and Partnership Officer to the DBEC office on a secondment basis by end Q1 2023. Arrange a programme of activities for Year 1 (2023), and annually thereafter, to include short-term actions set out in this Action Plan and their related KPIs In the first 3 months, prepare a schedule of current and future funding opportunities for DBEC directly and for specific initiatives and projects Develop a coherent marketing and communications strategy with a clear editorial line 	<ul style="list-style-type: none"> Explore the potential development of a collaboration agreement for all member councils to agree to By end-2023, develop and publish a newsletter to a mailing list of subscribed recipients. Highlight relevant DBEC activities and upcoming events.

Questions and Answers





kpmg.ie/strategy

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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Development Committee

March 2023

Report from:

Head of Economic Development

Item for Decision

TITLE: Update on Award of Delivery Agent to deliver the Into Employment Programme as per the Labour Market Partnership Action Plan 2022/23

Background and Key Issues:

Background

1. The Council has been working with the Lisburn and Castlereagh Labour Market Partnership in the design and development of an Action Plan in order to secure a letter of offer from the Department for Communities (DfC). The Action Plan was approved by the Regional Labour Market Partnership for Northern Ireland on 28 March 2022.
2. Under Strategic Priority 2, the Council has permission to deliver a suite of six programmes aimed at improving labour market conditions locally.
3. One of the approved employability programmes is the Into Employment Programme.
4. The programme has a budget of £79,104 (100% funded by DfC) and aims to support and connect a minimum of 24 people who are unemployed back into employment. The programme will prioritise disadvantaged applicants, long term unemployed and those from deprived postcodes within Lisburn & Castlereagh City Council.

Key Issues

1. The Programmes team recently undertook a procurement exercise to appoint a delivery agent to manage and deliver the Into Employment Programme. The tender for the delivery of this programme closed on 12 January 2023.

2. In February 2023, the Committee agreed that the contract could be awarded to People 1st. The overall objective of the Into Employment Programme is to target participants who are economically inactive with priority given to those from areas of high deprivation across LCCC. As an additional measure of precaution, officers wanted to ensure that the delivery agent was fully aware of LCCC deprivation levels.
3. The contract issue is subject to the provision of a detailed analysis of their understanding of deprivation and how their recruitment processes will be developed to reach this target audience.
4. Officers are now in receipt of the aforementioned report and are content that the delivery agent has demonstrated an appropriate level of understanding. On that basis, the contract will be awarded to People 1st.
5. Members are asked to scrutinise note the appendix outlining the target areas as identified by the contractor.

Recommendation:

It is recommended that the committee scrutinises and notes the submission of an additional report outlining the delivery agent’s understanding of deprivation across LCCC, and that the contract is awarded to People 1st as per the committee’s decision in February 2023.

Finance and Resource Implications:

There are no additional financial matters relating to the proposed action plan for targeting areas of deprivation.

Screening and Impact Assessment

1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? Yes

If no, please provide explanation/rationale

If yes, what was the outcome?:

Option 1 Screen out without mitigation	Yes	Option 2 Screen out with mitigation	No	Option 3 Screen in for a full EQIA	No
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Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

<https://www.lisburncastlereagh.gov.uk/council/publications/equality-section-75/equality-screening-reports>

2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

Yes

Has a Rural Needs Impact Assessment (RNIA) template been completed?

Yes

If no, please give explanation/rationale for why it was not considered necessary:

N/A

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

Impact will be neutral – programme will be available across the council area, and provide benefit to both urban and rural residents.

SUBJECT TO PLANNING APPROVAL:

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

Appendix 3 – Report on Deprivation across LCCC

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:

Request - Report outlining their understanding of deprivation across Lisburn & Castlereagh and how they intend to target and recruit people, specifically from these areas. The report should also consider what relationships have People 1st established of working within this community, how mentoring support, class content, and delivery will be tailored to ensure that participants from this target group are getting a high level of 1:1 support through their journey back into employment?

Understanding of deprivation

The Northern Ireland Multiple Deprivation Measure 2017 is used to rank levels of deprivation across a number of measures. Ranking is arranged where 1 is the most deprived and 890 the least deprived. Lisburn and Castlereagh consist of 67 SOAs.

Although Lisburn and Castlereagh is classed as the least deprived council area in NI, with only one SOA, Old Warren which is ranked 118, in the top 15% most deprived areas, it is important to note that additional significant pockets of deprivation exist within the council area.

Multiple Deprivation Measures

The ten most deprived SOAs in LCCC fall within the top 50% most deprived across NI.

		% Band of total
118	Old Warren	10-19%
190	Hilden 1	20-29%
202	Hilden 2	20-29%
246	Lagan Valley	20-29%
277	Hillhall 1	30-39%
282	Tonagh	30-39%
346	Knockmore	30-39%
359	Lambeg 2	40-49%
361	Ballymacoss 1	40-49%
371	Enler	40-49%

Several SOAs also rank particularly high in the specific Education and Skills measure of deprivation which is of particular relevance to this tender. 6 SOA areas fell within the top 20% most deprived in relation to Education and Skills

84	Old Warren	0-9%
90	Lambeg 2	10-19%
119	Hilden 1	10-19%
122	Hillhall 1	10-19%
130	Enler	10-19%
137	Lagan Valley 1	10-19%
180	Tonagh	20-29%
181	Hilden 2	20-29%
185	Knockmore 2	20-29%
197	Graham's Bridge	20-29%

Our experience of working in areas of significant deprivation had shown the very real impact deprivation can have on families and individuals. Outworking of deprivation manifest in many ways:

- Households may skimp or go without food so that their children have enough to eat
- Reliance on low quality cheap processed food due to cost of fresh fruit and veg
- We have noticed our students coming to classes hungry and with low concentration
- They report their homes being cold due to the impact of energy cost rises
- Poverty and associated stress can contribute to increases in domestic violence
- There are high levels of mental health issues in relation to participants from deprived areas
- There is a correlation between poverty and poor academic progress
- Deprived families were disproportionately impacted by the COVID pandemic, many on grey economy or zero hour contracts were not entitled to furlough payments. Poor connectivity and lack of quiet space within homes to study led to children and young people falling further behind in their education than their peers.
- Increasing poverty evidenced via increase in foodbank referrals (77.62% Lisburn Castlereagh since April 2020 according to Trussell Trust)
- Reduced service access – reliance on People 1st mentors for mental health support increased during lockdowns as clients were unable to engage with usual services. Mentor contact increased 47% via platforms such as Zoom/WhatsApp/Facebook. Survey completed July 20 -72% of clients reported remote mentor support helped reduce stress levels

Relationships within the community

People 1st have a strong track record of delivering a range of programmes working with participants from areas of high deprivation in the Lisburn City and Castlereagh Council area since we acquired the former Graham Training in 2008. Former Graham's staff also transferred to People 1st and had been developing relationships in the Lisburn area since 1990. Many of our core staff live and work in Lisburn and are engaged in community, faith and sports groups within these areas. For example, a colleague is a volunteer with Women's Aid and another has coached for both Lisburn Rangers and Ballymacash Rangers.

During the pandemic, we partnered with Connecting Families initiative and allocated 42 tablet devices to those families enrolled on our programmes or referred by partners such as Lisburn Women's Aid who were in greatest need. We also provided 62 Chromebook devices to young people enrolled on the Skills for Life and Work programme to ensure disruption to their learning was not disrupted.

Skills for Life and Work

We offer a programme of vocational training to young people aged 16-19 who have few or no qualifications. In this current cohort, of the 57 young people enrolled with us, 74% are from the SOAs listed within the top ten most deprived and 20% are from Knockmore. Staff on this programme have developed trusted relationships with schools in the area such as Laurelhill Community College, Beechlawn, Forthill College, Lisnagarvey, St Patrick's Academy and contribute to employability and careers events and mock interviews.

SFLW staff conduct outreach in Flaxfield Children's Home and MACS Supporting Children and Young People (opposite Old Warren estate) to engage young people back into education and training.

Young people on these programmes have multiple barriers, many of which are exacerbated by deprivation and poverty. Our mentors ensure that personalised support is provided in relation to mental health, addiction, chaotic home life and invest faith and confidence in their ability to succeed with the correct support. Many young people who go through these programmes return to People 1st for further training and mentoring throughout their lives, as do their parents.

ESF Programmes – Community Family Support and LEMIS +

People 1st Lisburn have delivered these programmes for the last five years.

Community Family Support Programme works with families with a high level of need to develop capacity to reach full potential by addressing the employment, educational, training, health and socio-economic issues that impact on their lives.

The LEMIS + programme works with long term unemployed and among people with common employability barriers through the provision of personalised mentoring to identify and alleviate of barriers to employment.

68% of Lisburn participants enrolled on these programmes were from the SOAs listed as areas of multiple deprivation.

We worked closely with community stakeholders to:

- Promote and raise awareness of the programme.
- Provide outreach and training in community premises
- Refer participants to specialist provision / support
- Fundraising for local initiatives

Promote and raise awareness of the programme / referral partners

Staff have attended community fairs, information days and have provided information on our programmes to the following locations. Community partners regularly refer participant to our programmes

Tonagh PS – Stand at Wellbeing Day

Resurgam – Provision of letter of support for Resurgam ESF application. 2 way referrals to and from People 1st and Resurgam.

Provision of literature and drop-in information sessions in:

- Old Warren Community House,
- Ballymacash Centre
- Tonagh Community House
- Lisburn Sure Start
- LCC Community Trust
- Ballybeen Women's Centre
- Atlas Women's Centre
- Mother and Toddler groups in Hillhall, Tonagh and Old Warren
- Stepping Stones
- Simon Community Hostel Flush Park
- MACS

Outreach Training

We have pivoted to make a lot of our training available remotely via Teams or Zoom to maximise access for those with caring responsibilities. These include accredited QCF programmes such as Essential Skills, Health and Social Care or Childcare and personal development programmes such as managing your money, cooking on a budget and parenting skills.

We have delivered face to face training in the locations listed below and can deliver any of our training in a community location where demand is evident.

- Atlas Women's Centre - Essential Skills Courses, Driving Theory
- Ballybeen Women's Centre - Essential Skills Courses, Driving Theory
- Bridge Community Centre - Essential Skills and Vocational Programmes

Refer participants to specialist provision / support

We have excellent awareness of services provided within the community and have referral arrangements in place to address specific identified need.

- Women's Aid – emergency domestic violence support
- Emerge Counselling
- Sure Starts – for early intervention and childcare
- Spring Social Prescribing (Resurgem)
- LCC Community Trust Foodbank and Dundonald Foodbank – registered as a referral agent for our participants
- Damask – Advice and youth services

Fundraising

Staff in Lisburn raised £1062 for LCCC Community Trust Foodbank via our Walk against Hunger campaign in August 2022.

Marketing & Recruitment

During the lead-in to the Into Employment Programme, we will use a range of marketing approaches to reach potential participants and to engage employers and participants. We will work in partnership to complement communications and marketing initiated by LCCC Council. This will involve a dual approach of marketing/social media and direct contact, in the main with employers and statutory organisations, utilising existing networks and relationships that we have in the sector. All publicity and press releases will be in accordance with LCCC Council guidelines and approved by the managing officer. We will use the branding developed by the council in relation to the Into Employment Programme initiatives:

Key Messages:

Key to the successful promotion will be the effective communication of several key messages. These messages will be tailored to the target audiences for each Into Employment Programme and potential employers and will be included in all marketing and branding initiatives:

- There are a range of full time and part time vacancies available across the Council area
- The programme will allow workers to develop skills and confidence to apply for vacant positions
- People in work will be provided with short, accredited development opportunities tailored to their career aspirations
- There will be extensive 1:1 mentoring support provided to all those participating in the Into Employment Programme
- The programme is free of charge to participants
- Childcare and Travel Expenses are available

Local stakeholders have a key role to play as **trusted intermediaries**. Organisations who always work within the target SOAs such as housing associations, community groups and other support services can promote positive messages about the service and allay concerns about participation. People 1st will work with partners to ensure their understanding of the programme and its relevance to their service users.

The use of case studies, detailing participant's progression through the service can be useful in addressing misconceptions about the programme and showing how people in similar circumstances have benefited. **They can also illustrate the added value that participants can expect in addition to progress to employment. E.g., develop new skills, increase confidence, support networks, new friends, debt management.**

People 1st will:

- Provide participant engagement and information events within each of the targeted wards
- Provide regular drop-in outreach advice clinics are available at set times
- Provide straightforward referral protocols for staff and volunteers in each organisation to refer their participants

- Provide individual mentoring on an outreach basis within the target areas – in community premises, cafes etc
- Encourage our current participants on existing programmes to share social media content with their friends and families
- The majority of the named wards have community Facebook pages – we will provide case studies featuring local participants and targeted adverts for each SOA
- Provide marketing literature for distribution via doctors surgeries, sure starts and mother and toddler groups
- Consult with each SOA to determine needs and interests and where appropriate and run tailored sectoral programmes – for example provision of a Working with Children programme in a Community House. Venue hire fee will be paid by People 1st.
- Deliver free taster programmes in target wards – e.g. short confidence building programmes or driving theory to encourage participants to engage in the programme and meet with mentors
- Ensure that potential participants are aware of supports available to address barriers such as childcare and transport costs

Mentoring Support, class content and delivery

Assessment of Participant Needs and Barriers

To ensure that the correct support is coordinated for the participant, an appropriate training plan developed and referral made where necessary to the appropriate stakeholder, it is necessary to complete a comprehensive assessment of needs and barriers. Every participant will be allocated a designated mentor who will complete a detailed barrier assessment and action plan.

The role of the mentor will be to:

- Work with participants in their diagnostic assessment and action planning
- Support participants to review progress through their action plans, recognising when goals need to be re-set to ensure a positive outcome
- Take account of personal development needs such as confidence building and basic soft skills
- Arrange for better off calculations and support in moving away from benefits
- Support the participant to apply for financial support where appropriate
- Work closely with organisations who help support people with additional identified need and ensure that participants receive the appropriate support.
- Provide holistic support which addresses non-skilled elements of personal circumstances e.g., anxiety
- Ensure cultural considerations are considered regarding participants from minority groups

The full programme is outlined in the main tender document. Each participant's progress throughout the programme will therefore be different and bespoke depending on their needs.

Baseline Barrier Assessment / Distance Travelled Questionnaire: A tool to assist the mentor and participant to measure progress and impact of support. This uses a

sliding scale and covers points that come to light during assessment or subsequent contact meetings. The points tracked on each participant’s questionnaire will be bespoke to the individual and added to the action plan. Barriers will be assessed across 4 zones:

Learning Zone	Work Zone	Life Zone	Soft Skills Zone
English as a 2 nd language Literacy and numeracy skills Formal education Vocational education	Employment experience Readiness for work Job search skills Application, CV, and cover letter skills Job interview skills	Physical Health Mental health Drug/Alcohol Issues Gambling addiction Caring responsibilities Convictions / criminal record Travel/ mobility Refugee status Housing	Confidence / Self Esteem Communication Motivation / Attitude Flexibility / Adaptability

Sample participant pathway

The full programme is outlined in detail in the main tender. Comprehensive barrier assessment and effective mentoring will ensure that participants underlying needs are identified and defined accurately. We will then work to create a participant-led pathway to the most appropriate programme for them.

Sample participant journey:

1. 1:1 meeting with mentor to:
 - complete barrier assessment
 - develop action plan
 - selection of appropriate qualification matched to career aspiration
2. Completion of employability workshops identified via action plan – can be delivered remotely on an outreach basis in community premises or in People 1st office. E.g., CV building, interview prep etc
3. Completion of vocational or essential skills programmes identified via action plan – e.g. a participant seeking a career in construction may complete a CSR card, a participant seeking a career in Care may complete Induction Standards or Safeguarding qualification. People 1st will source the programme most appropriate to the participant, arrange and pay for the course and ensure that they have a means of transport and appropriate childcare.
4. Mentoring and action plan update – the mentor will meet regularly with the participant to provide encouragement and support and ensure that the participant is receiving appropriate support to address any barriers. For example, mentor could arrange foodbank voucher or source access to a counselling service or specialist debt advisor. The mentor will meet the participant on a minimum of every 2 weeks at a venue in which the participant

is comfortable, online or by telephone. Mode of mentoring will be participant led.

5. Mentor will work with participant to identify a potential placement or employment opportunity and assist with application and interview preparation. They will ensure that the participant has access to any additional financial payments they may be entitled to – e.g. Work Placement Top Up or interview clothes via the JBO Discretionary Fund.
6. On progression to employment – the mentor will continue to support the participant for a period of 6 weeks to maintain motivation and iron out any initial settling in issues.

Development Committee

Confidential

2 March 2023

Confidential Report from:

Director of Service Transformation

Local Government Act (Northern Ireland) 2014
Schedule 6 - Access to Information: Exemption Information

3. Information relating to the financial or business affairs of any particular person (including the Council holding that information).

When will the report become unrestricted:

Specify when
report will
become available

Redacted
report
available

End of Contract
Period

Never

Item for Decision/Noting **delete as appropriate*

TITLE: Food and Drink Programme - Year 1 Evaluation – Year 2 Proposal

Background and Key Issues:

Background

1. In March 2022 the Development Committee agreed to proceed with a further Food and Drink programme - the winning tender being awarded to ██████████ in August 2022 and noted by the Development Committee in October 2022.
2. Attached is a series of evaluation reports that review key activity to date for the initiative for the period October - December 2022.
3. Two further markets are planned for March 2023, including a Farmers' Market on Saturday 11 March in Lisburn Castle Gardens, and a Farmers' Market on Saturday 25 March at Royal Hillsborough.

Key Issues

1. The organisers have achieved and surpassed all targets and provided a series of recommendations for some improvements going forward.
2. The ongoing objective for 2023 is to grow the Food and Drink events portfolio, drawing in more visitors to the area, and attracting further media coverage. Officers are in discussion to secure additional funding as part of the DfC Small Settlements programme to continue to promote the Royal Hillsborough and Historic Moira destination and initiative, and to enhance the programme of events.
3. For noting, a King's Coronation themed Farmers' Market in Royal Hillsborough is being planned as part of 2023 programme of events. This would be staged on a weekend in May 2023. Once again, the Dark Walk and grounds of Hillsborough Fort would be the venue, with Hillsborough Fort Guard amongst those participating at the event.

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]

5. [REDACTED] has been set aside for the delivery of year 2 of the programme in the agreed 2023/2024 Economic Development budget estimates. [REDACTED]
[REDACTED] Potential exists to secure DAERA funding for the Moira Food Fair event and Small Settlements funding for both Moira and Hillsborough. It is therefore proposed that the Committee agrees the overall 2023 budget with the balance of funding to be achieved from external sources and potential departmental underspends.
6. Further reports will be brought to the Committee in this regard as necessary to reduce the programme should the extra funding not become available.

Recommendation:

It is recommended that the Committee considers and agrees to:

1. Note the contents of the attached evaluations.
2. [REDACTED]

Finance and Resource Implications:

[Redacted]

Screening and Impact Assessment

1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

[Redacted]

If yes, what was the outcome?:

Option 1 Screen out without mitigation	<input type="text" value="Yes/No"/>	Option 2 Screen out with mitigation	<input type="text" value="Yes"/>	Option 3 Screen in for a full EQIA	<input type="text" value="Yes/No"/>
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Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

LCCC does not anticipate that the Tourism Events Funding Policy will impact adversely on any Section 75 group, but instead, through an open and transparent application process for funding requests, will promote equality of opportunity and good relations at this time. An annual review of this policy will be conducted.

Insert link to completed Equality and Good Relations report:

[Redacted]

2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?	<input type="text" value="Yes"/>	Has a Rural Needs Impact Assessment (RNIA) template been completed?	<input type="text" value="Yes/No"/>
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If no, please given explanation/rationale for why it was not considered necessary:

[Redacted]

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

[Redacted]

SUBJECT TO PLANNING APPROVAL:

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

Appendix 1a – Royal Hillsborough Christmas Market

Appendix 1b – Moira Specialty Farmers Market

Appendix 1c – Dundonald Christmas Market

Appendix 1d – Carryduff Christmas Market

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:



POST EVENT EVALUATION

Title of Project/Event: Royal Hillsborough Christmas Market 2022

Location of Event: The Dark Lane and Hillsborough Fort

Date of Event: Friday 9th December from 3pm-9pm

New or Repeat Event: Repeat (Tick as Appropriate)

Name of Organisation/Group/Club/Person: 

Please provide a copy of the final accounts:

Yes

No: _____(Tick as appropriate)

Brief Event Description

Royal Hillsborough Christmas Market (previously Hillsborough Christmas Market) ran for its 4th year in 2022. The Dark Walk and Hillsborough Fort setting creates an idyllic backdrop for the Christmas Market which is enhanced with festive festoon lighting.

The market featured 64 artisan vendors a mix of artisan food, showcasing a diverse mix of local artisan food quality handmade and vintage items, a variety of arts and crafts products including beautiful unique decorations. Also featured were locally handmade and organic skincare and cosmetic products. Enjoying a hot drink and the opportunity to indulge in some street food is a key part of attending markets for many people. To cater for that experience, we had a street food area set up in the Front Field area of The Fort.

The Christmas atmosphere was enhanced with live music in the Fort area (positioned so it served the traders at the Fort end of The Dark Walk / Church Lane area), and also at the top of The Dark Walk towards the Main Street. Downshire Primary School Choir opened the market again this year followed by performances from Beechlawn School. Local acoustic musicians featured otherwise for the duration of the event.

Children's activities included decoration making, face painting and balloon modelling and Santa also made a visit for a walkabout and a chat through the market and the village businesses that were open.

Most shops and eateries in the village opened late in conjunction with the market. This brought a festive vibrancy to the village with visitors going between the market and the shops. The late opening in the village was publicized extensively in the marketing efforts for the event both through online and PR. The Babble social media team visited quite a few of the businesses and featured them in the social media campaign.

The market attracted visitors mainly from Hillsborough area.

Overall, feedback from visitors both through the evaluation process and engagement on the social media channels was very encouraging. Feedback from the traders that took part was very positive.

We provided as much sheltered seating as we could in the dedicated social area in the Front Field at the Fort comprising street food, picnic seating and live music proved popular although it was cold.

There was a lovely festive and sociable atmosphere at the market, and it proved that such initiatives are as much about community building as economic activity.

Note on weather: the market took place during the very cold spell in December with sub-zero temperatures but although very cold it lent a seasonal air to the experience. There was an element of wind-chill too. It is hard to tell if the freezing conditions affected footfall or not.

Infrastructure

A mix of council-owned, hired and trader's own gazebos or mobile trailers / trucks are used to accommodate the traders. Generators and lighting towers are hired. Track mats are hired and used to protect the ground – as a result of the management of build up and pedestrian traffic there was minimal impact on the ground so no remedial repairs were required. Event Site build was managed by the Babble team.

Funding

Funding from the Northern Ireland Regional Food Programme (NIRFP) was secured to supplement the funding provided from the council. Vendor fees also contributed.

Event Objectives

- To raise awareness of the type, range and quality of food and high-quality gifts produced in NI, giving vendors the opportunity to sell directly to the public.
- To allow producers and crafters to showcase their products and tell their story of how, why and where they are produced.
- To create a Christmas Market experience that would play host to a range of family friendly experiences. It should deliver a real Christmas ambience, generating the sights, sounds and smells of the season.
- To recruit vendors, curating a market with a diverse offering of handmade arts, crafts and vintage items and locally sourced foods.
- To strengthen the cultural identity of the region and add to the region's sense of 'place'.
- To promote the importance of food provenance to the public with the aim of increasing the consumption of quality regional food through direct sales.
- To garner customer / public feedback on many platforms including interest in this type of regular event in Hillsborough.

Actual Outputs at Event Completion

- A total of **64 local traders took part**. 50% of vendors (ie, not street food or coffee)
- We endeavored to ensure there was a diverse mix of foods on offer from both speciality primary and artisan producers. This included a few producers with an organic offering.
- There were approx. 6,000 visitors to the event. Given the short lead in time to the planning and promotion of the event this was a good number to achieve in a 6 hour event.
- **Family Friendly:**
 - Christmas decoration making with Santa's elves.
 - Face painting
 - Balloon Modelling
 - Santa walkabout and chatting with children.
- **Community involvement:** Downshire Primary School Choir opened the market followed by performers from Beechlawn School.
- **Visitor evaluation:** of the 31 visitors surveyed on the evening, most where from Hillsborough and neighbouring towns and villages. There were visitors from a 40-50 miles radius.
- **Exhibitor evaluation:** most part traders did well and appreciated being a part of the market. (See full results in Appendix 2.)
- **Business evaluation** – just one response to date 25.01.2023 (despite being resent)

Comparison of actual outputs against agreed anticipated target outputs, providing detailed comment on each.

Target Output	Actual Output
20-30 exhibitors / stall holders per market	64 different exhibitors
Footfall - 5,000	Footfall was 2022 was circa 6,500
<p>PR Local and national coverage print and online with positive sentiment.</p>	<ul style="list-style-type: none"> • 28 pieces of media coverage across online and print. • Print circulation 180,291 • Print coverage readership 540,873 • Online coverage – positive sentiment throughout <p>Worth noting that there are a lot of Christmas Market around NI now all vying for media coverage in a short space of time. This will affect level of publication achieved.</p>
<p>Marketing Output</p>	<ul style="list-style-type: none"> • Graphics created for the 2022 market with the Royal Hillsborough Christmas Market branding. • Marketing assets included: A5 leaflets, A3 & A4 posters, 4x1m pvc banners (for play parks), digital flyers and stickers • Advertising material for Impact Wrap (Adshel) on Main Street, Royal Hillsborough (which had to be removed due to a complaint, however, it was up for 10 days in a prominent location). • Digital advertising campaign on Instagram, Facebook and What's on NI (including dedicated ezine issued from What's on NI on LCCC Christmas Markets). • Listing with event imagery on Discover NI, Visit Belfast, Visit Lisburn Castlereagh and other advocate sites. • Ezine to Visit Lisburn Castlereagh (VLC) subscribers. • Blog on (VLC) website • Extensive and strategic social media campaign with consistent and striking imagery. Visual collateral was tastefully branded so that it stood out on the Visit Lisburn Castlereagh social channels and also against other event promotions online. A mix of single image, carousel posts, reels, stories and video were used.

Evaluation Methodology

(Please include back up information to justify/ contextualise evaluation findings) e.g., survey, questionnaire.

Evaluation Methodology was conducted by way of 3 individual questionnaires:

- 1) visitors to the event
- 2) participating exhibitors / vendors and
- 3) to business owners in Royal Hillsborough Village.

The summary of key findings is highlighted below with the full breakdown of the surveys in the evaluation appendices as indicated. Quantitative and qualitative questions and answers were provided.

Visitors – [See Appendix 1 for full feedback]

When asked by the designated evaluation team. 10 questions were posed: a mix of qualitative and quantitative which were also designed to meet the requirements of the NIRFP funding and evaluation. .

Outcomes garnered from those who answered the evaluation questions:

- **Where visitors came from** –most visitors were from the LCCC area and bordering towns. There were visitors from the survey that travelled 45 miles to the market.
- **Reasons for visiting Royal Hillsborough on the day of the market:** Over 96% came to Royal Hillsborough to visit the market and 35.5% also said to visit shops in the village also.
- **Promotion of market** – most heard about the market via social media
- **Discovery of new producers:** most respondents stated they had discovered a new producer at the market.
- **Economic Impact** to the question, ‘**Roughly how much have you spent at Hillsborough Christmas Market today?**’ 38.7% said they spent £30-£40 and the same percentage, 38.7% stated that they spent £20-£30 with 19.4% spending £10-£20
- **Visiting Village Businesses:** 87.1% of visitors stated that they had or intended to visit shops / eateries in the village that day.
- **Frequency of attendance at markets**-when asked if they were visiting the market on one day or both (11th and 12th December) 88.9% of those interviewed said just one day and for 62.5% of respondents they confirmed this was the only Christmas market they had attended (others had visited Dundonald which took place 3rd December 2021).
- **What was favourite part-** 67.7% of respondents stated the Food and 12.9% stated the atmosphere.
- **Suggestions and comments** – a sample:
 - More Car Parking
 - Everything excellent
 - Very good would like to see it every year
 - Maybe hold it over 2 days

- Glad to see the market return and the music is great
- More parking and more food stalls
- Improve car parking and lighting in Forest Car Park
- More craft stalls
- More variety

Exhibitors / Vendors – [See Appendix 1b for breakdown]

- 18 out of 64 vendors* responded to the post-event evaluation, equating to a 28% response rate.
- 10 questions were tailored to assess the success of the event in both general and specific terms, including details on direct and indirect sales and any new markets developed as part of the NIRFP requirements. Quantitative and qualitative questions and answers were provided.

Summary

- 89% of vendor respondents stated that visitor numbers exceeded or were close to their expectations.
- **Economic Indicators:**
 - 83.3% stated they did not have any direct or indirect sales as a result of trading at the market although one commented that it would be too soon to know at point of completing survey.
 - Responses to question on units sold or other indicator of their trading success: most gave number of units sold – difficult to gauge from that how successful that is for each vendor but overall sentiment was positive
 - Turnover: respondents turnover ranged from £350-£1200
 - General feeling that customers would seek out their products in their stockists.
 - One trader earned a new stockist in Hillsborough which she wouldn't have got if not trading there.
- **Collaboration with other NI producers and makers:** most responded that they do or endeavour to do so and would like to do more.
- **Sourcing of ingredients** – responses revealed that producers source locally insofar as possible. Brexit has impacted supply of goods.
- **General feedback:** The last question asked for general feedback. All responses can be viewed in Appendix 1b but here is a sample:
 - **'Fantastic event, brilliant way of bringing local community together and supporting local businesses'**
 - **'An ideal location'**
 - **'Christmas music would be nice'**
 - **'Loved the market, would have been fab to confirm the date earlier as hard to gauge around other markets'**
 - **'I think it is great for local businesses to have markets in their own area to promote their brands and sell their products'**
 - **'The Royal Hillsborough Christmas Market was such a success this year! I'm so thankful to have been given the opportunity to take part as it has made a huge impact to my business.'**

Royal Hillsborough Business Owners – [See Appendix 1c for full feedback]

- A post-event evaluation survey was emailed to Hillsborough businesses but only 1 business owner responded. The survey was resent in the new year, but we didn't receive any further responses.
- 7 questions were tailored to assess the success of the event in both general and specific terms, including details on direct sales as a result of the footfall from the market.

Summary

- The business that responded was only open for its second week so their response was more courtesy than providing any real information. (See summary of response in Appendix 1c)
- **Informal feedback**
- **Linda from the Visitor Information Centre accompanied Santa and gave us an anecdotal feedback account:**
"I received a lot of praise about Santa "he looks so authentic" "like the real thing" - everyone loved meeting him and lots of adults posed with him as well. Santa and I went around the businesses in the village and everyone was delighted and took selfies etc with him. The cafes all did well. I spoke to In Klover and she said that it had been quiet earlier on but it got busier as the night went on - it was packed when Santa and I were in. We also called into Julie Elliott and the owner was there and was absolutely delighted and posed with Santa etc. and lots of ladies in the shop took selfies. Julie said that her shop had done very well and she was very happy."

Event Marketing & PR (see Appendix 2 for PR and Social Media outputs)

Royal Hillsborough Christmas Market brand graphics were updated for the 2023 event. A range of marketing assets were produced including A5 flyers, posters, pvc banners (fitted at Council play parks) and digital assets used on social media, website and for traders to promote the market on their social media pages.

The integrated marketing and PR plan utilized all resources available to generate awareness and promote the event. The plan was multi-pronged in its approach based on the premise of general awareness and engagement. Marketing activity included but was not exclusive to:

- Visit Lisburn Castlereagh website and social media
- Visit Belfast website, social media, display panels in store and digital screen facing outwards to City Hall.
- Discover NI
- What's on NI – Advertising and Ezine to subscribers
- Food NI
- Engaging with online bloggers and influencers
- Local and national print and online media

Leaflets and posters were distributed to businesses and public buildings as well as leaflets distributed to schools to go home in children's school bags. A residential door drop was completed to over 3000 homes in Royal Hillsborough and surrounds.

Advertising

- Media (OOH): Impact wrap for Adshel on Main Street in Royal Hillsborough village
- 5 strategically selected Adshels (bus shelters) in the Lisburn area (based on what was available at the late stage of booking)
- 2 Billboards.
- Digital Advertising: Advertising campaign to value of £750 on What's On NI (which included a ezine) and Facebook and Instagram advertising to value of £250
- NOTE: all advertising highlighted late opening of village businesses.

Outdoor Media

- PVC banners were fitted inside the grounds of key council parks, e.g., Moira Demesne, Wallace Park, Hillsborough Play Park, Hillsborough Forest Car Park, castle Gardens.

Social Media

- A strategic and visually strong social media campaign was planned and executed
- This creative and informative social media plan provided a platform to answer questions on the event and promote participants. Those participants from the LCCC area were given greater exposure.
- We also visited local retailers and eateries and created reels and videos featuring business owners, staff and shop fronts to advertise their late opening in tandem with the market. This was rolled out across the 3 social media platforms and with reminders on day of the market.
- Together with the event graphics, the social platforms enabled us to establish a distinctive voice for the event, setting the tone to resonate with the target audience
- Event Hashtags were #RoyalHillsboroughChristmasMarket #RoyalHillsborough and #VisitLisburnCastlereagh and these were shared with all traders before the market with social media assets to encourage them to use and create noise about the event on social media.
- The social media platforms are a vital channel for visitor engagement
- 77.4% of those surveyed said they found out about the event via social media

Blogs and ezines

- Blog post written by the Babble team for the Visit Lisburn Castlereagh website.
- <https://www.visitlisburncastlereagh.com/blog/read/2022/12/christmas-festivities-return-at-the-royal-hillsborough-christmas-market-b236>

PR

- Media coverage attained (see full breakdown in Appendix 2):
 - **Total pieces of print coverage: 28**
 - **Total pieces of print coverage circulation: 180,291**
 - **Total print coverage readership: 540,873**
 - Media coverage before the market was achieved across local, regional, national, farming and business media. (See clippings and links in Appendix 2)
 - There was a positive sentiment throughout all online coverage.

 - **Radio interview on Frank Mitchell Show on U105** – we secured an interview with one of the LCCC producers, Ispini Charcuterie & Deli (Moirá) on the Frank Mitchell Show on Friday 2nd December – just one week before the market. The time given was shorter than expected but key messages got across very well and the programme has one of the largest listenership's in NI.

 - Print media included:
 - Belfast Telegraph
 - Newsletter (pre and post event)
 - Irish News (2 pre-event)
 - Sunday Life
 - Ulster Star (pre and post-event)

 - In addition to those mentioned above, Royal Hillsborough Christmas Market had online coverage and was listed in the events section of the following websites (see samples of links of features in Appendix 4):
 - Visit Lisburn & Castlereagh
 - Discover NI
 - What's On NI
 - Belfast Live
 - Down News
 - NI World – What's On
 - Belfast Telegraph
 - Antrim Guardian
 - Tyrone Courier
 - Visit Belfast
 - Irish Central
 - Hunt Halloween

- Influencer Eating Ideas created content from her visit to the market as well as pre-event.

Social Media Outcomes

Facebook, Instagram & Twitter were used to build awareness and establish tone of voice.

Below is the data from the campaign from our scheduler app, Buffer. Data direct from each platform will differ slightly but this gives a good overall overview.

Platform	Impressions	Reach	Engagement Average
Twitter	6188	6188	1.4
Facebook	74642	66489	5.7
Instagram	21736	18431	3.5
Stories	22198	21771	0
TOTAL	124,764	112,879	

The summary belows shows the top performing organic posts (ie not paid for) over 90 days. 2 were for Royal Hillsborough Christmas Market (one on left and in middle).

Top-performing organic posts

Here are posts that have performed well over the last 90 days. Understanding what's working can help you decide what to create and share next, so you can keep up the great work.

Highest reach on a post



This post reached **2,314%** more people (84,210 people) than your median post (3,488 people) on Facebook.

Highest reactions on a post



This post received **1,808%** more reactions (229 reactions) than your median post (12 reactions) on Facebook.

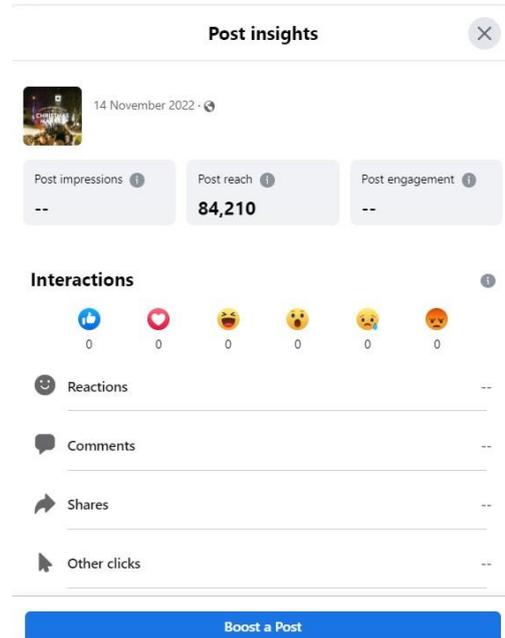
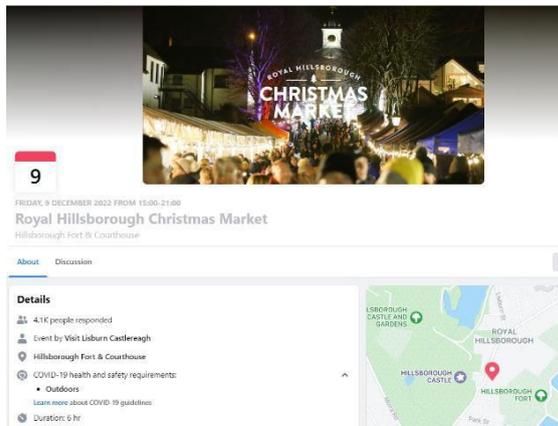
Highest comments on a post



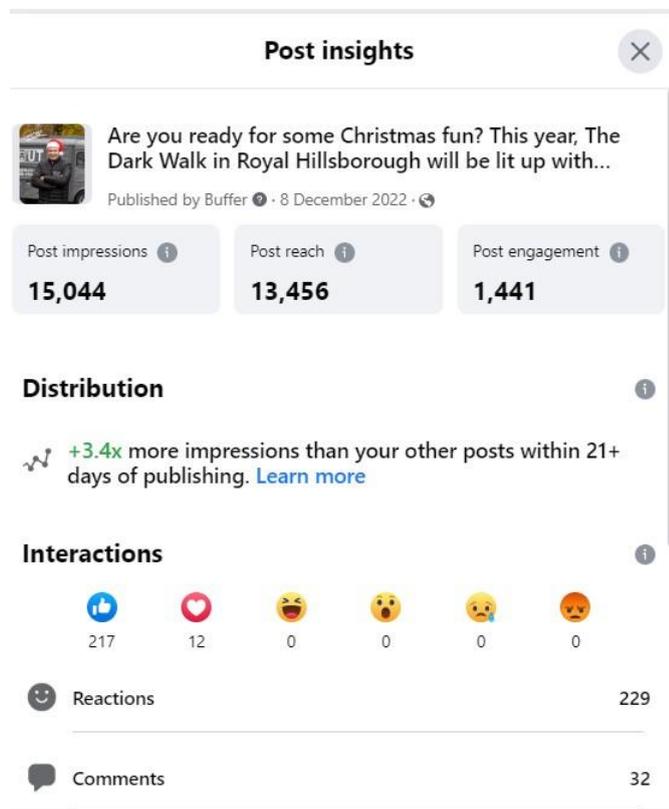
This post received **3,400%** more comments (35 comments) than your median post (1 comment) on Facebook.

Post on left is the Event listing on Facebook posted on 14 November 2022 on the Visit Lisburn Castlereagh page earned the following stats:

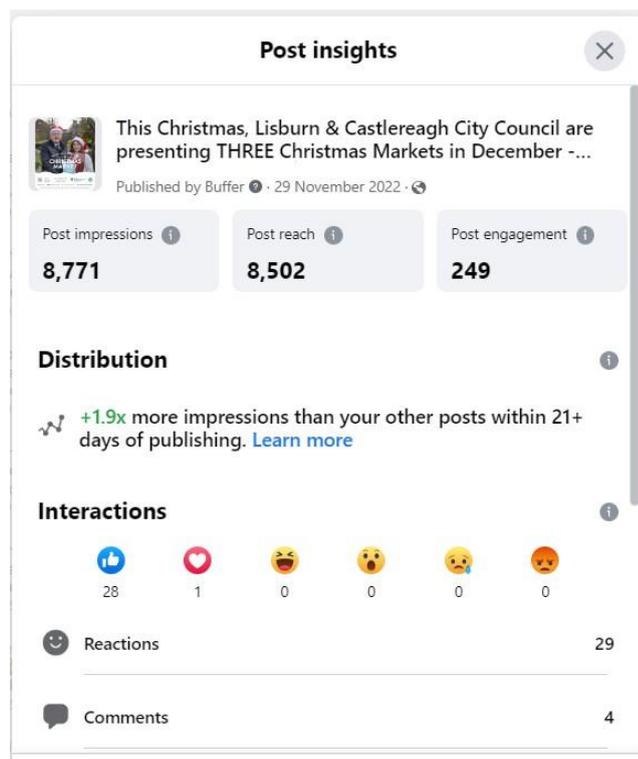
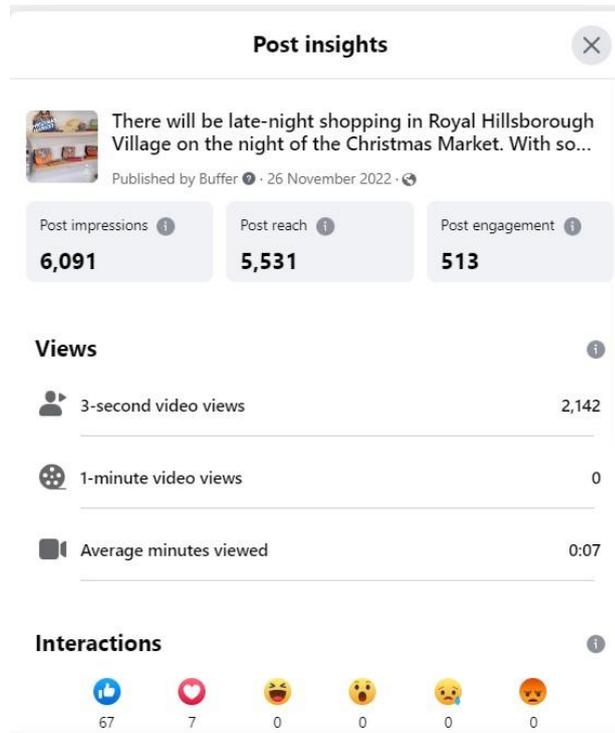
- Reach: 84,210 – this is 2314% higher than median post of 3488 people on FB
- Responses: 4.1K
- Interested: 3.8K
- Snippets from 2 views of the event listing given below.

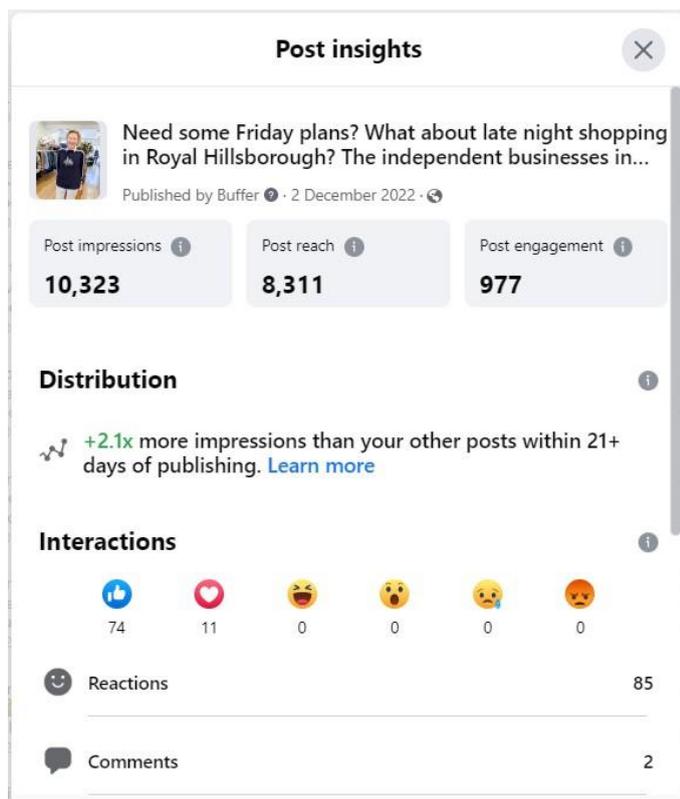


The post in the middle of the summary (above) earned 1808%, pre reactions (229) than median post (12 reactions) in 90 days.. This is the post insights in a larger format below for easier viewing:



A couple more examples of social media post and engagement are demonstrated with the Facebook analytics. These are some more the posts showing a higher level than usual engagement on the page. Interestingly some of these were incorporating the village businesses and the personalities behind them – bringing personability to the campaign.





Instagram and instagram stories were also widely used throughout Hillsborough Christmas Market and can be viewed on the [Instagram highlights](#) section

Conclusion

The 2022 edition of Royal Hillsborough Christmas Market provided further evidence that there is an appetite for the market among businesses and residents in the village, wider catchment of local businesses. The market is added attraction to Royal Hillsborough with people travelling from outlying towns and villages and from a 45-50 miles radius. Location is king and the idyllic setting of the market along The Dark Walk and into the Front Field at The Fort added to the experience for both traders and visitors.

Learnings gleaned from using the Front Field the previous year were used to improve the layout of the vendors and social hub in this area achieving a much more pleasing visitor and participant experience. This also resulted in minimal impact on the Front Field itself. This also proved the importance of having the appropriate infrastructure and event build team in place and build time to achieve this outcome.

Visitor feedback was very positive with respondents reporting that they discovered new producers and artisan makers, with 87% having visited businesses in the village as well as the market. Suggestion comments were focused on more parking, more food, more craft, more variety(space limiting) and for the market to be on over more days.

Trader Experience was very positive with earlier confirmation of date and corresponding application process requested to allow for their own planning in terms of booking in other markets, but also in ordering ingredients, materials and production process. Many products take time to make and some require maturation time.

From an economic impact perspective, all respondents spent at least £10 with almost 40% spending between £20-£20 and over 40% spending more than 50%. From those that responded to the question on the exhibitor / trader survey, takings during the market ranged from £350-£1200. Informal feedback from the village businesses was that they experienced an uplift in footfall and trade during the market and are very much in favour of it returning as well as the spring/summer farmers markets.

Following trading at previous Royal Hillsborough Markets, (both Christmas and Farmers Markets), 2 food businesses (Round House Bakery / Spontaneous Deuce and Kin & Folk Fine Treats) have invested in opening shops in the village. Coincidentally both opened in the week ro 2 before the Christmas Market. Both still traded at the Christmas Market also believing their presence there was important. Another new business (Karibu Café) opened in the village in time for the market and opened late on the day of the market.

This would indicate that on the whole, the Christmas market is an extremely positive contribution to the village, both socially and economically.

Summary context

- The Royal Hillsborough Christmas Market was held on Friday 9th December 2022 from 3pm-9pm
 - Total Footfall was circa 6,000 visitors.
 - Weather: very cold – freezing temperatures.
- [REDACTED]

What worked well.

Operationally

- Traders lined up on both sides of The Dark Walk enhanced the overall Christmas feel and look of the market (due to pandemic mitigation measures in 2021 we were only able to have traders along one side of the avenue).
- Adapting how we utilized the Front Field at The Fort area from the 2021 event worked much better from a visitor experience and maintaining integrity of the ground. This required very considered planning and management of loading in and out.
- Expanded build up time was essential as was breakdown the morning after.
- Use of track matting critical to success of event and also having the build team in place.
- EventSec Stewards at the Forest car park worked well to assist with the management of parking.

Visitor Experience

- Timing of the market to start approaching dusk contributes greatly to the Christmas ambience and overall experience.
- Layout is important to the visitor experience. A critical part of that is having the necessary infrastructural components in place, specifically matting and the equipment and team to build and breakdown.
- Music in 2 areas and revised positioning of music in the Front Field / Fort area means that those at the Church end of The Dark Walk benefit from the music also.

- Visitor feedback requests for more craft stalls, more food stalls, more variety limited by space available. Also funding by NIRFP is dependent on a defined number of food and drink producer exhibitors.

Trader Experience

- Very positive in terms of organization, sales and enjoyment in trading at the market. Earlier confirmation of it taking place requested.

Incorporating village businesses

- Incorporating the faces of the village businesses into the social media campaign was a valuable addition to the marketing of the village this year. We got a great response from the businesses in doing this.

Recommendations

- Keep to same date / weekend and always make it a Twilight / Evening market to enhance the twinkling Christmas lights ambience. If expanding market to a second day, it should also be in the late afternoon/early evening.
- Confirmation of market going ahead as early as possible in the year for planning reasons and also to leverage marketing potential.
- Build up requires the same timeframe at least that we had this year.
- Continue the greater integration of the village businesses and community in the marketing campaign. Parking is the ongoing issue and limiting when it comes to growing the visitor numbers and enhancing visitor experience.

Budget Reconciliation – Appendix 3



POST - EVENT EVALUATION

Title of Project/Event: **Moira Speciality Food Fair & Friday Fun in the Park**

Address or Location of Event: **Moira Demesne**

Date of Event: **Friday 14th October (Fun in the Park) & Saturday 15th October 2022 (MSFF)**

New Event **Repeat** ✓ (Tick as Appropriate)

Name of Organisation/Group/Club/Person: **██████████**

Please provide a copy of the final accounts: Yes (to be forwarded when finalised)

NO: (Tick as appropriate)

Brief Event Description

Moira Speciality Food Fair was held for the 7th year in Moira Demesne on Saturday 15th October from 10am-6pm and Friday Fun in the Park was held for the 1st time on Friday 14th October from 5pm-8pm. Funding for Moira Speciality Food Fair was secured from DAERA'S Northern Ireland Regional Food Programme (NIRFP) and for the community 'Friday Fun in the Park' event (which was staged as the precursor for the Moira weekend) from Department for Communities (DfC).

The purpose of Speciality Food Fair is to provide a platform to showcase the quality and diversity of food in the LCCC region and throughout Northern Ireland. All producers that attended were selected on the basis that they were committed to artisan values and were either growing or sourcing local produce, in so far as possible. With fresh, organic, healthy and trend-driven foods on offer, Moira Speciality Food Fair showcased the best local (NI) produce from primary and artisan producers, including foods granted PGI status.

Moira Demesne proved to be the perfect venue once again for the event. It was very well supported not only by the local community but with visitors making the trip from surrounding towns, villages and further afield.

Friday Fun in the Park

The Friday Fun in the Park event was created in response to securing funding from DfC. The brief was to create and host an event for the Moira community in tandem with Moira Speciality Food Fair.

There was a very short lead in time to develop the event and the approach was to engage with the schools, sports clubs, after schools' clubs and any other special interest clubs in the area. The goal was to develop an action-packed schedule to run on the Friday evening as an opener to the Moira Speciality Food Fair weekend. It also made sense to utilize the event space created for the Food Fair and it worked well.

We received an enthusiastic response from the local primary schools (Rowandale Integrated and Moira PS) and Moira Juniors athletics club with events such as:

- Space hopper races
- Tug of War
- Athletics skills
- Forestry skills
- Healthy eating quiz
- Ballet workshops

In addition, there was seasonally inspired craft and entertainment provided which included:

- Halloween Kites with lights making workshop
- Mini Scarecrow making
- Food Inspired Crafts sponsored by Island Arts / Community Arts
- Street Theatre which included Kablitz Magic Tricks and Scarlet Raven (hula hoops)

performance and workshop)

Moira PS choir performed opening the event and Lisburn Ukes performed also.

A selection of hot drinks and street food vendors took part also.

Footfall was circa 1800-2000.

Moira Speciality Food Fair

Moira Speciality Food Fair 2022 featured 67 exhibitors. As a speciality food and drink event, 58 of the exhibitors were food and drink producers showcasing the quality and diversity of Northern Ireland's speciality and artisan produce. This included 4 Chef / specialists conducting cooking demonstrations.

The event comprised of:

- Artisan food market in the food hall marquee
- Kitchen sessions in the annex marquee
- Café Bar hosted by Hilden Brewery
- Street Food village and garden area with seating
- Family Fun - Children's entertainment (edutainment)
- Live music

Artisan Food Hall

The Artisan Food Hall focused on primary producers and small batch artisan producers.

With fresh, organic, healthy and trend-driven foods on offer, Speciality Food Fair showcased the best local (NI) produce from primary and artisan producers. Encouragingly more participants were from the LCCC area and great effort was taken to ensure that artisan producers who met the criteria from the LCCC area, were given the opportunity to take part.

The producers are a passionate bunch and each of them have carved a niche for their products, with many having developed strong brand identities. Quite a few have earned many esteemed accolades from prestige awards including the Guild of Fine Food's Great Taste Awards and the Blas na hEireann (Irish Food Awards). Many of the producer's products are stocked in high-end delis and speciality food retailers in ROI, GB and further afield.

As an indication of how the event represents the diversity of speciality food products across the region, the following food categories were on offer, which also met key criteria set by the **Northern Ireland Regional Food Programme (NIRFP)** which provides critical funding for the event. These included:

- Speciality fresh meats - including added value offerings such as charcuterie and biltong

- Fish - value added seafood products and fresh seafood showcased
- Dairy products - cheese, ice cream
- Vegetables - organic, local, fresh and seasonal produce
- Bakery - bread & cakes
- Chocolate & fudges
- Larder products – preserves & chutneys, jarred sauces, oils, vinegars
- Drinks - Craft Beers, Ciders and Spirits
- Soft drinks - local, award-winning artisan lemonade, cordials, flavoured spring water and local grown and pressed apple juice
- Innovation in Food - There was also an emphasis on emerging foods for health and well-being with organic and superfoods/drinks such as kombucha and culinary seaweed products
- Again, this year the importance of sustainability was emphasized to all stall owners who participated. In the lead up to the event they were advised not to use to single use plastics but to choose alternatives and many have been inventive in their packaging.

Outside the entrance to the Food Hall, an abundant selection of homegrown, seasonal blooms was showcased by local gardening/flower producers, Gracehill Flower Farm.

Kitchen Sessions/Cooking Demos

The chefs were chosen to offer a differentiated schedule of demos to inspire and educate the audience while also showing how to easily replicate the recipes at home. The demos were well attended and held in an annex marquee next to the Food Hall.

Demos were provided by chef Paula McIntyre from BBC Hamely Kitchen, award-winning local chef Chris McGowan from Wine & Brine based in Moira Village, Dearbhla Reynolds, The Cultured Club, Author & Fermentation Expert and Shane & Hannah Donaldson from Spontaneous Deuce talking about the production of ancestral method cider.

Café bar hosted by Hilden Brewery

A pop-up bar hosted by Hilden Brewery* sold local craft beers, ciders, spirits and soft drinks for consumption on on-site as per licensing laws.

Street Food Village

A range of gourmet street food vendors took part (each complying with core criteria) there was picnic seating available. Live music by local artists providing a festival-vibe and backdrop.

Family Fun/Children's Entertainment

A core specification for the event was also to provide a fun and family focused day out. The edutainment factor continued this year for families with safely planned interactive activities for children including:

- Kinder Garden Cooks (planting, spud in the mud, art)
- Island ARTS Centre – Food Inspired Crafts
- Bee Zone with Master Beekeeper [REDACTED]
- Music & Dance with Squiggles & Giggles
- STEM / Science Workshop – ‘Make your own kite’ as part of workshop
- Street Theatre by Juggling Pixie
- Face Painting
- Balloon Modelling

Live Music

Live music was provided from 10am to 6pm by local artists and singer-songwriters including Ryan Hanna, Brianna Mallon, Belfast Busking Band and Kyle John Suckling. Among the performers was a group of multi-cultural artists which added diversity and a positive energy to the event entertainment.

Sustainable Living and Practices

A focus on embracing sustainability in food was reinforced and we encouraged an eco-conscious mindset and practices with participants (as noted previously).

Local Engagement

We engaged with the local business community with the aim of getting them involved in the event, but also to open up communication with them. We also wanted to highlight local businesses and talent.

Several participants were from the Moira area including:

- Chef Chris McGowan, Chef of local award-winning restaurant, Wine & Brine
- Moira based Kinder Garden Cooks provided a large part of the Edutainment for children
- LCCC Community Arts contributed with artists and craft activities
- Other children's entertainment providers are from the LCCC area (Squiggles & Giggles and

Montgomery Entertainment).

- Two of the musicians are residents of Moira.
- See also high level of community involvement in development of the 'Friday Fun in the Park' event.

[Note that other local chefs were invited to take part but due to staff shortages they couldn't take part this time].

Organisation and Feedback

The event has gained a reputation for being well-organized and publicised amongst visitors and traders alike. In the survey sent to traders after the event over 90% scored Babble with the rating of good-to-very good for organisation and communication leading up to and on-the-day of the event. (Appendix 2c Q9).

Note on weather for 2022: The weather was mainly dry until around 5pm when there were heavy rain showers. This led to people departing earlier than anticipated. There was some heavy rain in the days leading up to the event which made it challenging to get trucks / trailers set up, but this was achieved with minimal impact to the ground due to considered and managed load in of contractors and traders. This level of supervision required a significant amount of time.

Marketing and PR

Extensive marketing collateral was developed for print and online output. An integrated marketing and PR campaign was planned and executed as outlined below.

Branding

A strong brand identity has been developed for Moira Speciality Food Fair, with extensive marketing collateral created for print and online media. The brand was used consistently and coherently across all creative content. This reinforces the brand awareness which is especially important online where there is a lot of noise. Another note on this is that it is vital that strong event branding is creatively and consistently executed on the Visit Lisburn Castlereagh platforms where there are many competing interests being promoted.

Advertising

- OOH Media – there was no Bus shelter (6 sheets) or Billboards (48 sheet) advertising for the 2022 event as the Integrated Marketing Tender process was still underway.
- PVC banners were erected at locations such as the entrance of public parks (Moira Demesne, Hillsborough Play Park and Forest car park and Wallace Park, Lisburn)
- Digital advertising with Instagram and Facebook Ads
- AA directional yellow signs

- 30 Posters distributed to local businesses and public buildings
- 6,000 A5 leaflets were produced and distributed
- 3,000 residential door-drop of leaflets in Moira and surrounding areas
- Extensive strategic social media campaign across Facebook, Twitter and Instagram
- Increased reach compared to the performance of other posts by the council for the same period of time the previous month. 540% up on Facebook and 440% up on Instagram.
- Reels had the best performance for reach, so would recommend continuing to increase the use of video on the social media channels.
- Traders also posted on their social media channels in the lead up to the event and on the day, helping with promotion.
- Note on improving reach: More engagement with accounts on all channels during the campaign will help increase reach, especially on Twitter.

PR

Creative launch photocall accompanied a press release which was issued to local and national media for both print and online publication. In addition, photography from the event was issued to media with an extended photo caption. Top line results of campaign are outlined below.

- **Appendix 1** provides more detailed Social Media analysis and PR results.

Event Objectives (Please List)

Event Objectives

- To showcase artisan and speciality food produce both locally and in the Northern Ireland. This should include a marketplace, with a minimum of 67 participants, with meat, fish, vegetables, bakery and dairy categories to be represented as part of the criteria set by the Northern Ireland Regional Food Programme [NIRFP].
- To promote the significance of food provenance to the general public by promoting local, fresh and regional produce.
- To promote and raise awareness with the general public of quality regional food and increase its consumption by individual consumers, the hospitality industry, attractions, restaurants and visitors.
- To showcase the use of local produce through the cookery demonstration zone to include local restaurants and chefs renowned for commitment to food provenance and using the produce on sale.
- To support food producers by providing them with an opportunity to speak and connect directly to customers.
- To provide a family focused 'free entry' event that would appeal to all the family and attract visitor numbers.
- To increase co-operation and communication in the food sector, providing a united front to buyers and consumers.
- To assist the NI agri-food industry in the region to develop and expand profitable and sustainable markets.
- To develop a thriving rural economy by raising the profile of NI quality food.
- To form and strengthen food clusters in the region.
- To achieve at least £35,000 in orders / sales.
- To gauge how exhibitors performed through an evaluation form to assess the commercial success of the event, including details on direct and indirect sales generated.
- Achieve visitor numbers of 10,000.
- Survey a sample of visitors to assess the success of the event and the raised awareness of local NI produce.
- To promote the 'Our Food. Power of Good' campaign to support the NI agri-food industry by highlighting the quality, sustainability and reputation of the industry and pointing to the opportunities to source local food.

Actual Outputs at Event Completion

- 67 participants including 4 demos by chefs / specialists
- Meat, Fish, Dairy, Vegetable and Bakery categories were represented as per criteria set by the NIRFP as one of the conditions of funding.
- Programme of family fun workshops

- In excess of 10,000 visitors over the 2 elements of the event, ie Moira Speciality Food Fair on Saturday 15th October had a footfall of 8500 and Friday Fun in the Park had a footfall of 1800.
- Positive feedback received from all participants in relation to organisation of the event.
- Mostly positive feedback on sales.
- Mostly positive feedback from visitors to the event.

Marketing Assets output:

- Strong event identity and brand recognition for Moira Speciality Food Fair with distinctive tone of voice established and carried through all visual, written and spoken communication.
- Strong publication of press release and photography across print and digital media (see data below).
- Strategic and visually attractive social media campaign across the Visit Lisburn Castlereagh Facebook, Instagram and Twitter accounts which performed very strongly.
- Blog posts created for the Visit Lisburn Castlereagh (VLC) website and newsletter sent to subscribers of the VLC ezine mailing list.

PR Campaign across print, online and broadcast media with positive sentiment throughout and achieving the following:

	Pieces of coverage	Print coverage circulation:	Print coverage readership
Moira October	44	130,645	391,935

Note: of the coverage, blogger activity amounted to 31 pieces.

NOTE: Please see media examples in Appendix 1.

Evaluation Methodology (please include back up information to justify/ contextualise evaluation findings) eg survey, questionnaire

Evaluation Methodology was conducted by way of 4 different questionnaires:

1. Visitors to Friday Fun in the Park event – 14th October 2022
2. Visitors to Moira Speciality Food Fair – 15th October 2022
3. Exhibitors taking part in the event
4. Business owners on Moira Main Street

The summary of key findings is highlighted below with the full breakdown of the surveys in the evaluation appendices as indicated. Quantitative and qualitative questions and answers were provided.

Visitors to Friday Fun in the Park – 14th October 2022

[See **Appendix 2a** for full breakdown]

- At Friday Fun in the Park 16 visitors gave feedback and overall impression on the event when asked by the designated evaluation team.
- 17 questions were posed: a mix of qualitative and quantitative.
- Questions were tailored to assess the perceived quality of the event and as it was tagged onto Moira Speciality Food Fair, visitors were asked for their feedback on the food vendors that were open and also their awareness of Moira Speciality Food Fair the next day.

Outcomes garnered from those who answered the evaluation questions at Friday Fun in the Park:

- The event attracted visitors from mostly from Moira and surrounding catchment area with some coming from within a 15 miles radius
- 82% of those questioned were under 45.
- People found out about the event through a mix of sources, with social media being the most popular response. Nearly 48% stated they heard about the event on social media, 19% through word of mouth, with the remaining 33% answering website, banners and leaflets.
- When asked what their favourite part of the evening was 61% of people said the arts & crafts.
- 100% of those surveyed thought the event was very good or excellent with no suggestions for improvements.
- Suggestions to improve experience garnered positive responses such as ‘I think it is very well run and we will definitely be back’; ‘Thank you - the whole family had a wonderful experience’; some suggestions included:

-	Having a Christmas Market (x a few comments)
-	More pop-up stalls for ice cream, juices, sweets
-	More food stands should have been open on the Friday evening, eg ice cream van
-	‘I personally find the food at Moira Food Fair too expensive’

- 1 person felt there wasn’t enough disabled car parking.

Visitors to Moira Speciality Food Fair – 15th October 2022

[See **Appendix 2b** for full breakdown]

- 18 questions were posed: a mix of qualitative and quantitative.
- Questions were tailored to assess the perceived quality of the event and the increased awareness of quality regional produce.
- Almost 60% of those surveyed were under 45.

Outcomes garnered included:

Of those surveyed

- Over 80% of those who visited came from Co Antrim and the remainder from Co Armagh & Co Tyrone.

- People found out about the event through a mix of sources, with social media, and word of mouth particularly prominent. Nearly 25% stated they heard about the event on social media, 24% through word of mouth (word of mouth/friends/relative), 38% Visit Lisburn Castlereagh channels and 13% citing banners/posters/flyers.
- 20% were first time visitors
- Reasons first time visitors came this year ranged from knowing a producer, recommendations, meeting friends or family, came across the event when out walking in the park.
- Respondents were asked about accessibility for disabled people and all 100% felt that accessibility was good
- Over 50% of respondents spent over £20 at the event
- 85% of respondents believe that events such as this encourage people to live, work, visit and invest in the area with 100% believing that the event benefits the local businesses and community.
- Over 50% of respondents visited businesses in the village
- 45% discovered new producers during their visit while 35% were unsure if they discovered anything new
- Comments on range of diversity of demos and activities ranges from 'Good'; 'Very Good'; 'Excellent'; 'Large range on offer'; 'A good selection'; 'Looks good nice setting'
- What they liked: 'Demos'; 'Live Music'; 'Atmosphere'; 'Cookery Demos'; 'All of it'; 'children's activities'; 'loved variety of gluten free products'; 'Artisan Foods'; 'Food demos & Sampling'; 'Paula McIntyre'
- Responses to anything else they'd like to see at the event: 'plenty of activities already'; 'something for small children'; 'very happy already'
- Suggestions/ Comments for future events included:

'maybe more mats with grips in case wet and tell people to wear appropriate footwear' 'more boardwalks down on site'
'hold event in summertime' 'hold event in spring' 'hold earlier in year to try to get warmer weather' 'have it twice a year (including the summer)'
'lovely event' 'very well laid out' 'the Moira Food Fair gets better every year'
'more on facebook and billboards in advance'
'No great as it is' 'Lovely event' 'Great Day Out' 'I love the Moira Food Festival' 'No great already'
'more craft stalls' 'more crafts eg flower arranging' 'more craft demos' 'more food stalls' 'more fruit drinks'

'more food stalls would mean less queues for food'

'There are a lot of churches in the village and if they opened up their car parks for parking on the day in the village and restrict car parking on the main street - this would automatically make the food fair part of the village and bring people into the village as well'.

- Responses to accessibility for people with disability – of the 40 who completed the survey, 8 respondents added a comment.

- Some felt it was good or as good as it could be in the park setting, 'appreciate the difficulties,

- 'More slated flooring'

- 'In good weather slated mats are good but might become too slippery for wheelchairs and buggies in wet weather'

- 'Need additional disabled car parking and also need mobility scooters & wheelchairs for hire

- 'Not suitable terrain for wheelchairs' (paraphrased)

Food Producers / Traders –

See [Appendix 2c](#) for full breakdown of survey responses

- 23 out of 67 traders* responded to the post-event evaluation, equating to a 34% response rate.
- 8 questions were tailored to assess the success of the event in both general and specific terms, including details on direct and indirect sales and any new markets developed. Quantitative and qualitative questions and answers were provided.

Trader Survey Summary:

- **Did number of visitors meet expectations:** 39.1% said that visitor number exceeded their expectations, 43.5% said it was close to what they expected and the remaining 17.5% said it was less than their estimation.
- **Indirect Sales /Leads Gained:** 56.5% of traders said they had gained indirect sales as a result of the event.
- **Economic Indicators:** Of those that responded, trader's turnover ranged from £200-£3000 of that percentage then it can be extrapolated that the sales generated at the event amounted to circa £63K.
- **Producer's commitment to sourcing locally:** 60% stated that 100% of their ingredients are locally sourced/grown. Others are using as much local produce as possible.
- **Impression of Organisation of Event:** 87% of respondents gave a rating of Very Good with 91% Good/Very Good. (Very Good was highest rating)

Moira Main Street Business Owners –

See [Appendix 2d](#) for full breakdown

- The survey was conducted on the day of the event by LCCC staff and 12 businesses participated.

- 13 questions were tailored to assess the success of the event in both general and specific terms, including details on direct sales as a result of the footfall from Moira Demesne and the impact of Moira Speciality Food Fair on trading on Saturday 15th October. Quantitative and qualitative questions and answers were provided.

Summary

- When asked if they felt events like Moira Speciality Food Fair benefited businesses and the community the response was split 50/50.
- Impact of Friday Fun in the Park event:66% said footfall was around the same. One respondent said turnover was up 20%, another up 10% (both days)
- **Impact of Speciality Food Fair Saturday 15th October:** 41% stated that they experienced more customers than on a normal Saturday, 33% less and 25% said it was about the same. One respondent said turnover was up 30% on Saturday, another up 10% (both days). One said the Main St was quieter than normal.
- **Getting involved:** some stated they did not receive the direct communications informing them of the event (either email, phone calls or calling in), some said they would think of offers for their business on the day, a couple stated they would think about taking a stand in future years.
- **Suggestions for future events included:**

- 'Include village in fair and have pedestrian zones for 1 day
- 'Not relevant to me as a non-food retailer'
- 'Being made aware and having signs to support it'
- 'Not sure'

- **Other comments included:**

- 'Good to see fair back'
- 'Lack of parking in Moira'
- 'Less footfall as people at the fair'

Visitor numbers

- Numbers were tracked with a simple tally counter and also by keeping track of cars on site.
- We recorded 8500 at the Speciality Food Fair and 1800 at Friday Fun in the Park.

Media Evaluation [See Appendix 1 for full breakdown and examples]

The event was featured in national and local print publications as well as online media channels both pre and post event.

Pieces of coverage: 44 (31 of which from bloggers)

Print coverage circulation: 130,645

Print coverage readership: 391,935

Online coverage: Positive sentiment throughout

Examples of coverage appeared in:

- Belfast Telegraph – Print (Northern Ireland's Weekend feature)
- Irish News – Print

- Farm Week – Print
- Belfast Telegraph – Business / Ulster Grocer - online
- Belfast Live
- Irish News
- Visit Belfast
- What's On NI
- Discover NI
- Food NI

Please compare actual outputs against agreed anticipated target outputs, providing detailed comment on each. In particular please state clear reasons for over/under achievement against the agreed targets. You may wish to provide support information (evidence e.g., action plans, progress reports, survey data, correspondence, business plans) to explain or back up each stated output.

Target Output	Actual Output	Comment
Minimum of 67 exhibitors / stallholders	67 exhibitors took part (including 4 cooking demos by chefs / experts)	This is the maximum amount the site can hold at its current footprint. To increase footprint would require a significant increase in budget.
To achieve 10,000 visitors	8,500 visitors on Saturday 15 th at Food Fair 1,800 at Friday Fun in the Park	A member of the Babble team was tasked with recording the number of people entering the event. Using a tally counter, they recorded the number of people entering the event space at the main point.
To showcase artisan, quality and speciality food produced both locally and in Northern Ireland to include a marketplace with meat, fish, vegetables, bakery and dairy categories represented.	At least 20 producers exhibited across the 5 categories stated.	This was achieved with producers exhibiting in each category: <ul style="list-style-type: none"> - Meat – Ballyriff Buffalo, Seaview Farms, Ispini Charcuterie, Kenako Biltong, The Curious Farmer - Fish – The Oyster Catcher, - Vegetables – Cherryvalley Farm, Peggy's Family Farm, Spore Shore, Autumn Harvest, Crawford's Rock Seaweed. - Bakery – Spontaneous Deuce (Round House Bakery), Kin & Folk Fine Treats, Ollies Patisserie, Amazin Grazin, The Daily Apron - Dairy – Ballydown Milk, Indie Fude, Tom & Ollie's Patisserie, Lick Gelato

<p>Increase consumption of quality regional food and increase consumption by individual customers, hospitality industry attractions, visitors and restaurants.</p>	<p>See validation notes across.</p>	<p>In the exhibitor/participant/producer post event survey:</p> <p>60% of producers confirmed that 100% of their ingredients are locally sourced with 85% and higher stating that over 70% of their sourcing / ingredients are from other local producers.</p> <p>56.5% of exhibitor respondents stated that they had received indirect sales / new stockists as a result of trading at the event.</p> <p>In the visitor survey:</p> <p>45% stated that they had discovered a new producer / product at their visit with a further 35% potentially having discovered a new producer or re-purchasing.</p> <p>Finally, with sales generated of circa £60K at the event we can extrapolate that the consumption of quality / regional food is increased and also with</p>
<p>Generate positive marketing and PR Campaign.</p>	<p>A total of 44 print and online clips with 100% positive sentiment.</p>	<p>The event was featured in a diverse mix of publications bot in print and online. See PR evaluation in Appendix 1 attached.</p> <p>Circulation 130,645 Readership 391,935</p>
<p>To showcase the use of local produce through the cookery demonstration zone to include local restaurants and chefs renowned for commitment to food provenance and using the produce on sale.</p>		<p>4 cookery demonstrations were showcased on the day of the event.</p> <p>██████████ used produce from local producers, specifically organic vegetables and local honey. She encouraged the audience to seek out local, seasonal and organic produce to make foods that support and enhance wellbeing.</p> <p>██████████ provided a seasonal cookery demonstration using produce that was readily available for sale in the Artisan Food Hall.</p> <p>██████████, Wine & Brine, is committed to cookery with local produce and highlighted this during his demonstration.</p>

To support food producers by providing them with an opportunity to speak and connect directly to customers.		The nature of the event provides producers with the opportunity to talk to and sell directly to customers both old and new. 56.5% also connected with wholesale buyers at the event.
To provide a family focused 'free entry' event that would appeal to all the family and attract visitor numbers.	Full and enhanced schedule of sport, craft and theatre events = all free.	The new Friday Fun in the Park event provided a packed schedule of sport, craft, educational and theatrical activities for all the family and there was also an enhanced programme of also family fun events on Saturday at Moira Speciality Food Fair also.
To increase co-operation and communication in the food sector, providing a united front to buyers and consumers.	A number of producers directly support fellow producers via using their product or collective buying practices to achieve best price.	Comments from producers on the question of 'Do you work with any other producers or artisans present here to shorten the supply chain? EG collaboration / stock each other's items, use produce personally?' Sample responses: 'Yes I supply veg/herbs to one and preserves to another' 'Not at present but had a few discussions on Saturday about future collaborations' 'No looking into it though for future opportunities'
To assist the NI agri-food industry in the region to develop and expand profitable and sustainable markets.		The collaborative nature of producers using each other products etc demonstrates the effort to expand profitable and sustainable markets
To develop a thriving rural economy by raising the profile of NI quality food.		PR support for the event including the marketing campaign on social media greatly assists in raising the profile of NI quality food. The more consumers buy directly from the producer, the more committed they are to buying their food as direct from source as possible. - Examples of producers working in the rural economy include (but not exhaustive) Meat – Ballyriff Buffalo, Seaview Farms, Ispini

		<p>Charcuterie, Kenako Biltong, The Curious Farmer</p> <ul style="list-style-type: none"> - Vegetables – Cherryvalley Farm, Peggy's Family Farm, Spore Shore, Autumn Harvest, Crawford's Rock Seaweed. - Other – Moocha Kombucha
To form and strengthen food clusters in the region.	Food producers encouraged to avail of mentoring supports.	Networking event inviting guests from other regions across Ireland / UK to inspire and transfer knowledge to food businesses in LCCC planned.
To achieve at least £35,000 in orders / sales.	Circa £63K sales achieved	From figures proffered by exhibitor responses we have extrapolated that circa £63K sales were generated at the event.
To gauge how exhibitors performed through an evaluation form to assess the commercial success of the event, including details on direct and indirect sales generated.	Post event survey distributed to exhibitors with a 34% response rate.	<p>Survey designed to obtain information to assess the commercial success of the event and as many details as we could garner from exhibitors on direct and indirect sales.</p> <p>A full analysis of results of exhibitor survey can be viewed in Appendix 2c</p>
Survey a sample of visitors to assess the success of the event and the raised awareness of local NI produce.	40 visitors were surveyed at the Moira Speciality Food Fair	A full analysis of results of visitor survey can be found in Appendix 2b
To promote the 'Our Food. Power of Good' campaign to support the NI agri-food industry by highlighting the quality, sustainability and reputation of the industry and pointing to the opportunities to source local food.	Our Food Power of Good logo on all marketing assets.	Logo received by Food NI and use approved by Food NI also.

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Please give details of the number of people attending the event and where they came from:

	PARTICIPANT NUMBERS	SPECTATOR NUMBERS
NORTHERN IRELAND	+/-200	10,000
REPUBLIC OF IRELAND	1	
ELSEWHERE (DETAIL)	0	
TOTAL	+/-200	10,000

Please estimate total number of bed nights generated because of the event:

(People staying overnight 20 x Nights 1) = 20 .

Please give details of how the event was publicised and marketed (e.g. Pre-event publicity such as advertising, leaflets, programmes, banners, posters plus media coverage both during and after the event i.e. local/national press, radio, TV, magazines)

- 6,000 A5 leaflets were distributed to local public buildings, businesses and homes (residential door drop to over 3,000 homes in Moira and surrounding areas). Many given out at weekends from the VIC Tourism Trailer based in Hillsborough Forest Car Park.
- 30 posters were distributed to local businesses and public buildings.
- Extensive and strategic social media campaign on the Visit Lisburn Castlereagh social media platforms.
- 9 x AA yellow signs were fitted in surrounding access points 48 hours before event
- **PR campaign achieved** 44 pieces of coverage across online and print media including 31 pieces from bloggers pre, at event and post event. Print coverage circulation was 130,645 with readership of 391,935. (See Appendix 1a plus attachments)
- **Social Media – Organic Content Performance** – Post Reach 132,324. New Page like/followers up 205.3% (FB) and 341.7% (Instagram) (See Appendix 1b for report and examples)
- **Digital Advertising Campaign** Instagram and Facebook Ad Campaign* (Budget allocated £350.35) achieved 131,441 Impressions, 2,279 clicks with a Click Through Rate (CTR) of 1.7%.
- See Appendix 1 for links to media coverage and digital advertising

Event Budget

Please provide the final budget for the project/ event (Audited Accounts if available)

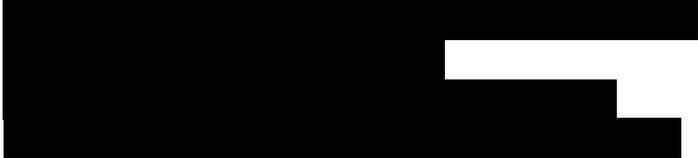
- See attached accounts (Appendix 3)

PLEASE LIST ALL OTHER FUNDERS FOR THE PROJECT/EVENT AND ADVISE IF THEY HAVE CONFIRMED FUNDING:

- Moira Speciality Food Fair 2022 was funded by Lisburn & Castlereagh City Council with co-funding support from the Northern Ireland Regional Food Programme and Department for Communities (DfC). DfC funding was new for 2022 and facilitated the Friday Fun in the Park event which acted as the opener to the Moira Food weekend. It also meant that more entertainment and activities were possible during the Speciality Food Fair itself.

Conclusions

In summary, the 2022 event achieved the following outputs and targets:

- Participants: the NIRFP target of 60 participants was exceeded. There were 67 participants including 4 chef demos / expert talks.
- More LCCC businesses traded at the event (15).and at least 5 entertainment suppliers to the event (all with local staff).
- Visitors: circa 8,500 visitors on the day with circa 1800 at the Friday Fun in the Park event. It should be noted that apart from a late small digital ad campaign which ran in the 5 days leading up to the event, this was achieved purely on organic promotion. There was no billboard (48 sheet) or bus shelter (6 sheet) advertising.
- Chef / Expert participation:

- Context to the feedback from visitors, traders/exhibitors and businesses in Moira provided in notes below. Mainly points raised and suggestions made have either time of the year or budgetary reasons and implications.

Summary notes on feedback:

Positive Feedback from visitors. (See Visitor survey results, Appendix 2a Friday Fun in the Park and Appendix 2b Speciality Food Fair).

Key feedback points included:

- Many favourable comments in relation to the experience of the event, what is on offer in terms of mix of traders, demos, activities and music.

- Preference to have event in the summer and a Christmas event
- Appreciation of free event and activities
- Comments on parking availability. Note: there were a lot less cars parked in the demesne grounds this time – people did not want to park on the grass – presumably due to the amount of rain there had been in the weeks preceding the event. This meant that more people parked on the roadside.
- There were a couple of comments on disabled parking but we had a large area dedicated for disabled parking with scope to add more. Note: We can only surmise that people did not highlight to the stewards that they required disabled parking. We also had signs up.
- Comments on matting and grips when wet. Note: this is a double-edged sword as the matting is there to protect the ground from getting mucky and so people are not walking on mucky ground which is also slippery. We maximized the use of matting as best we could. This is also a budgetary issue.
- There were a couple of comments on there being more advertising and general awareness about the event. Note above on there being no OOH (out of home) advertising for the 2022 event (ie, 6 sheets / 48 sheets etc). Timeframe for organising event also extremely tight.
- Comments on more hot food (Friday night and Saturday) more stalls with ice cream, sweets, hot drinks (Friday night) foods that meet dietary needs such as gluten free. Note: all of these are desirable. However, in current footprint there isn't scope to add more vendors. Every effort was made to ensure that there were offerings for dietary needs but there are limitations for a variety of reasons. For Friday evening, it is not commercially viable to have any more vendors open (from their perspective) and also, we wanted to encourage visitors to support the local businesses, one example being that the Moon Gelato hatch was open in the village until 9pm.

Positive Feedback from traders who thought the visitor numbers were good and for the most part enjoyed a good day's trading (See Exhibitor survey results, Appendix 2c).

Key comments:

- Preference to have event in summer months and keeping to same timing in calendar each year.
- Some traders gave a summary on feedback from their customers mostly about loving the activities on offer and about timing of event in 2022 – they prefer it in warmer months.

Positive Feedback from respondents to the Moira business survey. (See Business survey results, Appendix 2d).

Key comments

- Mixed view on whether the event benefitted their business. However, this reflects nature of business and their opening hours also.
- More positive indication that some would like to be involved in future years. (often

lead time in and availability of staff is a factor as to whether businesses do take part when it comes to it).

- When asked about communication of the event, quite a few had no recollection of receiving the emails to the businesses informing them of it and inviting them to get in touch and involved. Note that visits to the business premises were also made on 2 occasions by the Babble team but sometimes messaging does not get through to business owners if they are not present. A longer lead in time will help this.
- A couple mentioned about including the village in the fair and more pedestrian zones for the day. (This would be a major budgetary consideration but a great aspiration).

Each year, we take learnings gleaned from the previous year and implement them. We conduct a debrief after each event, so we can improve the organisation, operation and visitor experience for the following year. As many of the previous year's learnings were pandemic related in terms of managing the flow around the event site, many of the learnings were in relation to set up and learnings gleaned over the number of years we have been running the event.

██████████ including key actions which were critical to the smooth and safe set up of the event.

To give context, there had been a lot of rain in the preceding weeks which meant that the parkland ground was quite saturated. There was heavy rain also during the build-up days. Furthermore, the event took place later in the year in October so that presented different challenges and learnings. The time of year also meant less daylight hours and more infrastructure costs and set up. For example, the event was costed to take place earlier in the year, but it was pulled off on a shoestring budget with the additional costs that entailed.

- Starting build-up of infrastructure a day earlier than previous years was critical and is essential going forward. This will add to the cost of set up which was absorbed by Babble this year.
- Loading in of traders and suppliers: This is always considered and carefully managed to ensure minimal impact on ground (ie in terms of preventing churning up the ground), but it was more critical than ever this year given saturation levels of the ground. Because of the conditions, this was also essential for load-in of traders on Saturday morning and required all event team members involved in this process (where generally some would be allocated other jobs). This put additional pressure on the set-up process in the morning and was unforeseen despite best efforts. We were also working to a very tight budget. The outcome of this careful management was minimal impact on the ground with no reparatory works needed.
- The Friday Fun in the Park event was a new element to the weekend, and it was a pilot in terms of how it would work in the event space. The timing of the event (5pm-

8pm) was really the only time it could have taken place given it was school term time. However, it was popular and well attended with positive feedback. The input and enthusiasm of the schools was critical to the participation levels and success of the event.

- Some feedback on the Friday Fun in the Park event included comments on the fact that more of the food vendors should have been open however it would not have been commercially viable for any more vendors to open. As it was those opened really did it as a precursor to the next day and it would not really have been worth their while by the time they paid staff.
- Dogs – while most dog owners were responsible, there were a couple who didn't think their dogs should have to be on a lead and that they should be free to roam the event site and park. We feel it would be beneficial for a dog warden to be on site for the duration of the event.
- Parking – the parking on site was not as busy as previous years which is odd given the level of footfall, but it appeared that people parked on the roadside. We surmise that people did not want to park on the grass given the amount of rain there had been in the preceding weeks and days.

Timing of event

- Given that the event happened in October this year meant there was a bigger risk of wet weather which can reduce visitor numbers and add additional expense to the set up/breakdown.
- The time of year and amount of moisture in the air meant that there were issues with condensation in the marquees. This could of course happen at any time of year if the weather conditions are similar, but they are heightened when it is also cold. This can be overcome with measures such as heating but we had stretched the budget as much as we could. If we were to do it again at that time of year, we would have to allow for heaters somehow which may result in less entertainment / demos/children's activities.
- Tower lighting was also required, at an additional expense, due to the darker evenings at this time of year. Working around the time of year added significantly to the organisational and administration duties which were absorbed in the project management time.

Recommendations

- **Revert to original timing in the calendar year** –, ie 3rd Saturday of August which in 2023 is Saturday 19th August.

The consistency of holding the Moira Speciality Food Fair during the same weekend in August each year 'claims the date' in the foodie and social calendar. It also means that it can grow to become a social occasion for the local (foodie and aspiring foodie) community and that producers, chefs, suppliers etc can all plan around it.

Fun in the Park element – if the funding for this element is awarded again for 2023 then the timing of the event in August would be a consideration. A large part of the reason that this event was so successful was the buy-in and participation of the local schools (which was also a big budgetary saving or meant that we could add more activities to the schedule – whichever way you want to look at it). As the schools would still be on summer holidays in August we would have to contact them as soon as possible to see if there is still potential for them to get involved – it might work out as the teachers may be back by that week in August.

- **Key figure and attractions** – Kitchen sessions were again very well attended and were a great draw to the event.
- **Protect the integrity and special nature of the event** - the Artisan Food Hall marquee is as large as the site can take and we have pushed the boundaries of it with the 'annex' area for the cookery demos. We also provided gazebos along the outside of the Food Hall Marquee to accommodate non-food but complementary vendors which add to the overall visitor experience.
- The event footprint could be expanded but only if there is the budget to accommodate it.
- **Additional Activities** - it is our recommendation that we continue to develop the additional activities which all combine to make it a festival of food that is a must visit event, drawing more visitors from a wider catchment area... by:
- **Developing the expert / workshop aspect of the event** – due to budgetary constraints and limited timeframe to organise the event, we have not developed the expert talks and niche workshop element as much as we aspired to. There were requests for more in the visitor feedback surveys. These would add an additional dimension to the event and 'foodie weekend' promotion in Moira but more time and budget would be needed to develop it.

2-day event quandary – lots of queries to event organisers about why the Speciality Food Fair event was not over 2 days. The event was only ever held on 2 days in 2019 when we piloted embracing the village more by creating a Moira Food Festival. To recap, the format of having the event over 2 days worked well and the cost and effort of building the infrastructure warrants it in many ways. There is a mixed view from traders on the 2-day event with many saying that their takings are simply split across 2 days. There was definitely a different vibe to Saturday and Sunday with street food traders probably benefited most from the Sunday trade. Sunday typically is a day when visitors come for a few hours out, for the atmosphere and a bite to eat.

- However, if it is a strategic plan to consolidate the event over a weekend with the appropriate level of investment in Marketing and PR to target existing and new audiences attracting an audience from a wider radius and from ROI, then the visitor numbers will grow to make the 2-day format worthwhile. Consistency year on year is key.
 - **Sustainability** - improve the best practice credentials of the event. The project management team does its best to encourage sustainable practices in the event operations. Producers and participants are urged to reduce single use plastic which was successful to a certain degree. (It is more difficult to be plastic free for some categories, eg raw meats). Sustainability and awareness of waste management is common practice at events in neighbouring jurisdictions and we believe that an event of the calibre of the Moira Speciality Food Fair should be leading the way in doing so in Northern Ireland. This needs to be driven by the Council to be truly successful and executed within the spirit and style of the event. With a longer lead-in time, we can work with the Sustainability Officer to make a significant improvement for the 2023 event.
 - **Advertising** - OOH media is imperative for general public awareness.
 - **PR coverage** - with so many events competing for exposure, it is imperative to be creative and have good lead in time for ensuring that the press release gets picked up for online, print and broadcast media.
- Budget considerations in addition to those mentioned above:**
- As the event grows all costs increase incrementally, including project management time.

**DUNDONALD CHRISTMAS MARKET
THURSDAY 1ST DECEMBER 2022
POST EVENT EVALUATION**



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Brief Event Description

The Development Committee of Lisburn & Castlereagh City Council were keen to host a Christmas market for the Dundonald area of the council.

The market was held on Thursday 1st December 2022 from 4pm-8pm in Comber Road Square in Dundonald.

Permission was obtained from the landowner, Henderson Group to hold the market in the Comber Road Square car park (Stuart Cordner of Cordner's Spar advocated for it to be held there). The decision to hold the market in that spot was that it is a focal point in the community and by bringing people to the market, the businesses on Comber Road would benefit from the increased footfall and higher spend. Only the Bookshop and Café Nosh extended their opening hours, and the other businesses are usually open (Spar, eateries including restaurants and takeaways).

The aim of the market was to attract a diverse mix of products all with the emphasis on locally made or sourced. Preference was given to makers and creators local to the Dundonald area. Local businesses who had store fronts in Dundonald were also approached to see if they wanted a pop-up stall for the evening.

As a Christmas family market, we were keen to ensure that there is something for children, teenagers and adults alike, to buy as either a 'present/treat for me' or a present for family, friends and teachers.

- In total there were 30 traders taking part with 11 of them being LCCC area traders.
- Footfall to the market was circa 3,000.

Entertainment at the market included:

- Dundonald Primary School Choir
- music from local acoustic musicians
- children's craft making activity
- face painting and balloon modelling
- Santa was also present from 4.30pm-7.30pm to walk about and chat to the children. He proved to be a big hit. He was always accompanied by a Babble or LCCC representative.

To enhance the overall atmosphere, festoon lighting was fitted around the gazebos and that together with the impressive and festively lit Deer Sculpture provided a Christmassy feel to the market. Traders were also encouraged to bring lighting to enhance the inside of their stall and ensure their goods were shown off to their best advantage.

The infrastructure was made up with a mix of council-owned, trader's own gazebos or mobile trailers. A generator and tower light were hired from Balloo Hire and there was an event electrician on site to connect vendors to the generator and supply an 'Electrical Installation Certificate'.

The gazebos and vendor trailers provided a boundary with the market space in the centre, which helped create a social hub. With gazebos clustered in the middle to create a seating area and for

**DUNDONALD CHRISTMAS MARKET
THURSDAY 1ST DECEMBER 2022
POST EVENT EVALUATION**



children's crafts area, we created a walkway around the stalls. The support for the market proved that such initiatives are as much about community building as economic activity.

Delivery: Babble's approach to generating support for the market was to identify local business champions who would help to generate awareness and also help identify local creatives who might be interested in taking part. It was through this that we secured the site for the market.

Event Objectives

- To recruit a minimum of 20 vendors
- To recruit businesses in the locality with vendors from outside the area to be selected only if a local business was not available or did not meet the criteria.
- To target local businesses and give them the opportunity to showcase their product offering in the heart of their community.
- To create a market for the community by involving the community.
- To foster good relations with existing permanent business owners in the Dundonald area.
- To deliver a creative PR & Marketing campaign that promoted the event and the Council in a positive manner.

Actual Outputs at Event Completion

- A total of 30 traders took part 11 of which were LCCC businesses.
- No. of visitors: 3,000 visitors were recorded via a tally counter.
- The weather was favourable for the event, although very cold. It was during the period of freezing temperatures.
- **PR:** [See Appendix 2 for PR examples].

An event launch photo call took place with photos accompanying the approved press release were issued to media. The Christmas period was a very busy market season for the media to cover. To ensure that we achieved as much exposure as possible for Dundonald Christmas Market, it was also included in the editorial as part of LCCC's Christmas event calendar in the Royal Hillsborough Christmas Market for the Christmas season.

More success was garnered for the post-event publicity with more hyper-local coverage as follows:

- Pieces of coverage: 4 including the Newtownards Chronicle and the Ulster Star (post event coverage)
- Print coverage circulation: 14,668
- Print coverage readership: 44,004
- Online coverage – Positive sentiment throughout. See links below:
 - <https://whatsonni.com/event/50478-there-will-be-festive-cheer-all-around-as-christmas-market-returns-to-dundonald/comber-road-sqaure>
 - <https://www.northernirelandworld.com/whats-on/things-to-do/dundonald-christmas-market-leaves-families-and-friends-in-the-festive-spirit-3943922>

DUNDONALD CHRISTMAS MARKET
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- **Marketing assets** produced and distributed.
 - New event creative designed and developed. Artwork created for various marketing assets – print and digital.

 - 7500 leaflets were printed – 3000 of which were delivered to pre-mapped area in and around Dundonald. The others were distributed to public buildings and local businesses.
 - A4 & A3 posters printed and distributed to businesses and public buildings with the leaflets.
 - Banners put up in Moat Park at Playing Fields and Play Park
 - Large Advertising panel put up in Comber Road Square
 - Digital assets created: digital banners, stamps for overlaying imagery content.
 - Strategic social media campaign developed and executed/
 - OOH advertising for 6 sheet/bus shelters in the Dundonald area and 48 sheet billboard at Asda in Dundonald villages.

Evaluation Methodology

Feedback surveys [Appendix 1] were issued to 3 stakeholder groups:

1. Visitors to the market
2. Traders / Exhibitors
3. Dundonald businesses

The summary of key findings is highlighted below with the full breakdown of the surveys in the evaluation appendices as indicated. Quantitative and qualitative questions and answers were provided.

Visitors Survey – [See Appendix 1a for breakdown]

7 questions were posed: a mix of qualitative and quantitative. These were tailored to assess the perceived quality of the event and thoughts for future events in Dundonald.

Of those surveyed:

- 100% of visitors were from the Dundonald area.
- 23% spent under £10; 38.5% spent between £10-£20 ; 38% spent over £20.
- Reasons for visiting the Dundonald Christmas Market:
 - 31% Curiosity
 - 31% Supporting local trade.
 - 23% to enjoy festive vibe.
 - 15.4% shopping for Christmas gifts
- 69% discovered new producers / makers at the Christmas Market.
- Summary visitor responses when asked for Suggestion to improve experience in the future:
 - Better Layout than last year. Met new producers
 - Would be nice to have regularly not only for Christmas Came on purpose to get stuff from Mt's Smyth and discovered autumn harvest and daily apron

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- Less food stands and some different
- Very nice to have the market and it would be nice if it was a regular market
- Better advertised in the street only learnt about it through school
- More stalls
- Not really. Laid out well and like area in middle for crafts and food on other side
- No not really. Very well laid out and good family vibe. Good variety of stalls also
- Better parking
- More things for kids
- More throughout the year
- There were a lot of dogs which made it hard to walk around sometimes
- No. This a better lay out this year and space and it's nice to see all the stalls are branded in the same way. Met new producer Marshall Beekeeping

Exhibitor Feedback Vendors – [[See Appendix 1b for full survey](#)]

- 12 out of 30 traders responded equating to a 40% response rate.
- 11 questions were tailored in each survey to assess the success of the event in both general and specific terms, including details on direct and indirect sales and any new markets developed. Quantitative and qualitative questions and answers were provided.

Summary

- **Did number of visitors meet expectations:**
 - 33.3% of traders said that more visitors attended the event than they expected and remaining 58% said that the number who attended was close to their estimation.
- **Economic Indicators:**
 - 8% stated that they had gained new leads for new stockists as a result of trading at the market (a booking for a birthday party)
 - Collaboration with other traders: some of the traders already work with each other and others had discussions about future collaborative projects.
 - Sales ranged from £100 to £700. Current economic conditions had a big impact on sales. One maker did very well – her items are at an impulse purchase price point and good for stocking fillers. They are also matching current trends for sustainability.
 - Although the majority (87.50%) at Dundonald surveyed replied they had not gained any new leads for stockists, everyone said they had sales to first time customers.
- Feedback received from visitors was mostly positive (92%)
- Organisation of event – 100% gave good or very good (83%)
- Summary responses to question: Is there anything you would like to add?
 - No
 - Dundonald Christmas market was great! Extremely well organised, from the curation of stall holders through to the marketing, planning and execution of the event - I always trust Babble to bring a wonderful experience and atmosphere for both traders and customers!
 - thank you
 - Babble are excellent and so organised. They champion local artisan producers.
 - No
 - I really enjoyed the Dundonald market, it was great to attend an event in my local

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village. The event ran very smoothly, the event organisers were very helpful and friendly. There are 2 things that have left a sour taste in my mouth unfortunately. Firstly, the cost to be at the event was very high. In the past 9 months since starting my business I have seen all of my costs sky rocket. As a coffee vendor I was placed in the same vendor pricing bracket as the food trucks, which included retail prices of; £10 per pizza, Crepes for £6 per portion, Burgers starting at £8 etc. They didn't have to sell too many portions to make their money back. I kept my prices reasonable at £3 for a regular hot drink (coffee/hot choc). So, after stripping out my costs and leaving my daily coffee round to go to the event I will have certainly lost money attending the event. The 2nd issue that also contributed to not making money was the fact that there was more than 1 coffee vendor. All other vendors appear to be the only vendors selling their product and had no competition. In terms of competition, I had one other coffee truck which was also able to sell food. Plus I also spotted a number of visitors with SPAR coffee (I expected this when I applied so I wasn't too concerned about the SPAR to be honest). The fee structure certainly favours the big food trucks and shocked me considering it was a publicly funded event. I'm always happy to pay for my pitch but I just thought it was overpriced for a small coffee truck.

- N/A
- Great community event bringing local people together while supporting small artisan businesses.
- Great organisation of a lovely Xmas market.
- Great event hopefully plenty more to come. The event team were very helpful and accommodating.
- Visitors to the market were very happy to have it and said lots of positive things when visiting my stall. I think it is important to support local businesses in terms of offering pitches over businesses from outside the area.

Event Marketing & PR (see Appendix 2 for examples of outputs)

New creative was designed to give a better reflection of the feel of the event. On approval, artwork was developed to create marketing assets (both for print and digital) were created for the Dundonald Christmas Market, including flyers, posters, pvc banners and digital assets used on social media.

Advertising: OOH advertising artwork was created for 6 sheets / bus shelters and 48 sheet billboard. These helped greatly to generate positive publicity with village residents and villages.

Social Media

- We leveraged the followers on the Visit Lisburn Castlereagh social platforms to generate interest and momentum for the market.
- A creative and informative social media strategy and plan was developed and implemented.
- Together with the event graphics, the social platforms enabled us to establish a distinctive voice for the event, setting the tone to resonate with the target audience.

**DUNDONALD CHRISTMAS MARKET
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- Hashtag #dundonaldchristmasmarket was created and promoted alongside #visitlisburncastlereagh
- We shared social media assets and hashtags with all traders before the market and encouraged them to promote and to tag @visitlisburncastlereagh on their posts.

Other online platforms

- Event listings were created on websites including Visit Lisburn Castlereagh, Visit Belfast, Discover Northern Ireland.

Blogposts

- Blog post created for the Visit Lisburn Castlereagh website. Blogs generate longer term discoverability for the event online so are efficient from a SEO (Search Engine Optimisation) perspective.

PR [Appendix 2 for summary]

**DUNDONALD CHRISTMAS MARKET
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Social Media Outcomes

Example of posts with a high number of -Impressions and relative decent engagement.

Facebook & Instagram posts – data and examples of content.

Boost post ... X

This Christmas, Lisburn & Castlereagh City Council are present...
29 November 2022 at 12:15
ID: 5458371747624102

Interactions
29 reactions 4 comments 7 shares

Overview Performance Feed preview

Performance

Reach		Engagements		Negative interactions	
Total		Reactions		Total	
8,525		29		1	
Organic	8,525 (100%)	Comments	4	Unique	1
Paid	0 (0%)	Shares	7		

View Details

This Christmas, Lisb...
29 November 2022 at 12:15

29 reactions 4 comments 7 shares **Boost post** ... X

Overview Performance Feed preview

Visit Lisburn Castlereagh
Published by Buffer · 29 November 2022 ·

This Christmas, Lisburn & Castlereagh City Council are presenting THREE Christmas Markets in December - starting this week.

📍 Thursday 1st December - Dundonald Christmas Market 4pm-8pm, Comber Road Square.
A bigger market this year to browse with gifts, treats and artisan food.... See more

ROYAL HILLSBOROUGH CHRISTMAS MARKET
THUR 1ST DEC, 4PM-8PM at COMBER ROAD SQUARE

ROYAL HILLSBOROUGH CHRISTMAS MARKET
THUR 1ST DEC, 4PM-8PM at COMBER ROAD SQUARE

ROYAL HILLSBOROUGH CHRISTMAS MARKET
THUR 1ST DEC, 4PM-8PM at COMBER ROAD SQUARE

No insights to show ⓘ **Boost post**

DUNDONALD CHRISTMAS MARKET

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Instagram



Boost post
... X

Dundonald Christmas Market returns for 2022! We'll have lot...

18 November 2022 at 22:39
ID: 1804266163375777

Interactions

👍 29 likes
💬 4 comments

Performance

Reach

Total: **1,351**

Engagements

Likes: **29**

Comments: **4**

Negative interactions

Unique: **--**

Feed preview

Instagram

visitlisburncastlereagh



Facebook



Boost post
... X

Dundonald Christmas Market returns for 2022! We'll have lot...

18 November 2022 at 22:39
ID: 5429546050506672

Interactions

👍 6 reactions
💬 4 comments
🔄 0 shares

Performance

Reach

Total: **1,621**

Organic	1,621 (100%)
Paid	0 (0%)

Engagements

Reactions: **6**

Comments: **4**

Shares: **0**

View Details

Negative interactions

Total: **0**

Unique: **0**

Feed preview

Visit Lisburn Castlereagh
Published by Instagram · 18 November 2022 · 🌐

Dundonald Christmas Market returns for 2022!

We'll have lots of lovely festive goodies for you to buy, crafts, artisan food and plenty of entertainment too.

Tell your friends and set a reminder in your diary... [See more](#)



DUNDONALD CHRISTMAS MARKET THURSDAY 1ST DECEMBER 2022 POST EVENT EVALUATION



Boost post

Not sure what to give people for Christmas this year? Pop do...

22 November 2022 at 18:31
ID: 5440101236117820

Interactions

8 reactions 1 comment 0 shares

Overview Performance Feed preview

Performance

Reach

Total	2,494	
Organic	2,494	(100%)
Paid	0	(0%)

Engagements

Reactions	8	
Comments	1	
Shares	0	

Negative interactions

Total	0	
Unique	0	

View Details

This Christmas, wh... 25 November 2022 at 17:33 59 reactions 13 comments 4 shares Boost post

Overview Performance Feed preview

Feed preview

Visit Lisburn Castlereagh
Published by Buffer 25 November 2022

This Christmas, why not stock up for Christmas with foods from Northern Irish artisan producers? At the Dundonald Christmas Market this year, there will be lots of local artisan food and drink to choose from as well as a fabulous lineup of street food vendors. Here are just some of those taking part: Habanero Steve's... See more



No insights to show

Boost post

7

2 4

Not sure what to give ... 22 November 2022 at 18:31 8 reactions 1 comment 0 shares Boost post

Overview Performance Feed preview

Visit Lisburn Castlereagh
Published by Buffer 22 November 2022

Not sure what to give people for Christmas this year? Pop down to your local Christmas Market.

You'll be surprised by how many entrepreneurs, makers and crafters there are in Lisburn & Castlereagh and surrounds... See more



No insights to show

Boost post

8

1

Like

Comment

Share

Most relevant

DUNDONALD CHRISTMAS MARKET THUR 1ST DEC, 4PM-8PM at COMBER ROAD SQUARE Boost post

This Christmas, why not stock up for Christmas with foods fr... 25 November 2022 at 17:33

ID: 5448247461969864

Interactions

59 reactions 13 comments 4 shares

Overview Performance Feed preview

Performance

Reach

Total	5,712	
Organic	5,712	(100%)
Paid	0	(0%)

Engagements

Reactions	59	
Comments	13	
Shares	4	

Negative interactions

Total	0	
Unique	0	

View Details

DUNDONALD CHRISTMAS MARKET THURSDAY 1ST DECEMBER 2022 POST EVENT EVALUATION



Visit Lisburn Castlereagh @VisitLisburn · Nov 30, 2022
The Dundonald Christmas Market is open tomorrow from 4 to 8pm.

Come and join us for fun and festivities with traders from across [#Lisburn](#) & [#Castlereagh](#) and [#CountyDown](#). [#Dundonald](#)

React
Total
3,941

Organic	3,948 (100%)	Comments	1	Unique	0
Paid	0 (0%)	Shares	4		

View Details

The Dundonald Chris...
1 December 2022 at 08:00

23 reactions · 1 comment · 4 shares · Boost post

Overview Performance Feed preview

View Details

Feed preview

Visit Lisburn Castlereagh
Published by Buffer · 1 December 2022

The Dundonald Christmas Market is open today from 4pm-8pm!
Come down to Comber Road Square where you'll find lots of lovely stalls full of locally made gifts, food and produce.
The local shops including Cordners Comber Road, Stacks Bookshop, Happy Valley Chinese Takeaway, CORRIES, Cafe Nosh, Little Thai Cafe and Bistro and Campbells Home Bakery will all be open too, so do stop by.... See more

TWITTER Examples

Visit Lisburn Castlereagh @VisitLisburn · Nov 18, 2022
Dundonald Christmas Market returns for 2022!

We'll have lots of lovely festive goodies for you to buy, crafts, artisan food and plenty of entertainment too.
Tell your friends and set a reminder in your diary.

Hazel Legge and 7 others

Visit Lisburn Castlereagh @VisitLisburn · Nov 18, 2022
We have art, craft, books, candles, wreaths and lots of delicious foodie treats for you at this year's Dundonald Christmas Market. Thursday 1st December at Comber Road Square.
[#DundonaldChristmasMarket](#)

Visit Lisburn Castlereagh @VisitLisburn · Nov 26, 2022

Make a night of it with friends and family, grab a bite to eat from our street food trucks or a hot coffee and enjoy browsing craft stalls and enjoying the entertainment at this years' [#Dundonald](#) [#ChristmasMarket](#).
Thursday 1st December!

DUNDONALD CHRISTMAS MARKET
THURSDAY 1ST DECEMBER 2022
POST EVENT EVALUATION



Visit Lisburn Castlereagh @VisitLisburn · Dec 1, 2022

🕒🎄 Just an hour to go until the #Dundonald Christmas Market opens. Bring your friends and family down. There are rumours Santa himself might even pay a visit. 🎅
[#VisitLisburnCastlereagh](#) [#ChristmasMarket](#)



Visit Lisburn Castlereagh @VisitLisburn · Dec 1, 2022

Don't forget the local shops and restaurants will be open late for the Dundonald Christmas Market tonight.
[#VisitLisburnCastlereagh](#) [#Dundonald](#)



[Show this thread](#)



Visit Lisburn Castlereagh @VisitLisburn · Dec 1, 2022

Corries Farm Butchers @CorriesMeats



DUNDONALD CHRISTMAS MARKET
THURSDAY 1ST DECEMBER 2022
POST EVENT EVALUATION



Conclusion

Dundonald Christmas Market went very well again. There was a different vibe to the 2021 event but we were coming out of the pandemic lockdown at that time and it was also on the Friday evening.

Key notes:

- The market was on a Thursday this year for 2 reasons: i. so as not to clash with the other community Christmas light switch-on's which were on the Friday evening; ii. Thursday requested by owner of Cordner's Spar due to amount of lorry deliveries to the shop on Friday's.
- Footfall was high and similar to the 2021 event, however spent patterns were different with the public seeming to be very circumspect with their spending.
- Due to the event being on Thursday and not Friday, the Highland Dancers and other local performing groups were not able to attend.
- The mix of vendors at the event was considered based on the outcomes of the 2021 event. We had only 14 vendors in 2021 so we had over double that this time. That was partly due to demand, and we also increased the market footprint to take over the whole car park.
- The range of vendors / products available was very well received, however there were some vendors who did not do well at all and would not return. Impulse price point items are definitely more successful at Dundonald Markets.
- In terms of coffee and street food, the choice was again chosen based on demand and feedback from the previous year. To give an example of the difference in spending, in 2021 we had 2 coffee vendors who both had queues for the entirety of the event. Based on that demand, we had 2 coffee vendors again but neither did that well. There are other reasons for this on our view including their presentation and clarity of what their offer is.
- In terms of the Henderson's / Comber Road Square car park as a venue – it is a very difficult site to set up on. It is a very busy spot. The event team managed the road and entrance into the car park all day. We were promised some help in clearing cars etc from the Spar, but this did not materialise – partly due to last minute staff shortages on their part. At one point the event team were managing / directing traffic on the road entrance to the car park. It felt that we were carrying out duties beyond our remit. However, we did what was necessary to ensure public safety.
- The location is such that the conditions for set up are stressful While the location is ideal in terms of animating a focal point in the heart of Dundonald, the busyness of it and lack of control in closing off the car park make it feel like a chaotic set up. Of course, we are like swans on water...

**DUNDONALD CHRISTMAS MARKET
THURSDAY 1ST DECEMBER 2022
POST EVENT EVALUATION**



RECOMMENDATIONS

- ◆ Consider another venue but in reality it is probably the best one for this event.
- ◆ Earlier confirmation of the event date:
 - Confirmation with traders – we lost some when we changed from Friday to Thursday
 - Earlier confirmation of the date would mean that more local schools could potentially take part (most had other events scheduled for that evening).
- ◆ Consider mix of traders and how many we have. There is an argument that we had too many this time. However, with an earlier confirmation of date we might be able to attract some more vendors that have quality products but at a lower price point.

Appendix 3 – Budget Reconciliation – see attached

APPENDICES SUMMARY

Appendix 1- Surveys – full results

Appendix 2-PR – examples

Appendix 3- Budget Reconciliation

**CARRYDUFF CHRISTMAS MARKET
FRIDAY 16TH DECEMBER 2022—
POST EVENT EVALUATION**



POST - EVENT EVALUATION

Title of Project/Event:

Carryduff Christmas Market

Address or Location of Event:

Carryduff village (Lidl car park)

Date of Event:

Friday 16th December 2022 - 4pm-8pm

New Event _Repeat (Tick as Appropriate)

Name of Organisation/Group/Club/Person: Please

provide a copy of the final accounts: Yes No:

_____ (Tick as appropriate)



Contents

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Please provide a copy of the final accounts: Yes <input checked="" type="checkbox"/>	1
No: _____(Tick as appropriate)	1
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POST - EVENT EVALUATION

Event Description

Carryduff Christmas Market was held on Friday 16th December from 4pm-8pm in the most central location in Carryduff town centre. There were 34 vendors, a mix of artisan food and craft stalls (including local crafters) with a street food and coffee offering to facilitate the social aspect of the market.

Local primary school choirs performed to open the market followed by local dance and musical theatre schools also performing with a singer-songwriter acoustic set. Children were entertained with a craft workshop making festive decorations to take home and Santa was present to chat to children.

There was a lovely sociable atmosphere at the market, and it proved that such initiatives are as much about community building as economic activity.

Delivery: Babble delivered the event. Babble engaged with a couple of local community groups, including churches, schools and the Carryduff Regeneration Forum. Local primary schools, Carryduff Primary School and Millennium Integrated as well as the Norney-Henderson School of Dance and Just Stage It Academy performed at the market. (Note other schools were asked also but couldn't commit this year but have expressed an interest to next year).

Location of market – We secured the grounds of the old shopping centre car park / new Lidl complex again. We were fortunate in being able to use this site as the redevelopment works had not yet commenced. Lidl Northern Ireland granted a temporary license for use of the land.

Sponsorship towards Carryduff Christmas Market was secured from Fraser Homes [REDACTED] and Lidl Northern Ireland [REDACTED]

Infrastructure for the event was supplied by Council owned gazebos, traders' own gazebos and trailers / trucks. Generator and tower lights were hired from Balloo Hire. Festoon lighting was supplied and fitted around the gazebos – both the trader's gazebos and in the central hub where a cluster of gazebos accommodated seating and cover for entertainment. An event electrician connected vendors to the generator signing off with an 'Electrical Installation Certificate.'

Note on weather for 2022: the market took place during the very cold spell. There was a biting wind chill which meant that the footfall was very good, but visitors didn't hang around as it was just too cold. The cold conditions impacted on trader sales.

The footfall for Carryduff Christmas Market was circa 3,000.

Event Objectives

- To recruit a minimum of 20 vendors
- To recruit artisans and businesses in the locality with vendors from outside the area to be selected only if a local business was not available or did not meet the criteria
- To target local businesses and give them the opportunity to showcase their product offering in the heart of their community

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- To create a market for the community by involving the community
- To foster good relations with existing permanent business owners in the Carryduff area
- To garner customer / public feedback on many platforms including the interest in this type of regular event in Carryduff
- To deliver a creative PR & Marketing campaign that promoted the event and the Council in a positive manner.

Actual Outputs at Event Completion

- **34 local traders** took part a mix of artisan food and craft, street food and coffee. Preference was given to makers and creators local to the Carryduff area. Local businesses in Carryduff were approached to see if they wanted a pop-up stall for the evening. 11 traders were from Carryduff and surrounds.
- **No. of visitors:** circa 3,000
- **PR:** Note that Carryduff Christmas Market was included in the editorial in all Royal Hillsborough Christmas Market coverage also, so the coverage here is additional and local.
 - Pieces of coverage: 6
 - Print coverage circulation: 5,668
 - Print coverage readership: 17,004
 - Online coverage – Positive sentiment throughout.
 - <https://www.northernirelandworld.com/whats-on/things-to-do/carryduff-welcomes-the-return-of-its-second-christmas-market-3951582>
 - <https://whatsonni.com/event/50556-carryduff-welcomes-the-return-of-its-second-christmas-market/lidl-car-park-carryduff-shopping-centre>
 - <https://www.northernirelandworld.com/whats-on/things-to-do/cheerful-crowds-descend-on-carryduff-christmas-market-3960137>
- Marketing Assets created and produced:
 - New event identity and graphics created on a very tight budget. Design rolled out across all marketing assets (flyers, banners, posters,
 - Social Media campaign – strategic and creative social media campaign implemented on the Visit Lisburn Castlereagh social media platforms.
 - 5,000 leaflets delivered to a pre-mapped area in Carryduff and surrounds.
 - Signage developed and installed at the market site and at Lough Moss
 - OOH advertising (bus shelter 6 sheets, billboards and digital)

Evaluation Methodology

Feedback surveys [Appendix 1] were issued to 3 stakeholder groups:

1. Visitors to the market
2. Traders
3. Carryduff businesses – no-one responded to this despite a reminder being sent.

The summary of key findings is highlighted below with the full breakdown of the surveys in the evaluation appendices as indicated. Quantitative and qualitative questions and answers were provided.

Visitors Survey – [See Appendix 1a for breakdown]

- 7 questions were posed: a mix of qualitative and quantitative. These were tailored to assess

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the perceived quality of the event and thoughts for future events in Carryduff.

Outcomes garnered from those who answered the evaluation questions:

- 70% of visitors were from the Carryduff area.
- **Reason for visiting the market** - 50% said they came to support local shopping, 30% said to buy Christmas gifts, 5% to enjoy the festive vibe and the 15% said out of curiosity.
- **Economic Impact** To the question, '**Roughly how much have you spent at Christmas Market?**' 65% of visitors spent between £30-£40, 25% spent £50+ and the remaining 10% spent between £0-£30.
- 100% of those surveyed said they found new makers.
- **How they rated their overall experience at the market** 95% rated their experience at the market as either good 5% as average.
- **When asked did they think the market was suitable for disabled access** 100% replied yes with someone commenting that it was hard to answer that question when able-bodied.
- **When asked if there were any other comments, suggestions or improvements that could be made to the market** – the majority of people said it was good as it was, other comments included:
 - I thought the market was good, better than I thought it was going to be
 - I like the variety of stalls – a good mix of everything
 - My children loved meeting Santa and I loved the variety of stalls

Traders Feedback – [See Appendix 2b for breakdown]

- 9 out of 34 traders responded to the post-event evaluation, equating to just over 26% response rate.
- 11 questions were tailored to assess the success of the event in both general and specific terms, including details on direct and indirect sales and any new markets developed. Quantitative and qualitative questions and answers were provided.

Summary

- **Did the number of visitors meet expectations?**
 - 56% of traders said that the number of visitors who attended was either more than they expected or close to what they expected with the remaining 44% said it was less. Given the extremely cold weather conditions on the evening it was hard to predict what the numbers would be like.
- **Economic Indicators:**

100% of traders were happy with the level of sales during the market and the turnover ranged from £100-£950.

89% said they had made sales to first time customers with the remaining 11% being unsure.
- **Feedback they received from visitors**

100% of traders said the feedback from visitors was positive.
- **Impression of the organisation of the market(s):**

All respondents gave a rating of Good to Very Good (Very Good was highest rating). No-one had any areas for improvement.

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- **General feedback:** The last question asked if there was anything they would like to add – comments included:
- Great atmosphere and feedback and how it was run was great
- Well organised
- Fantastic well organised event with a lovely atmosphere
- The coldest of markets I have ever traded at! But the organisers were first class as usual and the hardiest of customers turned up to buy!
- Fantastic market and local people did say to me there were very happy to have the market.

Event Marketing & PR (see summary outputs above and Appendix 2 for examples of outputs)

Carryduff Christmas Market marketing assets were created for the 2022 market, including flyers, posters, banners fitted at Lough Moss and on focal positions in the Lidl car park (facing out to streetside) and digital assets used on social media, website and for traders to promote the market on their social media pages. OOH advertising was also created for bus shelter 6 sheets and billboards.

The integrated marketing and PR campaign utilized all resources available to generate awareness and promote the event. Event listing was published on the Visit Lisburn Castlereagh website, Visit Belfast website and social media and Discover NI website.

Marketing assets

- Digital and print assets were produced, including leaflets and signage.
- A residential door drop of 5,000 leaflets was carried out in a targeted and pre-mapped area.
- Carryduff Schools distributed the digital version of leaflet.
- Carruduff Regeneration Forum and Carryduff Community Group shared the event on their social media.

Local Newspaper, Advertising and Features

- There were print features in the South Side Advertiser, Ulster Star and The Lisburn Advertiser.
- Online coverage included What's on NI and Northern Ireland World.

Social Media

- A strategic and creative social media plan was developed and executed. Assets were shared with the local schools and the Carryduff Community Regeneration Forum.
 - Hashtag #carryduffchristmasmarket was created and promoted alongside #visitlisburncastlereagh
 - We shared social media assets and hashtags with all traders before the market and encouraged them to promote and to tag @visitlisburncastlrereagh on their posts

Blogposts

- A blog posts was written and shared with Visit Lisburn Castlereagh ezine subscribers. <https://www.visitlisburncastlereagh.com/blog>

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PR

An event launch photo call took place with photos accompanying the approved press release were issued to media. The Christmas period was a very busy market season for the media to cover. To ensure that we achieved as much exposure as possible for Dundonald Christmas Market, it was also included in the editorial as part of LCCC's Christmas event calendar in the Royal Hillsborough Christmas Market for the Christmas season.

More success was garnered for the post-event publicity as follows:

- Media coverage attained (see full breakdown in Appendix 3):
 - Total pieces of print coverage: 6
 - Total pieces of print coverage circulation **5,668**
 - Total print coverage readership: **17,004**
 - There was a positive sentiment throughout all online coverage. See links below:
 - <https://www.northernirelandworld.com/whats-on/things-to-do/carryduff-welcomes-the-return-of-its-second-christmas-market-3951582>
 - <https://whatsonni.com/event/50556-carryduff-welcomes-the-return-of-its-second-christmas-market/lidl-car-park-carryduff-shopping-centre>
 - <https://www.northernirelandworld.com/whats-on/things-to-do/cheerful-crowds-descend-on-carryduff-christmas-market-3960137>
- Printed press for the Carryduff Christmas Market included:
 - Ulster Star
 - The Lisburn Advertiser
 - South Side Advertiser

Social Media Outcomes

The social media campaign was implemented on the Visit Lisburn Castlereagh Facebook, Instagram and Twitter accounts.

A mix of single images, carousels, video, reels and stories were used. We also live posted from the event mainly on stories which is 'of the moment' content.

A post on Carryduff Christmas Market achieved the highest comments on the VLC Facebook pages over 90 days.

Top-performing organic posts
Here are posts that have performed well over the last 90 days. Understanding what's working can help you decide what to create and share next, so you can keep up the great work.

Category	Post Title	Date	Performance Metric
Highest reach on a post	Royal Hillsborough Christmas Market	14 Nov 2022, 06:09	Reached 3,641% more Accounts Centre accounts (84,210 Accounts Centre accounts) than your median post (2,251 Accounts Centre accounts) on Facebook.
Highest reactions on a post	Are you ready for some Christmas fun? This year, The Dark Walk in Royal Hillsborough will be lit up with...	8 Dec 2022, 02:54	Received 1,982% more reactions (229 reactions) than your median post (11 reactions) on Facebook.
Highest comments on a post	Carryduff Christmas Market will be on Friday 16 December from 4pm-8pm 🌟 This festive community...	22 Nov 2022, 13:00	Received 3,400% more comments (35 comments) than your median post (1 comment) on Facebook.

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Example of posts with a high number of Impressions and relative decent engagement.

Boost post



We have over 30 wonderful stalls lined up for the Carryduff Christmas Marke...

11 December 2022 at 17:36

ID: 5498816766912933

Interactions

👍 12 reactions
💬 2 comments
➦ 3 shares

Performance

Reach	Reactions, comments and shares	Results						
<p>Total</p> <p>4,664</p> <p style="font-size: small;">Worst Best</p> <p style="font-size: x-small;">This post reached more Accounts Centre accounts than 76% of your 50 most recent Facebook posts and stories.</p> <p>Reach: 4,664</p>	<p>Total</p> <p>17</p> <p style="font-size: small;">Worst Best</p> <p style="font-size: x-small;">This post received more reactions, comments and shares than 57% of your 50 most recent Facebook posts and stories.</p> <table style="width: 100%; font-size: x-small;"> <tr><td>Reactions</td><td style="text-align: right;">12</td></tr> <tr><td>Comments</td><td style="text-align: right;">2</td></tr> <tr><td>Shares</td><td style="text-align: right;">3</td></tr> </table>	Reactions	12	Comments	2	Shares	3	<p>Total</p> <p>---</p> <p>Link clicks: --</p>
Reactions	12							
Comments	2							
Shares	3							

Boost post



Don't forget the Carryduff Christmas Market is on tomorrow in what will be t...

15 December 2022 at 17:15

ID: 5514530712008205

Interactions

👍 22 reactions
💬 0 comments
➦ 7 shares

Performance

Reach	Reactions, comments and shares	Results						
<p>Total</p> <p>3,532</p> <p style="font-size: small;">Worst Best</p> <p style="font-size: x-small;">This post reached more Accounts Centre accounts than 63% of your 50 most recent Facebook posts and stories.</p> <p>Reach: 3,532</p>	<p>Total</p> <p>29</p> <p style="font-size: small;">Worst Best</p> <p style="font-size: x-small;">This post received more reactions, comments and shares than 72% of your 50 most recent Facebook posts and stories.</p> <table style="width: 100%; font-size: x-small;"> <tr><td>Reactions</td><td style="text-align: right;">22</td></tr> <tr><td>Comments</td><td style="text-align: right;">0</td></tr> <tr><td>Shares</td><td style="text-align: right;">7</td></tr> </table>	Reactions	22	Comments	0	Shares	7	<p>Total</p> <p>---</p> <p>Link clicks: --</p>
Reactions	22							
Comments	0							
Shares	7							

CARRYDUFF CHRISTMAS MARKET
FRIDAY 16TH DECEMBER 2022—
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Boost post



Calling all Carryduff residents 🎄 It's the Carryduff Christmas Market toda...
 16 December 2022 at 09:01
 ID: 5516373941823882

Interactions

👍 47 reactions
💬 5 comments
➦ 4 shares

Performance

<p>Reach ⓘ</p> <p>Total 9,544</p> <p>Worst Best</p> <p>This post reached more Accounts Centre accounts than 98% of your 50 most recent Facebook posts and stories.</p> <hr/> <p>Reach 9,544</p>	<p>Reactions, comments and shares ⓘ</p> <p>Total 56</p> <p>Worst Best</p> <p>This post received more reactions, comments and shares than 85% of your 50 most recent Facebook posts and stories.</p> <hr/> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Reactions</td><td style="text-align: right;">47</td></tr> <tr><td>Comments</td><td style="text-align: right;">5</td></tr> <tr><td>Shares</td><td style="text-align: right;">4</td></tr> </table>	Reactions	47	Comments	5	Shares	4	<p>Results ⓘ</p> <p>Total --</p> <hr/> <p>Link clicks --</p>
Reactions	47							
Comments	5							
Shares	4							

Twitter

Tweets on Carryduff Christmas Market were top performers on the Visit Lisburn twitter account during December.

Tweet with insights on right hand side:

Top Tweet earned 3,003 impressions

We have lots of wonderful stalls lined up for the **#Carryduff** Christmas Market this year.

Artisan food, skincare, books, crafts, homeware and jewellery, plus lots of entertainment and live music too.

Friday 16th December
4pm - 8pm

Lidl Car Park pic.twitter.com/xuD3agaxBE



♥️ 2

[View Tweet activity](#)

[View all Tweet activity](#)

Tweet activity ✕



Visit Lisburn Castlereagh @VisitLisburn
 We have lots of wonderful stalls lined up for the **#Carryduff** Christmas Market this year.

Artisan food, skincare, books, crafts, homeware and jewellery, plus lots of entertainment and live music too.

Friday 16th December
4pm - 8pm
Lidl Car Park pic.twitter.com/xuD3agaxBE

Impressions	3,110
Total engagements	53
Media engagements	21
Detail expands	20
Profile clicks	6
Retweets	2
Likes	2
Follows	1
Link clicks	1

**CARRYDUFF CHRISTMAS MARKET
FRIDAY 16TH DECEMBER 2022—
POST EVENT EVALUATION**



Tweet with insights on right hand side:

Top media Tweet earned 654 impressions

The Carryduff Christmas Market will be on Friday 16 December

This festive community gathering will be a great Christmas experience for all the family. Keep an eye on our social media and website as we reveal more of the twinkling detail.

[#Carryduff #ChristmasMarket](#)
pic.twitter.com/halNIBxkMo



🔗 1 ❤️ 3

[View Tweet activity](#)

[View all Tweet activity](#)

Tweet activity

Visit Lisburn Castlereagh @VisitLisburn
The Carryduff Christmas Market will be on Friday 16 December

This festive community gathering will be a great Christmas experience for all the family. Keep an eye on our social media and website as we reveal more of the twinkling detail.

[#Carryduff #ChristmasMarket](#)
pic.twitter.com/halNIBxkMo

Impressions	688
Total engagements	16
Profile clicks	7
Likes	3
Retweets	2
Media engagements	2
Hashtag clicks	1
Detail expands	1

Conclusion

Carryduff Christmas market proved that there is an appetite for a festive market in Carryduff community and that the local community are keen for events of this type more regularly in the area.

Summary

- The market was held on the car parking site of the old shopping centre now owned by Lidl NI, and under temporary license from Lidl Northern Ireland
- The site worked well, and it brought some animation to the heart of the town.
- Footfall was circa 3,000
- There were 34 vendors, 12 from the area (with one more with plans to open a business Carryduff in 2023)
- Trader sales generally were down. This can be attributed to how cold it was in that people did not hang around, but also in general people were being more circumspect with their spending.
- Cost of running the event was £10,552 less trader's fees £1266 = Budget Reconciliation was £9286.

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What worked well

- The location of the market in the heart of the community – it was very visible.
- Local involvement – primary school choirs, dance and performance schools performed at the market. Although it was so bitterly cold this year that it did not draw the same visitors and they didn't linger after performances.
- Set up and breakdown was efficient.
- Lighting of the market area.
- Stewarding of the entrance and exit to ensure safety of pedestrians.
- Mix of traders.

What didn't work so well

- Everything seemed to work well with learnings from the 2021 event implemented.
- The Carryduff market at that site requires a lot of infrastructure set up as there isn't even any street lighting. Presumably this won't be the case going forward. Also, as there is no storage everything has to be cleared from the site that night and taken to the LCCC Central Services Depot. This requires considerable resource given number of Lighting Towers required that need to be individually towed in addition to generator and gazebos.

Recommendations

- Confirmation of the Christmas Market dates earlier in the year so that the application process for traders can be started earlier.
- Perhaps review the date / timing of the Christmas Market for 2023.
- Is there value in considering using this budget at a different time of year in Carryduff?

Appendices

Appendix 1-Visitor, Trader & Business Surveys – full results

Appendix 2-PR summary & Event Creative outputs- examples

Appendix 3- Budget Reconciliation

Development Committee

Confidential

2 March 2023

Confidential Report from:

Director of Service Transformation

Local Government Act (Northern Ireland) 2014

Schedule 6 - Access to Information: Exemption Information

(select from the list below reason why report is confidential and delete as appropriate)

Confidential due to:

- a) Information relating to the financial or business affairs of any particular person (including the Council holding that information), and
- b) information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Council or a Government Department and employees of, or office holders under, the Council.

When will the report become unrestricted:

Specify when
report will
become available

Redacted
report
available

Post April
Council

Never

Item for Decision

TITLE:

Lagan Navigation Trust, (LNT)– Navigation House – update and recommended way forward

Background and Key Issues:

Background

1. Post Local Government reform LCCC agreed to be the employer Council for the Lagan Navigation Trust. This Trust was created with the objective of pursuing the opening of the Lagan Waterway from Belfast Lough through to Lough Neagh.
2. The Trust and the allocated staff were funded by the three Councils impacted. There has been limited success in what the Trust has been able to achieve. However with direct Council interventions the successes have been the retention of Navigation house and the Stranmillis Lough Gate. The current estimates for the remainder of their ambitions is in excess of £150M.
3. Through a Service Level Agreement (SLA) Lisburn and Castlereagh City Council agreed to allocate two members of staff, a Chief Officer and a Project Support Officer, to work to the Lagan Navigation Trust. The Chief Officer post is currently filled and TUPE'd to this Council from Armagh City, Banbridge and Craigavon Borough Council, however in light of the emerging situation and lack of progress by the Trust on the delivery of projects outlined in the business plan, the post of Project Support Officer remains vacant.
4. The Lagan Navigation Trust Business plan was presented to the Development Committee in April 2022. Members noted the content of the plan and agreed that officers enter into discussion with the relevant government departments, neighbouring Councils and relevant stakeholders with regard to the content of the plan, with further reports to be presented to committee in due course.
5. Whilst the ambition articulated in the plan remains clear and aligned to the strategic regeneration objectives of the Councils, the achievement of the necessary capital and revenue resources remains a challenge. Consequently this calls into question the Trust's long term viability according to its current delivery model.

Key Issues

1. Officers have contacted partner Councils to gain an updated understanding of their position with regards to project progression and funding commitment to LNT. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
2. In April 2022 Lisburn and Castlereagh City Council agreed to maintain its previous position, which was to continue to fund the Trust on a month by month basis up to a maximum of £60,000 core funding for the period 2022/23.
3. It was proposed that annual support to the Trust would be dependent on satisfactory performance being delivered against agreed objectives. It was also agreed any commitment to fund individual projects within the plan being considered separately by the Council and on a case by case basis. To date little evidence has been presented to demonstrate delivery against the objectives.

4. The operation of the SLA continues to present an inherent risk to the Council. This includes the obligation for LNT to adhere to the policies and procedures set out in the Council's accounting manual. This risk and financial arrangements between the Council and Lagan Navigation Trust have previously been highlighted as a risk in the departmental risk register.
5. It is the view of officers responsible for managing the SLA, which has been in place since 2016, is no longer reflective of the evolving relationship between the Council and LNT. The withdrawal of funding by the partner Councils has put Lisburn and Castlereagh City Council in a difficult position in regards to the future operation of the Trust. It has become evident that the likelihood of the Trust achieving its business plan outcomes is greatly reduced given the erosion of partner funding.
6. Officers have met with the Chair and Vice Chair of LNT and discussed options for a proposed way forward. Officers indicated that a proposal recommending that the SLA should be dissolved would be presented to this Committee in March 2023. If agreed, this will necessitate a number of key decisions to be taken by the Trust with regards to its future direction.
7. [REDACTED]
8. There is an opportunity for this role to evolve and provide a resource direct to the Council to avail of other funding led regenerative opportunities. This could include to deliver on the corporate objective to 'Promote sustainable tourism and regenerative initiatives. Part of which could involve waterway projects.
9. It is proposed that any future funding to LNT is considered on a project by project basis in line with the direction taken by the other Councils. Assets attained by the Trust will remain of interest to all three Councils given the public investment.
10. It is further proposed that officers within the Regeneration team would continue to provide a project support function to LNT to assist in staging approximately six Board meetings for a further 12 month transition period. This will allow time for LNT to decide and agree a way forward.

Recommendation:

It is recommended that Members consider and agree:

1. An in principle position that, [REDACTED], the Service Level Agreement is dissolved [REDACTED].
2. [REDACTED]
3. An end to core funding for the Trust and agree that any future funding to LNT would be considered by the Committee and the Council on a project by project basis.

Finance and Resource Implications:

No known financial implication on the Council at this stage. Should a formal redundancy situation arise, further details will be made available in due course.

Screening and Impact Assessment

1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

The equality screen for Navigation house will be revisited to reflect the Stepping Stones tenancy.

If yes, what was the outcome?:

Option 1 Screen out without mitigation	<input type="button" value="Yes"/>	Option 2 Screen out with mitigation	<input type="button" value="No"/>	Option 3 Screen in for a full EQIA	<input type="button" value="No"/>
---	------------------------------------	--	-----------------------------------	---	-----------------------------------

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

Yes

Has a Rural Needs Impact Assessment (RNIA) template been completed?

No

If no, please give explanation/rationale for why it was not considered necessary:

The project will be screened once the tenancy and wider direction of travel has been agreed

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

SUBJECT TO PLANNING APPROVAL:

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

Yes/No

If Yes, please insert date:



Development Committee

Confidential

2 March 2023

Confidential Report from:

Director of Service Transformation

Local Government Act (Northern Ireland) 2014
Schedule 6 - Access to Information: Exemption Information

Reason for confidentiality:

Information relating to the financial or business affairs of any particular person (including the Council holding that information).

When will the report become unrestricted:

Specify when
report will
become available

Redacted
report
available

Post project
completion

Never

Item for Decision

TITLE: **ITT for the provision of Parklet on Bachelors Walk**

Background and Key Issues:

Background

1. As part of the previously agreed action plan for the Covid19 Revitalisation Scheme it was proposed to deliver a parklet scheme across the Council area. The financial appraisal which was agreed by the Development Committee at its meeting on 7 April 2022 included provision for the design and installation of 3 parklets in Castlereagh and 1 parklet in Lisburn on Bachelors walk.
2. The parklets scheme is 100% funded through the Covid19 Revitalisation Scheme.
3. Lengthy guidelines on the development of parklets issued through the Department for Infrastructure and subsequent delays in the achievement of planning and a street works licence resulted in significant delays in the delivery of the parklet on site.

4. The tender was uploaded to etenders on 15 March 2022 and was for the construction and installation of a parklet on Bachelors Walk. The tender closed on 8 April 2022.

Key Issues

1. Attached (**see Appendix**) is the tender opening report. One submission was received as follows:
 - JPM Contracts - JPM Contracts, 79 Main Street, Dungiven BT47 4LE.
2. As the submission is in line with the tender specification it is proposed to award the contract to JPM Contracts at a cost of [REDACTED]

Recommendation:

It is recommended that the Committee considers and agrees to appoint JPM Contracts at a cost of [REDACTED]

Finance and Resource Implications:

100% Funded through DfC Covid Revitalisation Funding to the value of [REDACTED]

Screening and Impact Assessment

1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? Yes

If no, please provide explanation/rationale

[REDACTED]

If yes, what was the outcome?:

Option 1
Screen out
without mitigation

Yes

Option 2
Screen out with
mitigation

N/A

Option 3
Screen in for
a full EQIA

N/A

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

[REDACTED]

Insert link to completed Equality and Good Relations report:

<https://www.lisburncastlereagh.gov.uk/council/publications/equality-section-75/equality-screening-reports>

2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

Yes

Has a Rural Needs Impact Assessment (RNIA) template been completed?

No

If no, please give explanation/rationale for why it was not considered necessary:

The Covid Revitalisation Programme was developed to cover both rural and urban settlements.

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

SUBJECT TO PLANNING APPROVAL:

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

Appendix 3 – Tender opening report

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:

LISBURN AND CASTLEREAGH CITY COUNCIL

Report of a Tender opening through eTendersNI on behalf of the Sub-Committee of the Economic Development Committee which took place on Friday 8th April 2022 at 14:03pm pm to open and record tenders received for The Construction and Installation of a Parklet in Lisburn

The Tender competition closed on: Friday 8th April 2022 at 12 Noon.

Tenders were unlocked and opened by: [REDACTED]
Procurement & Contracts Support

One Tender submission was received on eTendersNI by the closing date/time, details of which can be found below.

	<u>Company Name</u>	<u>Cost / Rates</u>
1	JPM Contracts 79 Main Street, Dungiven, BT47 4LE	[REDACTED]

The tender response was recorded by Procurement and forwarded to Economic Development for evaluation purposes.

[REDACTED]
**Procurement & Contracts Support
April 2022**



Development Committee

2 March 2023

Report from:

Director of Service Transformation

Item for Noting

TITLE: Update on Award of Delivery Agent to deliver the Economic Inactivity Linked to Disability Programme as per the Labour Market Partnership Action Plan 2022/23

Background and Key Issues:

Background

1. The Council has been working with the Lisburn and Castlereagh Labour Market Partnership in the design and development of an Action Plan in order to secure a letter of offer from the Department for Communities (DfC). The Action Plan was approved by the Regional Labour Market Partnership for Northern Ireland on 28th March 2022.
2. Under Strategic Priority 2, the Council has permission to deliver a suite of six programmes aimed at improving labour market conditions locally.
3. One of the approved employability programmes is the Economic Inactivity Linked to Disability Programme.
4. The programme has a budget of £78,768 (100% funded by DfC) and aims to support and connect a minimum of 24 people with disabilities / long-term health issues who are unemployed back into employment.

Key Issues

1. The Programmes team recently undertook a procurement exercise to appoint a delivery agent to manage and deliver the Economic Inactivity Linked to Disability. The tender for the delivery of this programme closed on 16 November 2022.

2. The procurement exercise is now complete, with the consensus panel meeting to agree the scores on 13 December 2022. The panel findings have been approved by the Procurement Department (**see Appendix**).
3. Three tender submissions were received and [REDACTED] were assessed to have provided the Most Economically Advantageous Tender (MEAT) at a cost of £[REDACTED]. In January 2023, the Committee agreed that the contract could be awarded to [REDACTED].
4. [REDACTED] have since confirmed that they are not in a position to accept the contract. In order for expenditure to be eligible under the Labour Market Partnership Action Plan 2022/23, programmes must be live, with all participants recruited by the 31 March 2023. The Lisburn Castlereagh LMP are not in a position to re-tender for this programme within the set timescales.
5. The Procurement Team has advised that this tender was below the regulated threshold and therefore a standstill period would not be required. To ensure, that critical funding is not lost, officers have awarded the contract to Ulster Support Employment Ltd (USEL) who received a total score of 63% and were ranked in second place. This quotation was also the cheapest quotation submitted as part of the overall procurement exercise at a total cost of £[REDACTED].

Recommendation:

It is recommended that the Committee notes that Ulster Supported Employment Ltd (Ltd) have been appointed to deliver the Economic Inactivity Linked to Disability Programme as a result of [REDACTED] declining this contract.

Finance and Resource Implications:

A funding contract for £359,491.57 (£91,506.73 for administration and running costs associated with the LMP from 1 April 2022- 31 March 2023 combined with £267,984.84 for programme costs for the same period) has been received. The project is 100% DfC funded from the programme costs.

Screening and Impact Assessment

1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

Yes

If no, please provide explanation/rationale

[REDACTED]

If yes, what was the outcome?:

Option 1

Screen out
without mitigation

Yes

Option 2

Screen out with
mitigation

No

Option 3

Screen in for
a full EQIA

No

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

It has been concluded that a detailed equality impact assessment is not necessary as all the potential impacts identified are minor and positive.

Insert link to completed Equality and Good Relations report:

<https://www.lisburncastlereagh.gov.uk/council/publications/equality-section-75/equality-screening-reports>

2. Rural Needs Impact Assessment:

Has consideration been
given to Rural Needs?

Yes

Has a Rural Needs Impact
Assessment (RNIA) template been
completed?

Yes

If no, please give explanation/rationale for why it was not considered necessary:

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

The programme has been developed in order improve employability conditions for those who are economically inactive or unemployed regardless of their urban / rural location.

SUBJECT TO PLANNING APPROVAL:

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

Appendix 4 – Tender evaluation report

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:

LISBURN & CASTLEREAGH CITY COUNCIL ECONOMIC DEVELOPMENT

TENDER REPORT FOR ECONOMIC INACTIVITY LINKED TO DISABILITY

At the Development Committee Meeting in May 2022, it was agreed that a procurement exercise would be undertaken for the Economic Inactivity Linked to Disability Programme as per the Labour Market Partnership Action plan 2022/23.

The tender was published on Tuesday 18th October 2022.

The closing date for the receipt of tenders was Wednesday 16th November 2022 at 12 Noon. Below is a report regarding the evaluation.

Tender Returns

Tenders received were unlocked on eTendersNI and recorded by Vincent Copeland, Procurement Officer on Wednesday 16th November 2022 at 12:50 pm.

17 Companies registered an interest in the invitation to tender, 3 withdrew from the competition and the others who did not tender have been contacted for feedback.

3 Tenders were received on eTendersNI by the closing date/time, details of which can be found below.

	Company Name	Cost
1.	[REDACTED]	£ [REDACTED]
2.	[REDACTED] 3 Wallace Ave, Lisburn BT27 4AA	£ [REDACTED]
3.	Ulster Supported Employment Ltd., 182-188 Cambria Street, Belfast, BT13 3JH	£ [REDACTED]

The Tender responses were recorded by Procurement and forwarded to Melissa Cunningham for evaluation purposes.

Tender Evaluation

Stage 1 – Mandatory Selection Criteria

In this stage tenderers were required to meet three items of mandatory selection criteria:

- Company Experience
- Insurance Requirement
- Pricing Schedule

The 3 tenders were evaluated on the information that they provided. 1 failed to submit a completed pricing schedule and were consequently eliminated from the competition.

The following is a summary of the tenders eliminated:

- [REDACTED] – the tenderer failed to complete the pricing schedule

Stage 2 – Award Criteria

In this stage, the 2 remaining tenders were evaluated on the following:

Quality - 80%

- Understanding of the Project – 5%
- Methodology and Proposed Approach – 25%
- Project Team Experience – 25%
- Management of the Project and Contract – 15%
- Marketing and Recruitment – 10%

Cost – 20%

The remaining 2 tenders were evaluated on the information that they provided. All passed this stage and proceeded to Stage 3.

Company Name	Quality 80%	Price 20%	Submitted Cost	Overall % Score
[REDACTED]	64%	15.8%	[REDACTED]	79.8%
Ulster Supported Employment Ltd	43%	20%	[REDACTED]	63%

Recommendation:

It is recommended that the contract for Economic Inactivity Linked to Disability Programme is awarded to Supported Employment Solutions on the basis that this organisation provided the Most Economically Advantageous Tender (MEAT).

UPDATE February 2023: [REDACTED] have since confirmed that they are not in a position to accept the contract. To ensure, that critical funding is not lost, officers have awarded the contract to Ulster Support Employment Ltd (USEL) who received a total score of 63% and were ranked in second place. This quotation was also the cheapest quotation submitted as part of the overall procurement exercise at a total cost of £ [REDACTED].



Development Committee

Confidential

2 March 2023

Confidential Report from:

Director of Service Transformation

Local Government Act (Northern Ireland) 2014
Schedule 6 - Access to Information: Exemption Information

Information relating to the financial or business affairs of any particular person (including the Council holding that information).

When will the report become unrestricted:

Specify when
report will
become available

Redacted
report
available

Following
completion of
application and
procurement
process

Never

Item for Decision

TITLE: **New Entrepreneurship Support Service proposals – UK Shared Prosperity Fund**

Background and Key Issues:

Background

1. In January 2023 the Committee received an update report on proposals for a new 11-Council Entrepreneurship Support Service to begin delivery in 2023/2024 following completion of the Go For It programme and EU-funded business growth programmes.

2. Proposals are being developed by the 11-Councils, led by Belfast City Council, to take account of
 - Governance and management arrangements ie roles, responsibilities etc across the 11 Councils
 - Plans for project management, contract management and change management for the procurement and operation of the necessary procurement framework(s). This will also consider key reporting processes and tools
 - Benefits realisation (benefits monitoring and measurement) plans
 - Risk management plans
 - Contingency arrangements and business continuity plan
 - Plans for post implementation review and evaluation
3. The complexity of the enhanced proposals will require a new resource model to deliver the planned service, and will absorb the existing resources dedicated to the Go For It Programme.
4. The Department for Levelling Up, Housing and Communities (DLUHC) has made provision for the new Entrepreneurship Support Service to be led by local government with £12m allocated towards the new service, and £5m allocated towards grants for businesses across the 11 Councils for the next two financial years to March 2025.
5. DLUHC has stipulated that it wishes to have a single point of accountability, a lead Council, for the entirety of the programme. Lisburn and Castlereagh City Council agreed in January in principle to take on the role of lead Council, subject to further consideration of the detail of the proposals, the risks involved, and how they could be mitigated.
6. Officers were of the view that the emerging risks were too significant for one Council to bear. Consequently it was suggested that the risks could be shared across Councils with appropriate back to back legal agreements and the separation of roles for the service delivery elements of the programme, with one lead applicant for the funding.

Key Issues

1. The consultants supporting the 11 Council officer group have subsequently recommended that all the roles associated with delivery of the new service should be housed in a single Council.. This is contrary to the view expressed previously by Lisburn and Castlereagh officers. A copy of the final draft document outlining the proposed Management and Governance arrangements for the new service is attached (**see Appendix**).
2. This document highlights the proposed role of the lead Council, and argues that separation of the proposed lead Council role is likely to introduce some inefficiencies in the leadership of the Programme and disconnects in the lines of oversight and reporting at the leadership level (including introducing 'grey areas' in the allocation of responsibility and accountability). It suggests that the one role that could possibly be separated out relates to the 'Market Intelligence & Communications Lead' role, previously undertaken by Derry and Strabane District Council for the Go For It programme.

3. Since the meeting in January, Belfast City Council has come forward to state that, in recognition of the substantive work it has played in the development phase of the new proposals, that it would wish to play a lead role in the implementation and delivery phase.
4. Officers have no objection to this proposal, and are content to recommend to Members that the “in principle” decision should be set aside. Belfast City Council will therefore take the lead in the implementation and delivery of the new service. In support we would continue to play our part as one of the 11 Councils in support of the development and refinement of the plans.
5. The next stage in the process is to submit the formal application to DLUHC for funding, and further reports will be provided to the Committee in this regard as the initiative develops.

Recommendation:

It is recommended that the committee considers the update and notes the emerging position of roles and responsibilities and agrees to receive a further update on receipt of the letter of offer.

Finance and Resource Implications:

None at this time.

Screening and Impact Assessment

1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? No

If no, please provide explanation/rationale

The initiative is still under development but will require to be screened for both Rural and Equality.

If yes, what was the outcome?:

<p>Option 1 Screen out without mitigation</p>	<p>Option 2 Screen out with mitigation</p>	<p>Option 3 Screen in for a full EQIA</p>
--	---	--

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?	<input type="text" value="No"/>	Has a Rural Needs Impact Assessment (RNIA) template been completed?	<input type="text" value="No"/>
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If no, please give explanation/rationale for why it was not considered necessary:
The initiative is still under development but will require to be screened for both Rural and Equality.

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

SUBJECT TO PLANNING APPROVAL:

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

If Yes, please insert date:

Entrepreneurship Support Services

Governance and Management Arrangements

11 Councils Collective

Final Draft

February 2023

Delivery Stage (Post Procurement)

Role of Councils in Delivery of Supports

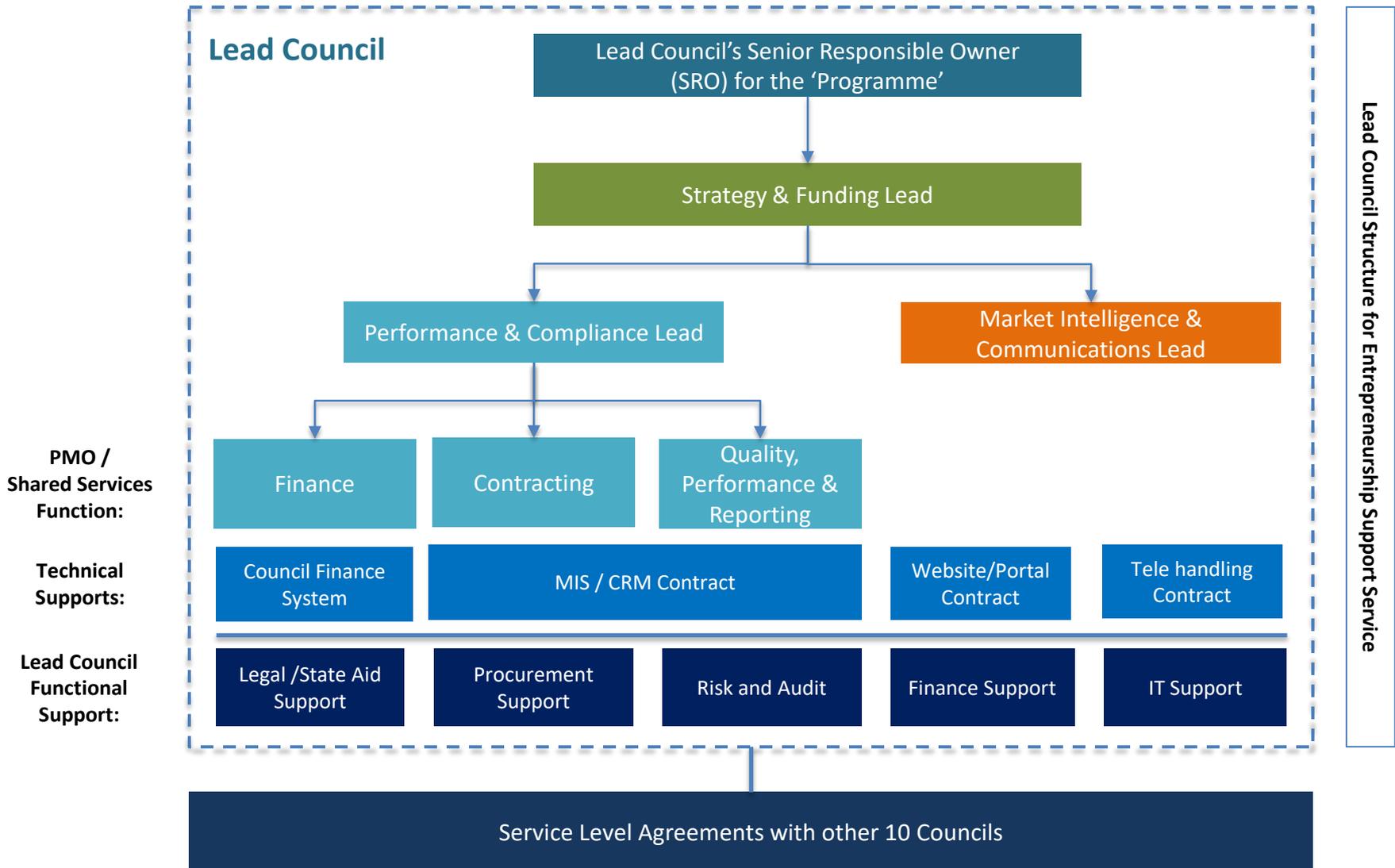
- **Each Council is responsible for ensuring the effective delivery of the entrepreneurship support service in its Council area to support the growth and development of entrepreneurs and businesses in that Council area to meet the Council's strategic economic objectives**
- **This means, in high level terms:**
 - Assessing the specific needs of its area in relation to entrepreneurship support services;
 - Setting the strategy for entrepreneurship support within the Council area;
 - Setting the specification for those support services and the budget on an ongoing basis;
 - Determining how those support services should be delivered;
 - Contracting for support services (where externally provided), through the Lead Council's Programme Management Office (PMO);
 - Liaison with Suppliers in relation to service requirements and service provision within the Council area (including development and agreement of annual service plans, where applicable);
 - Monitoring and reporting the performance of Suppliers in the delivery of services in that area;
 - Monitoring, reporting and assessing the outputs and outcomes achieved in the Council area; and
 - Refining that Council's strategy and decisions on delivery approach / routes based on the achieved performance, outputs and outcomes in the area.
- **Councils remain the decision makers in relation to what is delivered, how and when in their Council area**
- **Councils remain responsible and accountable for the entrepreneurship support service that is offered and provided within their Council area**
- **Councils 'contract' for services via the Lead Council, which is the owner and manager of the Frameworks**

Role of Lead Council in Delivery of Supports

- **Lead Council is responsible, on behalf of all 11 Councils, for leading ongoing development of the future strategy (including funding strategy) for the entrepreneurship support service across Northern Ireland, for stakeholder engagement (including funder engagement) in respect of this strategy, and for the central co-ordination, management and administration of the marketing, contracting, monitoring and reporting for the delivery of the entrepreneurship support service on behalf of the 11 Councils.**

- **This means, in high level terms, on behalf of the 11 Councils:**
 - Leading the ongoing development of future strategy for entrepreneurship support services across Northern Ireland and agreeing this with the 11 Councils (i.e. looking beyond current programme);
 - Leading liaison with key stakeholders (including funders) in respect of the NI wide strategy / programme;
 - Managing the flow of funding provided by the funders;
 - Strategic, financial and reporting relationships with funders;
 - At a NI wide / programme level, on a '**Programme Management Office (PMO)** or '**Shared Service**' basis:
 - NI wide marketing and communications with all Suppliers, entrepreneurs and businesses;
 - 'Contracting' (e.g. call-off contracts, purchase orders etc) with Suppliers on behalf of 11 Councils;
 - Financial management, reporting and audit on behalf of 11 Councils, including evidencing the efficiency and economies of scale in use of "administrative" funding budget;
 - Risk management and reporting on behalf of 11 Councils;
 - Performance management, monitoring and reporting on behalf of 11 Councils;
 - Programme monitoring and evaluation of programme at a NI level (i.e. across 11 Council areas);
 - Effective communications and reporting with all 11 Councils;
 - Programme oversight group; and
 - Programme co-ordination group (including any "committees" or "sub-groups" required).

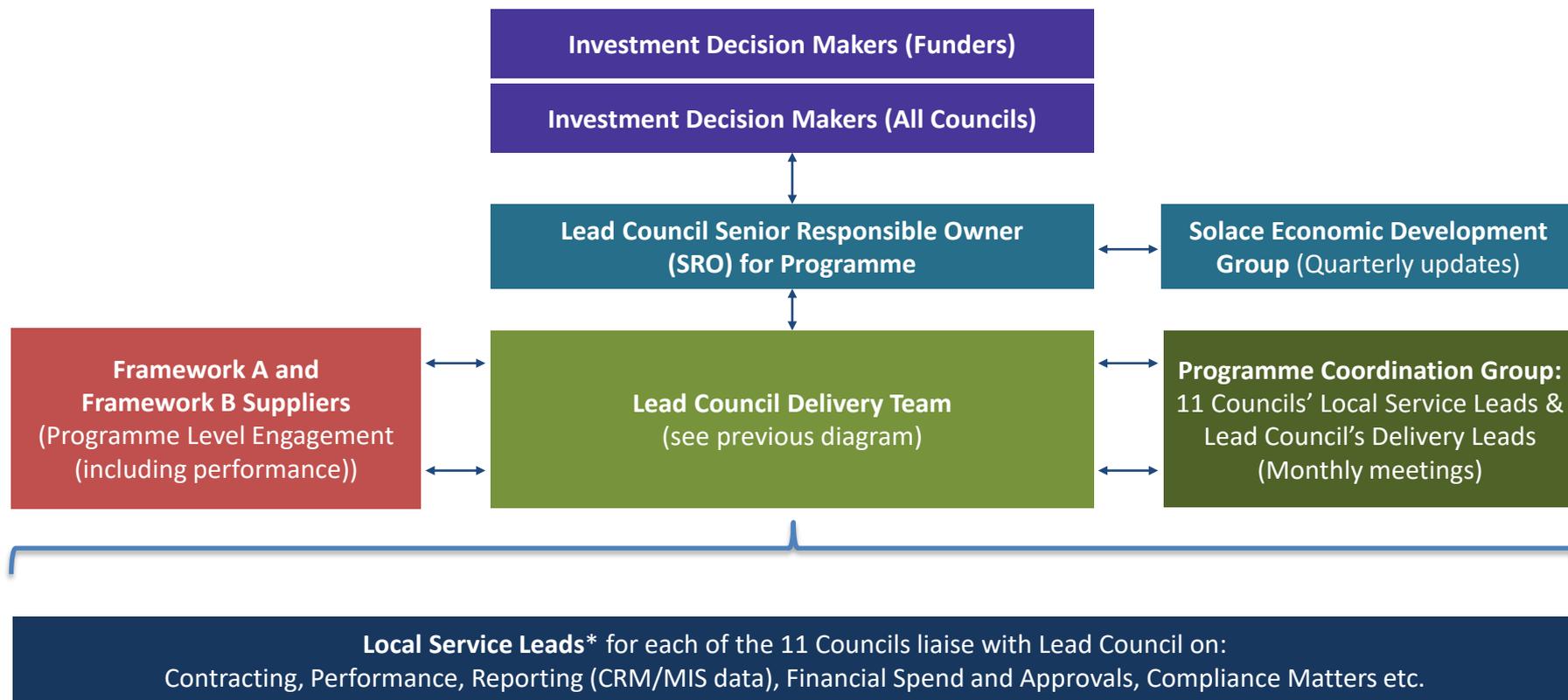
Proposed Organisation Structure for Lead Council at Delivery Stage



Establishment of Lead Council Team

- **Lead Council is therefore providing a central strategic, market intelligence, communications and PMO or shared service role for the management of the Programme / Frameworks on behalf of all 11 Councils**
- **For efficient and cost effective management, these centralised roles need to be delivered from within one Council, therefore keeping together (within the Lead Council):**
 - Framework award / ownership (Lead Council is the Contracting Authority on behalf of all Councils);
 - Administering the contracting for / award of services under the Frameworks on behalf of Councils;
 - Administering the flow of funding from Funder to Lead Council, and then from Lead Council to Suppliers / Providers (in the form of payments for services that are contracted and delivered);
 - Monitoring at a whole Programme / Framework level the quality and performance of the services delivered at a Council, Geographic area and NI level for reporting and evaluation purposes; and
 - Management of risks and issues associated with the operation of the Programme / Frameworks.
- **Lead Council's team / roles need to be in place in advance of the award of the Frameworks (go-live).**
- **If there is a desire among the Councils for more than one Council to perform a role at the leadership level, then the one area that may be more effectively separated is the 'Market Intelligence & Communications Lead' role.**
- **However, separation of this role is likely to introduce some inefficiencies in the leadership of the Programme and disconnects in the lines of oversight and reporting at the leadership level (including introducing 'grey areas' in allocation of responsibility and accountability).**

Proposed Governance Structure for Delivery Stage



* Each Council is to nominate / appoint a Local Service Lead that will lead and manage the Council's interactions with the Lead Council and with Suppliers.

Leadership Roles

➤ Investment Decision Makers

The Investment Decision Makers take the investment decision for use of resources (capex, opex and human) based on justification of the business need, affordability, cost-effectiveness and whole-life value for money. This role may be assigned to an individual or to a group (e.g. a management board) or a number of key stakeholders whose approval is required.

In the context of the 11 Councils, this is likely to include:

- each Council's SMT;
- SOLACE; and
- External funders.

➤ Lead Council Senior Responsible Owner

This is the named individual within the Lead Council that is responsible for the project's success. This individual is appointed or agreed by the IDMs and should report directly to them. The SRO should have the status and authority to provide the necessary leadership and must have clear responsibility and accountability for delivering the project requirements in accordance with approvals given.

The SRO owns the business case and is accountable for the delivery of the project and for committing sufficient time to lead it.

In the context of the 11 Councils, this is likely to be the Director (or grade below Director) within the Lead Council that is responsible for the Council's Economic Development Unit and programme delivery team.

Lead Council Roles

➤ Strategy and Funding Lead

Responsible for the ongoing development of the future strategy (including funding strategy) for the entrepreneurship support service across Northern Ireland, for stakeholder engagement (including funder engagement), and for the overall leadership of the services provided by the Lead Council on behalf of the 11 Councils (see earlier slides).

Role includes:

- Strategy development (including funding);
- Stakeholder/funder relationship management;
- Overall responsibility for establishment of the service, including procurements and contracts;
- Accountable for the compliance and performance of the service in line with funding agreement(s);
- Establishing and operating a robust governance and management structure (incl. audit & risk);
- Chairing the Programme Coordination Group with a focus on compliance, quality and performance;
- Reporting through the SOLACE Economic Development Group and SOLACE.

➤ Market Intelligence & Communications Lead

Responsible for proactively developing and delivering a strategy for market intelligence, marketing and communications that promotes the new service while providing market intelligence across all 11 Councils to support strategy, delivery and investment decisions and maximises the service impact in the market.

Role includes:

- Developing and implementing a strategy for market intelligence, marketing and communications for the service;
- Branding and marketing of the new service including regional marketing and communications;
- Managing / updating web and social media content to reflect market needs and target groups;
- Specifying, procuring and managing associated contracts (e.g. marketing, website, tele handling);
- Sourcing market intelligence, including leveraging information from the market including Suppliers;
- Analysis and reporting on market intelligence and marketing and communications activity to produce market led intelligence to support current and future service delivery, focus and investment.

Lead Council Roles

➤ Performance & Compliance Lead

Responsible for providing a Programme Management Office / Shared Service in accordance with the SLAs between the Lead Council and the 11 Councils.

Role includes:

- Day to day management and direction of the PMO / Shared Services functions to be delivered by the Lead Council on behalf of the 11 Councils;
- Management of all contracting, compliance and risk matters in respect of the Frameworks and call-offs / secondary competitions for 11 Councils;
- Management of the monitoring and assessment of the quality, performance and reporting of activity, outputs, outcomes and KPIs for the service;
- Management of financial planning, management, and reporting in respect of the service including adherence to terms of funding agreements;
- Risk Management: establishing, maintaining and reviewing risk management plan for the Programme / service to mitigate risk and maximise impact of the funding intervention;
- Development and delivery of an evaluation framework in line with funder requirements.

➤ Contracting Officer

Officer responsible for day to day provision of the 'Contracting' shared service for all 11 Councils across three procurement frameworks.

Role includes:

- Management of all framework contracts and ensuring compliance with framework and funders;
- Management of the order of call-offs from Suppliers on Framework B1 and B2 Lots;
- Managing a record of the number of live engagements of each Supplier (max 5);
- Administration of all call-offs / direct awards, including issue of call-off contracts / award letters;
- Running secondary competitions in association with Lead Council's procurement function, including liaison with the commissioning Council;
- Reviewing annual service plans proposed by commissioning Council & Preferred Supplier to ensure compliance with Framework;
- Recording inputs on MIS/CRM and liaising with Finance Officer in relation to POs / payments etc;
- Quality assurance of data and reporting.

Lead Council Roles

➤ Quality, Performance & Reporting Officer

Responsible for establishing and delivering the quality and performance management framework for the service, including quality assurance of all data and timely reporting across agreed metrics.

Role includes:

- Quality assurance of performance and information recorded on MIS/CRM (incl. liaison with Councils);
- Analysis and reporting on activity, outputs, outcomes and performance KPIs across the service (Programme level) for stakeholders and funders;
- Assess progress against targets, identify service issues and opportunities to enhance delivery;
- Liaison with Councils in relation to quality and performance in respect of the services and suppliers for their area;
- Monitoring and reporting of compliance, risks and issues (in respect of service delivery), including liaison with Lead Council Audit & Risk team;
- Benefits realisation planning and monitoring;
- Programme evaluation, including appointment of independent evaluator and reporting of findings in line with funder requirements.

➤ Finance Officer

Responsible for providing a finance function to manage and administer funding and payments in accordance with funder agreements, best practice financial management and Council policies.

Role includes:

- Establishment of financial systems, processes and controls to support effective financial management of the Programme / service on behalf of the 11 Councils and ensure compliance with funder agreements and Council policies;
- Financial management and reporting, including preparing financial reports, plans and forecasts;
- Liaison with individual Councils in relation to claims verification and payment approvals for services provided by Supplier for that Council;
- Issuing purchase orders and payment of suppliers;
- Grant administration, including accounting for spend in line with funder requirements;
- Application of appropriate internal and external audit processes in respect of finance.

Local Service Lead Roles

➤ Local Service Lead

Each Council is to nominate / appoint a Local Service Lead that will lead and manage the Council's interactions with the Lead Council and with Suppliers in respect of the entrepreneurship support service.

Local Service Leads will be responsible for the delivery of the Council's responsibilities for the entrepreneurship support service (as summarised previously), which includes:

- Assessing the specific needs of its area in relation to entrepreneurship support services;
- Setting the strategy for entrepreneurship support within the Council area;
- Setting the specification for those support services and the budget on an ongoing basis;
- Determining how those support services should be delivered (i.e. use of frameworks and/or Council officers);
- Contracting for support services (where externally provided), through the Lead Council's Programme Management Office (PMO);
- Liaison with Suppliers in relation to service requirements and service provision within the Council area (including development and agreement of annual service plans, where applicable);
- Monitoring and reporting the performance of Suppliers / the Council in the delivery of services in that area;
- Monitoring, reporting and assessing the outputs and outcomes achieved in the Council area; and
- Refining that Council's strategy and decisions on delivery approach / routes based on the achieved performance, outputs and outcomes in the area.

The Local Service Lead will be responsible for the effective management and delivery the Council's responsibilities and accountabilities in respect of the entrepreneurship support service.

The Local Service Lead will represent the Council on the Programme Coordination Group for the entrepreneurship support service and will represent the Council on the procurement and establishment of the Frameworks.

Lead Council Technical Support

The Councils have prepared high level specifications of requirements for the following contracted services:

MIS/CRM*

- Single electronic platform to fully manage the customer information
- Manage, record and track all contact/ interactions
- Facilitate contracting management and contract reporting
- Facilitate performance reporting

Website / Portal

- Dedicated client centric website/portal
- Primary source for business support for individuals and businesses
- Provision of online tutorials, web-based business planning templates, chat box / virtual assistant etc.

Tele Handling Contract

- Provision of a confidential tele handling service (telephone and email)
- Provision for enquiry handling system, with signposting and reporting functionality
- Signpost participants to appropriate resources and business support.

Marketing and Comms Contract

- Marketing campaigns
- Market research and intelligence
- Public relations and communications
- Branding

* If required; this may be available via existing CRM system from the Lead Council

Procurement Stage

Procurement Stage – Key Stages

Key Stages of Procurement

- Procurement of Framework A (10 Lots)
- Procurement of Framework B (which comprises B1 (subject matter) and B2 (sectors))
 - Procurement Framework B1 and B2 together (one very large procurement); or
 - Two separate procurements for Framework B:
 - Procurement of Framework B1 (Subject Matter Specialists – 13 Lots)
 - Procurement of Framework B2 (Sector Specialists – 8 Lots)

Role of Lead Council (Overview)

- Lead Council for effective and timely delivery of the 2 or 3 procurements and funder approvals
- Responsible for managing all communications with key stakeholders in respect of the procurements:
 - 11 Councils
 - Funders and Invest NI / DfE
 - Tenderers / Suppliers
- Primary point of responsibility at procurement stage for:
 - Strategic, financial and reporting relationship with funders in respect of the procurements
 - Co-ordination across all Councils in respect of the procurements
 - Communications with supplier market in respect of the procurements, including award stage
 - Managing issues such as procurement regulations, compliance, state aid, audit & risk
 - Evidencing efficiency in use of the “administrative” funding budget in the procurement stage

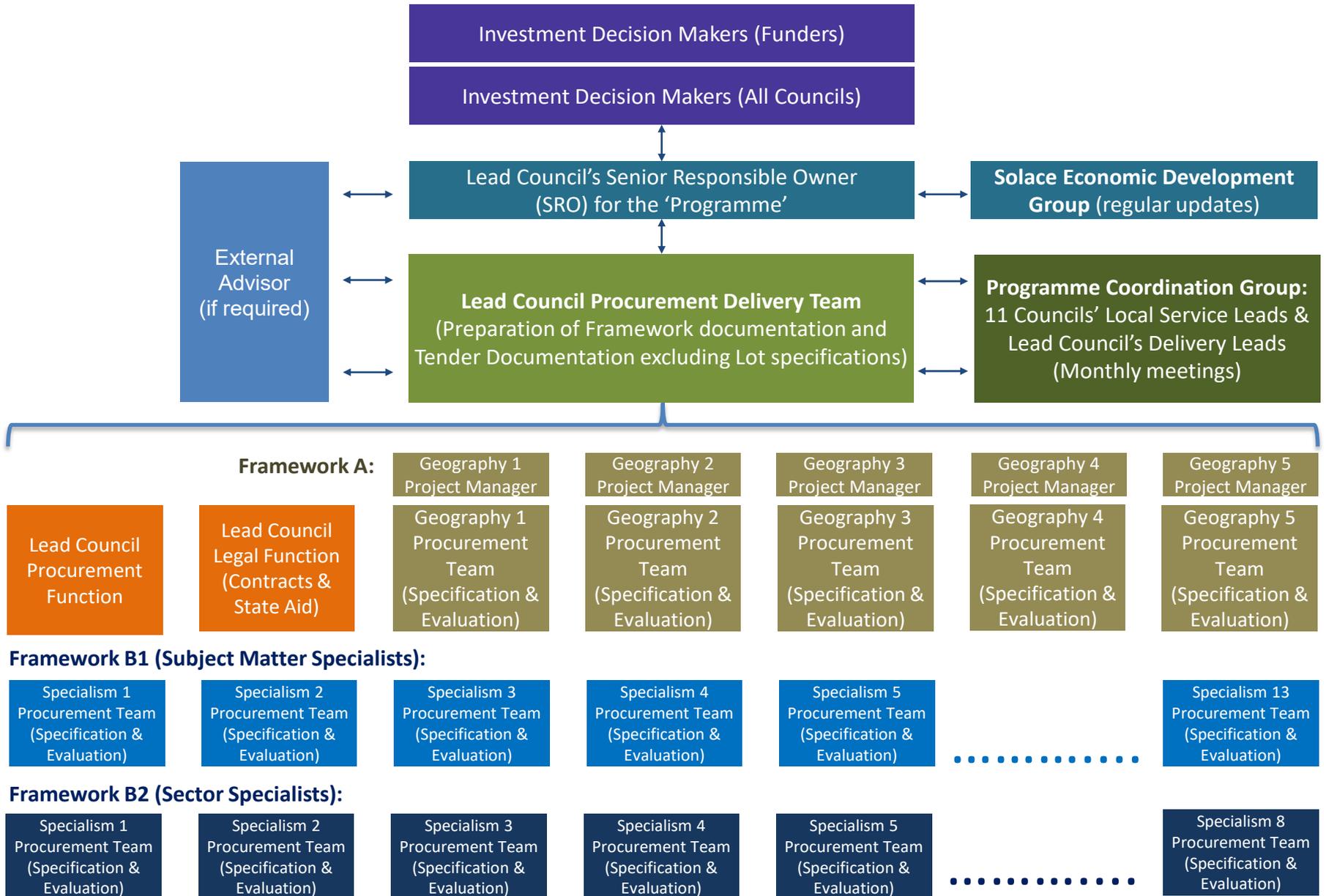
Procurement Stage – Key Considerations

Key Issues – Scale of the Activity Involved

- **Managing 2 or 3 phased procurements in 2023** (see next slide), including:
 - Development of core tender documentation for 2 or 3 large procurements (with input from Lead Council's procurement and legal teams)
 - Project management of the development of specifications for each lot:
 - Framework A: 5 Geographies x 2 Lots (Engage/Foundation & Growth) = 10 Specifications
 - Framework B1: 13 Specifications
 - Framework B2: 8 Specifications
 - Project management of the tender process for the 2 or 3 procurements
 - Project management of the evaluation process for the 2 or 3 procurements:
 - Framework A: 10 Evaluations
 - Framework B1 & B2: 21 Evaluations

- **Managing at the same time in 2023:**
 - Launch, commencement and operation of Framework A (Preferred Suppliers); and
 - Procurement of frameworks for specialists: B1 (Subject Matter) and B2 (Sectors)

Proposed Organisation Structure for Procurement Stage



Procurement Timeline: All Frameworks

Frame work	Early February 2023	Mid February 2023	March 2023	April 2023	May 2023	June 2023	July 2023	August 2023
A	<p>1 Final approved procurement strategy</p> <p>2 Prepare ITT docs for Framework A (Preferred Supplier) procurement</p>	Publish Contract Notice & tender docs for Framework A	Submission date for tenderers (a minimum of 35 days from Contract Notice)	Complete tender evaluation and respond to tenderers	Appoint Preferred Supplier for each Lot			
B1			Prepare ITT docs for Framework B1 (Subject specialisms) procurement	Publish Contract Notice & tender docs for Framework B1	Submission date for tenderers (a minimum of 35 days from Contract Notice)	Complete tender evaluation and respond to tenderers	Appoint Framework Suppliers for each Lot	
B2				Prepare ITT docs for Framework B2 (Sector specialisms) procurement	Publish Contract Notice & tender docs for Framework B2	Submission date for tenderers (a minimum of 35 days from Contract Notice)	Complete tender evaluation and respond to tenderers	Appoint Framework Suppliers for each Lot

Each procurement will be staggered so that that suppliers (and Councils) are focusing on one procurement at a time

Procurement of Contracted Services

Procurements also required for the following contracted services:

- MIS/CRM*
- Website / Portal
- Tele Handling Contract
- Marketing & Communications

Key actions:

- Specifications to be finalised and procurement documents to be prepared
- Procurement to be undertaken in parallel with procurement of Framework A

* If required; this may be available via existing CRM system from the Lead Council

Role of Lead Council in Procurement

Lead Council is responsible for the central co-ordination, management and administration of the procurement process and for contracting with suppliers who are appointed to the frameworks.

The key decisions in respect of the procurements remain with the 11 Councils collectively.

This means the Lead Council will:

- Facilitate collective meeting(s) with Council's Local Service Leads / Project Managers to:
 - Develop and agree a detailed project and resource plan and timeline for the preparation and delivery of the procurements so that Frameworks are in place by September 2023; and
 - Coordinate the Councils to develop and agree an evaluation model including award criteria, tender submission requirements and evaluation assessment methodology;
- Lead the preparation of framework documentation and tender documentation (excluding Lot specifications) for each framework;
- Coordinate the preparation of Lot specifications by Local Service Leads from the 11 Councils;
- Issue the tender documents to the market via the tender portal;
- Coordinate all clarification requests;
- Receive supplier submissions and distribute to evaluation teams (comprising the Local Service Leads);
- Coordinate the evaluation stage for each framework to ensure evaluation teams complete on time; and
- Issue letters to suppliers notifying the outcome of the procurement for each framework.

Role of Councils in Procurement

Councils remain the decision makers in relation to the services and target markets for their geographical areas. Accordingly, the Councils within each Geographical Lot will develop the final specifications for their Lot (based on an agreed template) and will assess the tender received in respect of their Geographical Lot. Councils will also assist with the specifications and evaluations for Framework Lots B1 and B2.

This means:

- Each Council's Local Service Lead will be involved in the discussions and agreement of the procurement project and resource plan and timeline, evaluation model and template documents for the frameworks;
- For Framework A, Councils in each Geographical Lot will agree and appoint:
 - a 'Project Manager' from one of the Councils who will be responsible for project managing the activity for their Geographical Lot to meet the procurement timelines, as set out below; and
 - a procurement representative who will provide oversight and assurance of the evaluation of tenders for that Geographic Lot;
- For Framework A, the Local Service Leads of the Councils within each Geographical Lot will collectively:
 - Develop the final specifications for their Lot (based on an agreed template);
 - Evaluate the tenders received in respect of their Geographical Lot, with oversight from the procurement representative;
 - Submit an evaluation scoring report to the Lead Council. Such report is to be reviewed and assured by the procurement representative.
- For Framework B, each Council's Local Service Lead (and potentially other economic development officers) will assist with the development of specifications and evaluation of tenders for framework B1 and B2 Lots.

Benefits Realisation and Programme Evaluation

Benefits Realisation - Role of Lead Council

Role of Lead Council

- Development and agreement of a Benefits Realisation Plan across all 11 Councils, in line with OBC and funder requirements for performance reporting, assurance and evaluation.
- This Plan will identify and set out:
 - Performance indicators (benefits to be measured)
 - Measurement methods
 - Frequency of monitoring
 - Timescales/deadlines for reporting
 - Reporting arrangements (e.g. Programme Coordination Group, Solace Economic Development Group, funders etc)
- Reporting of benefits realisation to key stakeholders and funders

Role of Local Service Leads

- Agreement on a Benefits Realisation Plan and associated requirements
- Timely provision of all performance and benefit related information to the Lead Council
- Quality assurance of all data submitted to the Lead Council

Evaluation Role of Lead Council

Role of Lead Council

- Liaison with funder(s) to understand their monitoring and evaluation requirements*
- Development and agreement of an evaluation framework at the Programme level (i.e. across all 11 Councils), in line with funder requirements
- Appointment of an independent evaluator to undertake the evaluation
- It is anticipated that this evaluation framework will set out the following:
 - What will be evaluated? This should include:
 - Service inputs, activities, outputs and outcomes
 - Comparison of actuals against forecasts and targets (by reference to the OBC)
 - Comparison across Geographic Lots (Framework A)
 - Comparison across Subject Matter and Sector Lots (Frameworks B1 & B2)
 - Comparison of the effectiveness of the different service delivery models
 - How and when the evaluation will be conducted, including:
 - Appointment of independent evaluator
 - Timing / frequency of evaluation (e.g. interim and final evaluation per the OBC)
 - Evaluation methodologies (use of MIS/CRM data; financial data; surveys etc.)
 - Evaluation should be conducted in accordance with relevant guidance, e.g. <https://www.finance-ni.gov.uk/articles/evaluation-guidance-economic-appraisal>

*Note - Funders are currently developing their assurance framework (including requirements for evaluation)

2. Both tenders are renewable on an annual basis on a 1+1+1+1 basis, up to the maximum period of 4 years.
3. The current tenders are now due for renewal.

Key Issues

1. The estimated contract lifetime costs have been identified over a 4 year period as follows,:
 - [REDACTED] for repair work to playground equipment
 - [REDACTED] for PPM Inspections for Thermostatic Mixing Valves
2. The tender reports are attached [REDACTED]
3. The successful tenderers recommended for both tenders are the lowest compliant tender cost received.

Recommendation:

It is recommended that Members note the award of the tender for both Play Ground Equipment and Planned Preventive Maintenance Inspections for Thermostatic Mixing Valves, as detailed in the attached tender reports.

Finance and Resource Implications:

Budget provision for each tender has been accounted for within the annual estimates of each of the contract user departments.

Screening and Impact Assessment

1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? No

If no, please provide explanation/rationale

The Contracts are deemed to benefit all section 75 groups equally and therefore it was deemed that no screening was required

If yes, what was the outcome?:

Option 1 Screen out without mitigation	No	Option 2 Screen out with mitigation	No	Option 3 Screen in for a full EQIA	No
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Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

N/A

2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

No

Has a Rural Needs Impact Assessment (RNIA) template been completed?

No

If no, please give explanation/rationale for why it was not considered necessary:

A Rural Impact Assessment is deemed not to be required as these are contracts for works services and will apply equally to all communities across the Council area

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

N/A

SUBJECT TO PLANNING APPROVAL:

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

[Redacted content]

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:



Development Committee

Confidential

2 March 2023

Confidential Report from:

Director of Service Transformation

Local Government Act (Northern Ireland) 2014
Schedule 6 - Access to Information: Exemption Information

Information relating to the financial or business affairs of any particular person (including the Council holding that information).

When will the report become unrestricted:

Specify when
report will
become available

Redacted
report
available

Following
ratification of
award and
placing of order

Never

Item for Noting

TITLE: **Financial Appraisal for Annual Tender Building Maintenance and Minor Works**

Background and Key Issues:

Background

1. Annual Tenders have been in place for Building Maintenance and Minor Works contracts to service the Council needs going back a number of years and are renewable on an annual basis on a 1+1+1 basis, up to the maximum period of 3 years. The current tender is now due for renewal.
2. This is the continuation of a call of framework for competent contractors that was initially set up to support the Building Maintenance Unit, as required.

3. Due to identified need the tender was expanded to include small construction and building maintenance works, to be used in instances when there was a Health & Safety need, or where a project had to be delivered within a restricted period.

Key Issues

1. A Financial Appraisal has been completed and was approved by the Head of Service for Finance on 24th January 2023 [REDACTED]
2. The estimated contract lifetime costs have been identified at [REDACTED] over the 3 year period.

Recommendation:

It is recommended that Members consider and approve the attached Financial Appraisal to enable the progression of the tender to procurement stage.

Finance and Resource Implications:

As this is a call of contract which has been set up to assist facilitate managers with their maintenance needs, the individual departments will have made budget provision within the annual estimates.

Screening and Impact Assessment

1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

The Contracts are deemed to benefit all section 75 groups equally and therefore it was deemed that no screening was required

If yes, what was the outcome?:

Option 1

Screen out without mitigation

Option 2

Screen out with mitigation

Option 3

Screen in for a full EQIA

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

[REDACTED]

Insert link to completed Equality and Good Relations report:

N/A

2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

No

Has a Rural Needs Impact Assessment (RNIA) template been completed?

No

If no, please give explanation/rationale for why it was not considered necessary:

A Rural Impact Assessment is deemed not to be required as these are contracts for works services and will apply equally to all communities across the Council area

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

N/A

SUBJECT TO PLANNING APPROVAL:

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

[Redacted area]

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:

[Redacted area]