

APPENDIX 1



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

Economic Development

SERVICE PLAN - 2021 / 22

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Foreword

At the start of 2020, Northern Ireland faced the spread of the global Covid-19 pandemic, which in turn has impacted on the way, Mid Ulster District Council delivers its services to communities. The Council's initial response was to protect frontline services, support the vulnerable in the community and ensure continuity of services.

On the Council's road to recovery and reinstatement of services, we have established 'Recovery Activities' that will enable the Council to learn from the impacts that Covid 19 caused, i.e. the new and emerging challenges that services face and the opportunities that have emerged from new ways of working. These 'Recovery Activities' will support the Council's Corporate Plan and this Service Plan will also support the delivery of these higher level objectives and associated outcomes for the residents of the District.

To make sure that we are transparent in what we are aiming to achieve, there are a series of activities outlined within the Service Plan. It should be noted, that it is proposed, that this will be a dynamic service plan, in light of Council's ongoing response to the pandemic, reflecting the changing context within which it has been developed. Any changes that need to be made to the service plan (i.e. new actions added, or actions removed) will be reported to the Director of the Department as well as being reported as part of our 'business as usual' performance monitoring activity through committee papers during 2021/22.

1.0 OVERALL PURPOSE AND SCOPE OF THE SERVICE

1.1. Purpose and Scope of the Service

The Economic Development Section provides a range of services including economic and business development initiatives, town and village regeneration projects, specific targeted support for rural areas through the Rural Development Programme and cross border activities. More recently a substantial amount of work has been undertaken to progress projects identified within the Mid South West Growth Dea.

The Section also builds strategic alliances with partner organisations to maximise opportunities for the District's economic growth through leverage of additional funding or support provision. The Economic Development staff are located across three main towns Dungannon, Cookstown and Magherafelt.

1.2 Responsibilities

The Section is specifically responsible for the development, implementation and management of Council's Economic Development, Rural Development, Town Centre and Village Regeneration Strategies for the District Council area and regularly inputting towards a range of other key strategic local and regional economic development initiatives.

The section is specifically responsible for the following five key functions:

Economic Development

- Develop and deliver a range of programmes, projects and initiatives to support the economic development of the District on across a range of levels, including business support interventions.
- Identify and bid for sources of funding to resource economic development and wider Council initiatives.
- Lobby for and identify opportunities for significant infrastructure investments.
- Maximise opportunities for development and inward investment to the District from a range of sources, collaborating with appropriate local, regional, national and European partners and identifying suitable partners as appropriate.
- Administration and coordination of Covid-19 Business Support Grants to assist our Businesses.

Town Centre Regeneration

- Manage, develop, deliver and evaluate a comprehensive range of initiatives relating to Town Centre Regeneration, e.g. Mid Ulster Town and Village Business Spruce Up Scheme
- Maximise the profile of the five town centres and reinforce the existing town centre brands of the three main towns.
- Support the growth and development of a competitive retail sector across Mid Ulster.

- Develop, promote and deliver a number of key signature events that add vitality and vibrancy to the five Town Centres (subject to Government Covid-19 guidance).
- Improve the townscape quality of the five Town Centres

Village Regeneration

- Identify regeneration priorities from Village Plans as agreed by Council and the Local Action Group
- To progress revitalise / regeneration schemes across Mid Ulster's villages.

Rural Development Programme

- Provide support to Mid Ulster Rural Development Partnership for the implementation of a £10m local action strategy for Mid Ulster.

The support service provided to the Local Action Group includes:

- Promote the opportunities available through the Rural Development Programme in rural Mid Ulster
- Manage calls for applications to the Rural Development Programme
- Prepare project assessment reports and monitor the implementation of approved projects

Other Strategic Initiatives

- Development of Strategic Sites (Ann Street and Redevelopment of Maghera High School site).
- Mid Ulster Skills Forum / Labour Market Partnerships
- Community Planning – Economic Growth Initiatives
- Actions arising from Brexit and Broadband Sub Committees
- Mid South West Growth Deal

1.3 Customers & Stakeholders

Customers & Stakeholders
Internal: <ul style="list-style-type: none"> ▪ Other Council Departments, Elected Members, Senior Management Team and Staff
External: <ul style="list-style-type: none"> ▪ Government Departments and Agencies (DfE, Invest NI, DAERA, DfC) ▪ MSW Growth Deal Councils and associated Project Partners ▪ Local businesses, social enterprises and farmers ▪ Further and Higher Education Providers ▪ Local Enterprise Agencies ▪ MPs and MLAs ▪ Regional sectoral representative bodies ▪ Mid Ulster Skills Forum, Chambers of Commerce, Town Centre Forums, Regeneration Partnerships ▪ Inward Investors ▪ Community / voluntary sectors

1.4 Performance Overview in 2020/21

The Covid-19 pandemic has been one of the most significant challenges that Mid Ulster District Council has ever faced. It has required sudden and dramatic changes to the way we work, as Councillors and officers. The previous year has saw Council hold fast with front line service delivery and the section below outlines; our response during 2020 to 2021 i.e. what we achieved, the remaining challenges, and how our service made a difference.

2020/2021 Performance Response/ Overview (What we achieved- Measured Activities)	End of Year Progress Status: Activity was - Completed /Commenced/ Other
Redevelopment of Maghera High School Site	<ul style="list-style-type: none">Planning permission was granted on 4 February 2020. Planning application is currently being reviewed by the Department for Infrastructure. Work in progress.
Coalisland Public Realm Scheme	<ul style="list-style-type: none">A contractor was appointed in 2019 and capital works commenced on the ground in September 2019. Works nearing completion.
Maghera Public Realm Scheme	<ul style="list-style-type: none">Outline Designs were amended based on previous consultations and discussions with third party landowners. Work is ongoing with third party landowners regarding additional parking requirements.
Covid-19 Response	<ul style="list-style-type: none">Widespread consultation with businesses across Mid Ulster.A Mid Ulster Covid-19 Recovery Plan was developedLobbied for Financial Support to assist with recoveryAccessed grant aid of £1.452m (from DfC, DAERA & DfI):- to deliver 587 Covid Business Support Grants; six Active Travel projects currently being advanced.Developed & delivered Social Media Videos: - Reopening Video (July 2020) and five Business Reconnect Videos.Reconnect with Confidence stickers distributed to businesses across the Council area.
Helping our towns recover from the Covid-19 pandemic	<ul style="list-style-type: none">Development of Mid Ulster Covid-19 Towns Recovery Plan following consultation with town centre stakeholders, including our Town Centre

	Forums and Traders Associations. Short, medium and long-term interventions identified.
Urban Regeneration Initiatives	<ul style="list-style-type: none"> • The Covid-19 pandemic affected the delivery of planned marketing initiatives such as Independents Day and Small Business Saturday. • Due to the Covid-19 Pandemic, no events could be delivered on the ground. The budget was redirected to Covid-19 business support programmes. • Developed & delivered virtual Christmas Lights Switch On which was streamed on Social Media channels • Delivery of town centre Christmas marketing campaign, which was rolled out across the five towns.
Mid Ulster Town & Village Business Spruce Up Scheme	<ul style="list-style-type: none"> • Liaison with appointed Architect to deliver Mid Ulster Town & Village Spruce Up Scheme. • Phase 2 delivered:- 71 Letters of Offer issued to the value of £250,000
Village Renewal Scheme	<ul style="list-style-type: none"> • Delivery of 22 Village Renewal Scheme projects throughout the district to a value of approx. £780,000. • Work on site stopped in March 2020 due to Covid-19, and resumed again in June 2020
Rural Business Investment Scheme – to create an additional 10 FTE jobs (target) within supported businesses from a baseline job creation figure of 130 FTE at March 2020.	<ul style="list-style-type: none"> • Completed – job creation at March 2021 was 163 FTE
Rural Basic Services Projects – 18 district wide funded Rural Services projects completed and operational through a £2.7 million spend from the Rural Development Programme.	<ul style="list-style-type: none"> • 15 now fully completed with remaining three to be operational early 21/22.
Village Renewal Scheme – village renewal projects will be completed in 52 rural village settlements of grant approved of £3.15 million.	<ul style="list-style-type: none"> • 90% completed. Overall grant of £3.6m approved to village renewal projects

LAG Co-operation Scheme – letters of offer for £250k approved for three co-operation projects - International Appalachian Trail, Lough Neagh and its Waterways and Davagh Archaeological trail	<ul style="list-style-type: none"> Completed – letters of offer accepted and project works underway.
Full Fibre NI (FFNI)	<ul style="list-style-type: none"> Contract signed with Fibrus for delivery of full fibre connectivity to 81 Council own sites to the value of with £3.4m funding from DCMS –To be delivered during 2021/22.
Project Stratum	<ul style="list-style-type: none"> Council undertook a significant broadband survey with over 800 responses regarding Project Stratum broadband issues. Meeting planned in April 2021 with DfE and Fibrus to discuss the gaps in provision.
Coalisland Great Places	<ul style="list-style-type: none"> The project is exploring the rich manufacturing legacy of the people of Coalisland and East Tyrone through a series of initiatives delivered in the local community by Lough Neagh Partnership and Council support of £30,000. £27,000 funding support paid to date. £3,000 of support in 21/22
Business Start (NIBSUP)	<ul style="list-style-type: none"> 126 jobs promoted by March 2021
Delivery of Year 3 (of 4 years) ESF Programmes i) Step Up to Sustainable Employment, ii) Up for Work iii) Job Match iv) Exploring Enterprise	Final figures not available until 21 April i) 303 participants supported to re-engage with the labour market ii) 119 helped to gain employment iii) 347 qualifications achieved iv) 48 progressed to F/H Education
Business Events	<ul style="list-style-type: none"> 18 business events delivered <ul style="list-style-type: none"> Mid Ulster Enterprise Week 2020 (12 webinars) Building a Digital Business Webinar Connecting with Customers Webinar Influencer Marketing Webinar Communicating through Uncertainty Webinar Building Psychological Resilience Webinar

	<ul style="list-style-type: none"> - Also partnered with the NI Chamber of Commerce for a virtual Regional Networking Event (Sept 2020) <p>797 businesses attended.</p>
<p>Four Business Support Programmes launched</p> <ul style="list-style-type: none"> - Gearing for Growth - Tender Ready Programme - Digital First Programme - Transform Programme 	<ul style="list-style-type: none"> • Four Business Support Programmes launched (27 August 2020) and operational: <ul style="list-style-type: none"> - 254 micro/small businesses recruited; - 11 new jobs created; - 3 referrals to Invest NI <p><i>Ongoing to 31 Dec 2022</i></p>
<p>Supporting the local Manufacturing and Engineering sector to respond and recover from the impacts of the pandemic.</p>	<ul style="list-style-type: none"> • MEGA has led the Covid-19 response for the sector - spearheading a campaign for government apprenticeships support, which enabled MEGA companies to retain 58 apprentices and recruit 33 new apprentices. As part of its campaign the network designed and developed new easy to follow 'MEGA Apprenticeship Model' literature. MEGA made a successful application to the apprenticeship challenge fund for a MEGA Degree Apprenticeship in Manufacturing & Engineering with specialism in Industrial Digitalisation, Robotics and Automation, in partnership with Ulster University. This will be the first ever Manufacturing & Engineering Degree Apprenticeship. MEGA launched a brand new website to help inform students, teachers and parents about the opportunities within the advanced manufacturing and engineering sector in Mid Ulster. MEGA also supported the development of a Mid Ulster Industry Training Centre (ITC) with SWC. The MEGA network has steadily grown to 32 local member companies, with 14 playing active roles within MEGA sub-committees. To date 18 'Ambassadors' have been recruited and trained under its MEGA Ambassador

	<p>Programme. Each ambassador is now linked to an individual post primary school in Mid Ulster and will deliver mentoring, industry talks, careers events etc.</p>
Council Consultation Responses	<ul style="list-style-type: none"> • Peace Plus Programme Consultation • Programme for Government – Draft Outcomes Framework • UK Shared Prosperity Fund

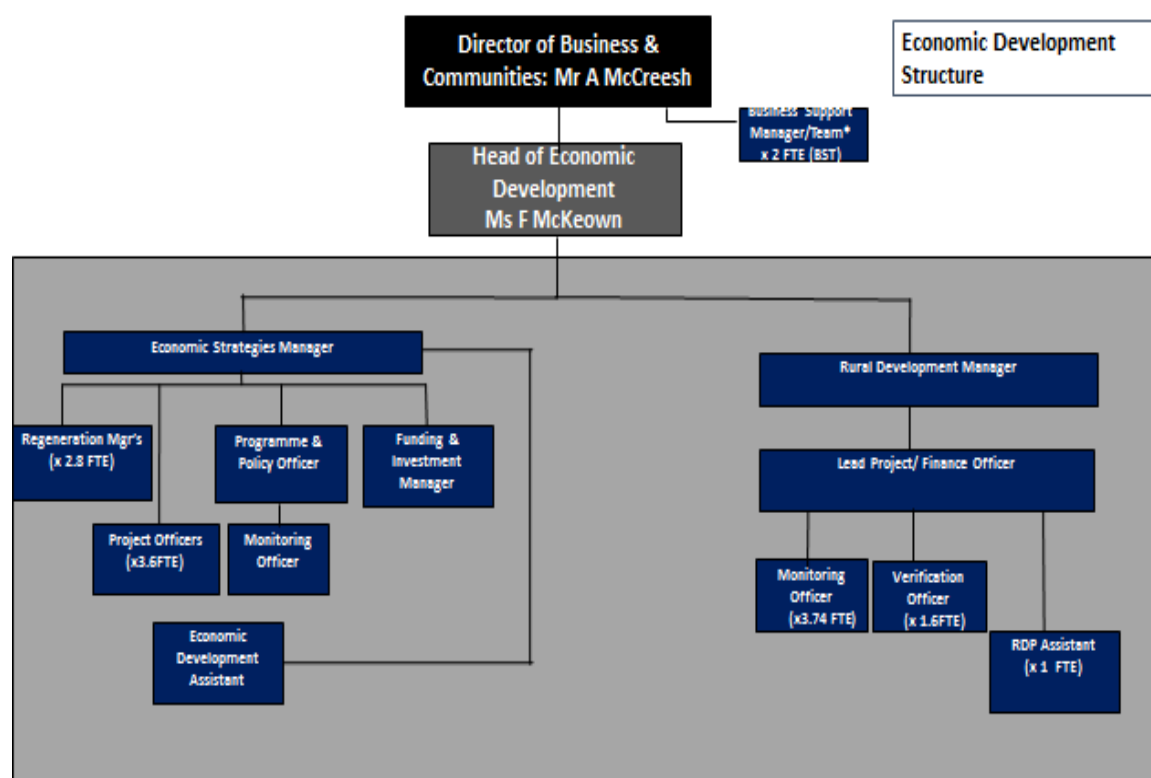
2.0 IMPROVING OUR SERVICE AND MANAGING PERFORMANCE - 2021/22

The following tables confirm the resources, financial and people, which the Service has access to throughout 2021-22 to deliver its actions, activities and core business.

2.1 Budget 2021/22

Service Budget Headings	£
General Economic Development	838,000
Mid Ulster Rural Development Programme	286,587
Town Strategy	695,177
Villages- Rural Development	20,000
Gross Budget	1,839,764
Income	276,587
Net Budget for 2021-22	1,563,177

2.2 Staffing Complement - 2021/22



Staffing	No of Staff
Head of Service	1
Managers	5.8
Officers	11.94
Remaining Team	2
Total	20.74

2.3 Service Work Plan - 2021/22

This plan confirms the core activities and actions, which will form your Service Work Plan for 2021-22. This is a high-level capture of the Service activities as well as some improvement undertakings, which the service will focus on throughout 2021-22. The Plan links to the Council's new 2020-2024 Corporate Plan priorities, Annual Corporate Improvement Plan Objectives, Corporate Indicators and Mid Ulster Sustainable Community Plan themes & outcomes:

SERVICE WORK PLAN 2021/22

Service Objective (What do we want to achieve?):	Assisting the Local Action Group (LAG) in the delivery of a local rural development strategy for Mid Ulster to include			
Link to Community Plan Theme:	Align to Corporate Plan Theme			
CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy	<i>Service Delivery: 2.1 We will improve services for our citizens through the development and delivery of an innovation agenda</i>			
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Closure of LAG Local Rural Development Strategy and evaluation of outcomes and performance indicators	31 st March 2022	E Gallogly	Evidence the outcome and impact made by the LAG's Local Rural Development Strategy funded through the 2014-2020 Rural Development Programme	Evaluation report prepared
145 rural micro businesses supported under the DAERA Rural Business Development Grants Scheme to complete drawdown of funding	31 st March 2022	E Gallogly	Positive impact on business recovery through sustaining employment and increasing turnover	Scheme evaluation report

What Service Development/Improvement will we undertake in 2021/22? (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Lobby DAERA on the new Rural Affairs Policy Framework to maximise opportunities for growing the rural economy of the District.	31 st March 2022	F McKeown	Council will play a lead role in the shaping and delivery of local initiatives, which will contribute to Community Plan themes for growing the rural economy.	Number of initiatives developed or planned through the Rural Affairs Policy Framework
Participate in the shaping of the Rural Business Development Scheme for the micro business sector (subject to confirmation of funding from DAERA)	31 st March 2022	E Gallogly	Positive impact on business recovery through sustaining employment and increasing turnover.	Delivery contract secured

Service Objective (What do we want to achieve?):	Design and deliver Town Centre Marketing Campaigns , and Events to enhance the profile of the Districts' Towns			
Link to Community Plan Theme:	Align to Corporate Plan Theme			
<i>CMP 1.3 Economic Growth - Our Towns & Villages are vibrant & competitive</i>	<i>Leadership: 1.3 We will work collectively to meet the identified needs and priorities of our citizens & connect the people of Mid Ulster</i>			
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
<ul style="list-style-type: none"> Town Centre Marketing Campaigns. Joint marketing campaign across 5 towns (Dungannon., Cookstown, Magherafelt, Coalisland, Maghera) to promote: <ol style="list-style-type: none"> Town Centre Reopening Key Retail Periods (Christmas, Small Business Saturday) (All subject to Covid-19 restrictions) 	31 st March 2022	Regeneration Managers	Raise profile of the 5 town centres	Number of Marketing plans delivered. Town Visitor Surveys. Retailer Surveys.

<p>Town Centre Events</p> <ul style="list-style-type: none"> - Halloween (Dungannon & Coalisland) - Christmas (Coalisland, Cookstown, Dungannon, Magherafelt & Maghera) <p>(Due to Covid-19 the delivery of these events is subject to review and Government guidance)</p> <p>Benchmark with Tourism team to develop counting attendance methodologies – baselines figures</p>	31 st March 2022	Regeneration Managers	Increase civic pride and footfall across 5 towns.	<p>Delivery of 7 town centre events in the 5 towns during 2020/21 :</p> <p>Number of attendances at events (baseline)</p>
<ul style="list-style-type: none"> • Deliver Mid Ulster Town & Village Spruce Up Scheme. • Deliver 72 schemes throughout the district to a value of £250,000 (Phase 3 – 2021/22). • Appointment of Chartered Architect to manage and deliver Mid Ulster Town & Village Spruce Up Scheme (Phase 4-Final Year 2022/23). 	31 st March 2022	M McCullagh / L Shiels	Improved civic pride and enhanced aesthetics in towns and villages.	<p>100% progress against 72 Town and Village Spruce up schemes by Q4 2021/22.</p> <p>Budget of £250,000 paid out to businesses 2021/22.</p> <p>Chartered Architect appointed to manage Phase 4.</p>
<ul style="list-style-type: none"> • Deliver three Village Renewal Scheme projects throughout the district to a value of approx. £50,000. (Galbally, Broughderg and Tamnamore) 	30 th September 2021	Regeneration Managers in partnership with Capital Team	Increase civic pride in 3 villages	<p>100% progress against 3 Village scheme plans by Q2 2020</p> <p>Budget of £50,000 spent</p>
<ul style="list-style-type: none"> • Deliver a Revitalisation Project in Coalisland following completion of the Public Realm 	31 st March 2022	C Fox	Increase the overall viability and vitality of the town centre	100% progress against delivery of the project by end of Q4
<ul style="list-style-type: none"> • Progressing a Public Realm Scheme for Maghera 	31 st March 2022	D McCartney (assisting Capital Team)	Increase the overall viability and vitality of the town centre	
<ul style="list-style-type: none"> • Develop and Deliver a Small Grants Business Marketing Scheme 	31 March 2022	Regeneration Managers	Small grants “business marketing scheme” awards revenue grants of up to £300 to	Budget of £250,000 paid out.

			a minimum of 833 business, on a first come, first served basis until funding is allocated. The scheme aims to assist businesses with their marketing efforts as they recover from the pandemic, e.g. developing improved online presence, click & collect, promotional activity, merchandising and window displays, use of influencers/vloggers/bloggers, etc.	
• Mid Ulster Gift Card Scheme	31 st March 2022	Regeneration Managers	Provides a mechanism whereby spend can be locked-in to the Mid Ulster district to support local businesses.	Scheme implemented. Number of businesses signed up.
• Live Music in Town Centres at Peak Shopping Times	31 st March 2022	Regeneration Managers	To increase the vibrancy of our 3 large towns, live music will be introduced at peak shopping times on Fridays/Saturdays for an initial period (when permitted to do so based on Govt Guidance).	Budget circ. £8,000 spent.

What Service Development/Improvement will we undertake in 2021/22? (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Town Centre Recovery – develop new online platforms to engage with businesses.	31 st March 2022	Regeneration Managers	Better communication and engagement with businesses across Mid Ulster.	Number of meetings held.

Service Objective (What do we want to achieve?):	Deliver a range of economic initiatives to support business growth and job creation			
Link to Community Plan Theme:	Align to Corporate Plan Theme			
<i>CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy</i>	<i>Economy: 3.2 We will continue to build on our work to generate business diversification, innovation & expansion & increase in employment opportunities</i>			
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Deliver the requisite number of approved business plans for start-ups to achieve jobs target (Statutory Target)	31 st March 2022	S McIntyre	Bespoke support to budding entrepreneurs to develop a client-led business plan	210 jobs promoted - 350 approved client business plans completed (pa)
Deliver and manage 5 (3-year) programmes to support growth and job creation in 730 businesses /social enterprises by Sept 2023 in 5 key business areas: <ul style="list-style-type: none"> - Tender Ready - Digital First - Transform - Gearing for Growth and - Social Enterprise 	31 st March 2022	S McIntyre	Building the recovery, sustainability, growth and job creation prospects of businesses/social enterprises	<ul style="list-style-type: none"> • 270 businesses / social enterprises supported (pa) • 135 jobs created (pa)
Deliver and manage a number of business events/webinars across Mid Ulster, including the following; <ul style="list-style-type: none"> - Business Support Programmes events; (3 No. events on Digital, 1 No. Event on Tendering, 1 No. Event on Social Enterprise). - Mid Ulster Enterprise Week (minimum of 10 events) - Decade of Anniversaries Events (2 business events) - Mid Ulster Business Awards 2021 (to agree in principal – subject to satisfactory clarifications being obtained from 	31 st March 2022	F McKeown C McKenna S McIntyre P McCreedy	Assisting businesses as they recover from the pandemic through the provision of a wide range of specialist business focused events to assist all sectors.	<ul style="list-style-type: none"> • No of business events held

JPI Media on a number of outstanding issues Council has sought further information on - will be brought back to committee for final approval once details are received). - NI Chamber of Commerce Networking Event.				
What Service Development/Improvement will we undertake in 2021/22? (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Participate in regional council collaborative group to explore options for the future provision of business start support and engagement with Dept. for the Economy and Dept. for Communities to consult on future statutory targets	31 March 2022	S McIntyre	Identify good practice from elsewhere and extensive research completed to inform future provision	Programme provision scoped and outline structure drafted

Service Objective (What do we want to achieve?):	To develop Mid Ulster's workforce by supporting the delivery of employability and skills initiatives			
Link to Community Plan Theme:	Align to Corporate Plan Theme			
<i>CMP 1.2 Economic Growth - We have more people working in a diverse economy</i>	<i>Economy: 3.2 We will continue to build on our work to generate business diversification, innovation & expansion & increase in employment opportunities</i>			
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
To monitor the performance of 4 Mid Ulster employability and skills programmes over 4 years (2018-22) to manage the release of Council's match funding: - Step Up to Sustainable Employment - Up for Work - Job Match - Exploring Enterprise Programme (2021/22 is Yr. 4 of 4)	31/3/2022	S McIntyre	Bespoke support to enable participants to become economically active, re-engage with the labour market and improve their employability prospects	320 participants to be supported through 4 programmes (pa)

What Service Development/Improvement will we undertake in 2021/22? (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Move to adopting desk-top vouching process to check documentation for match funding payments, in line with other match funders	31 March 2022	S McIntyre	More efficiency in vouching and processing documentation	Reduction in Officer time spent on claim verification process

Service Objective (What do we want to achieve?):	To deliver assigned actions from Mid Ulster Skills Forum (Skills Action Plan year 2020-21)			
Link to Community Plan Theme:	Align to Corporate Plan Theme			
<i>CMP 3.1 Education & Skills - Our People are better qualified & more skilled</i>	<i>Economy: 3.3 We will continue to support the work of our partners including the Mid Ulster Skills Forum, to address employability/skills to ensure existing & future needs of our region's business base are met.</i>			
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
<ul style="list-style-type: none"> Subject to funding, establish a new Mid Ulster Local Labour Partnership (LMP) to co-align with the Mid Ulster Skills Forum and develop an Action Plan 2021-22. Subject to funding from DfC, appoint staff resources to co-ordinate and deliver a Work Programme. Provide secretariat support / administration of correspondence to meetings. Min of six meetings (depending on Covid-19 restrictions.) Support the delivery of an Apprenticeship Event as part of NI Apprenticeship Week (NIAW) 2022. Support MEGA to collectively build towards recovery. Provide support to MEGA to assist in the development of a new 3-year Strategic Action Plan and new application to Invest NI's Collaborative Growth Programme (subject to TU involvement) 	30 June 2021	P McCreedy	Local labour market conditions and employability and skills issues improved by stronger partnership working and co-ordination.	100% progress of no. of assigned SMART actions from Action plan delivered in the year.
	30 Sept 2021			LMP officer appointed.
	31 Mar 2022		Contribute to increased skills levels and access to labour.	Provide secretariat papers for LMP.
	31 Mar 2022		Contribute to the sustainable recovery of the local manufacturing and engineering sector.	Attendance at MEGA Steering Group meetings.
	31 Mar 2022			New Strategic Action Plan developed.
				Additional funding support secured to sustain MEGA.

What Service Development/Improvement will we undertake in 2020/21? (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Subject to funding, establish a new Mid Ulster Local Labour Market Partnership (LMP) to complement and realign with the Mid Ulster Skills Forum.	31 st Dec 22	F McKeown P McCreedy	Joining of key public, private and community sector stakeholders to improve employability outcomes and labour market conditions.	LMP established and work plan developed.
Support the Generation Z Network in the delivery of a Scoping Study on industry/education engagement products and services.	31 st Mar 22	F McKeown P McCreedy	Improved understanding of how to communicate with and attract 'Generation Z' talent into industries.	Scoping Study developed by 31/3/22.

Service Objective (What do we want to achieve?):	To progress the development of Council key opportunity sites at Ann Street , Dungannon site plan and Maghera High School site plan)			
Link to Community Plan Theme:	Align to Corporate Plan Theme			
<i>CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy</i>	<i>Economy: 3.4 We will continue to identify opportunity sites for development proposals & to deliver against existing plans for other key strategic sites (Ann Street- Dungannon & former Maghera High School site.)</i>			
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
To progress development of Council key opportunity sites:- <ul style="list-style-type: none"> Ann Street Development Site / Phasing Plan <ul style="list-style-type: none"> Planning application submitted for first phase (AS) Anchor tenant secured (AS) Maghera High School site plan following activity: <ul style="list-style-type: none"> Planning permission secured (MHS) Contractor Team appointed (MHS) Work commenced on site (MHS) Leases for serviced sites agreed (MHS) 	2021/2022	P McCreedy, D McCartney	Improved perception of Council area as an investment location.	% progress against activities.

What Service Development/Improvement will we undertake in 2021/22? (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
To continue to meet with Government Departments such as Department for Communities to identify potential opportunities to assist our towns (Dungannon, Cookstown, Magherafelt, Coalisland).	2021/2022	Regeneration Managers	Assist retailers. Positive promotion of towns	Amount of funding package agreed for the large District towns

2.4 RISK MANAGEMENT OF SERVICE

The purpose of risk management is to manage the barriers, which prevents the Council from achieving its objectives. This section of the service plan includes space for the Service to input their key risks (in summary form), which have been identified during the business planning process. The Council uses risk management to maximize opportunities and minimize risks. This improves its ability to deliver priorities and improve outcomes. This is why the Council deems it important to link business planning and risk management. Risk Management aims to:

- Help the Council achieve its overall aims and objectives
 - Manage the significant risks the Council faces to an acceptable level
 - Assist with the decision making process
 - Implement the most effective measures to avoid, reduce and control those risks
 - Balance risk with opportunity
 - Manage risk and internal controls in the most effective way.
-

This table illustrates the risks identified to deliver the Services business in 2021-22.

Risk Ref Number	Description of Risk	Risk Rating	Mitigation Activity
1.	Loss of External Funding	9	<ul style="list-style-type: none"> - Continual review by staff of new funding opportunities. - Council has employed a Funding and Investment officer since January 2017 - Maintain regular communication with funding sources/potential partners. - Management control procedures are in place and staff training provided on the implementation of funder operating guidance. - Regular communication with funder(s) to update on progress and agree solutions. - Senior staff are made aware of key funding sources. - The estimated impact of Brexit is the loss of EU Funding £28.5 million between 2021 and 2027 – staff across Council looking at other funding avenues. - Lobby DAERA to progress their Rural Affairs Policy Framework in order to advance the new successor Rural

			Development Programme to assist businesses across Mid Ulster. Gaps between one programme ending and another programme commencing also present issues for Council in terms of retaining staff.
2.	Fraud, theft or bribery occurring within Economic Development	9	<ul style="list-style-type: none"> - Benchmarking Follow tendering procedures - Data checking takes place through Internal Audit - Encryption, staff awareness, passwords Access controls Restricted Access Security policy - Internal and External Audit checks takes place - Internet use policy Surf control Access controls Management reports on internet usage software audit facility - Random spot checks by trained staff and documentation of same takes place - Tenders are carried out by experienced/trained staff - Trained staff carry out monitoring checks
3.	Failing to deliver a programme & Drawdown maximum Funding possible	9	<ul style="list-style-type: none"> - Regular internal officer meetings held.

			<ul style="list-style-type: none"> - Assessment of progress against Work Plan. - Identification of potential issues at an early stage. - Regular communication with funder(s) to update on progress and agree solutions. - Management control procedures are in place and staff training provided on the implementation of funder operating guidance.
4	EU Exit	9	<ul style="list-style-type: none"> - EU Exit is on the agenda on a regular basis at internal meetings. - Implications being considered regionally. - Mid Ulster Brexit Working Group formed in November 2018. - MUDC Officers (from Economic Development) are following Brexit events and circulating relevant information to businesses. - There is a minimum two-year lead in period providing time to adapt to new policies and procedures
5.	Covid-19	9	<p>Impacts on:</p> <ul style="list-style-type: none"> - Staff working locations - The full delivery of LED business programmes. - The full delivery of Council events

			<ul style="list-style-type: none"> - Delivering Town & Village Spruce Up Scheme - Delivering Enterprise week events for Businesses - Delivery of RDP Village Renewal Programme
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Rating	Descriptor
16 - 25	Extreme Risk (immediate action required)
10 - 15	High Risk (urgent action required)
7 - 9	Moderate Risk (action required)
1 – 6	Low Risk (keep under review)

3.0 OUR STATUTORY CONSIDERATIONS

In carrying out our responsibilities, the Service is cognisant of the statutory duties placed upon the council in the delivery of its services. Whilst the Service operates, under various obligations it is however mindful of the changing context in which it operates and endeavours to mainstream the equality and rural needs duties in the design and delivery of our functions.

3.1 EQUALITY DUTY

The council and by consequence our Service is committed to contributing towards its part in working towards fulfilling obligations under Section 75 of the Northern Ireland Act 1998 to ensure adequate time, staff and resources to fulfil our duties.

The Service will also work towards adherence to the council's Equality Scheme ensuring equality duties, together with promoting positive attitudes towards persons with a disability and the participation of people with a disability in public life when carrying out our functions.

3.2 RURAL NEEDS DUTY

The Service will be mindful of the rural needs of its customers when carrying out its functions and subsequent responsibilities, particularly in developing any new policies, plans or strategies throughout the year. In line with the Rural Needs Act (NI) 2016 we will give due regard to rurality in terms of needs in carrying out the activities within our Service.
