

craic | & theatre arts centre

Coalisland Enterprise Centre - Dungannon Road - Coalisland - Co. Tyrone BT71 4HP - Northern Ireland
Telephone/Box Office: 028 8774 1100
Email: craicartscentre@yahoo.com - Web: www.craicartscentre.co.uk

7th August 2019

TO WHOM IT MAY CONCERN

For over 10 years, Craic Theatre have co-ordinated and delivered the annual Christmas Switch On for Coalisland.

This annual event marks the start of the festive season and brings the community together.

The community of Coalisland and from the surrounding area look forward to this event each year and we request the continued financial support of £4,200 from Mid Ulster District council to deliver this event.

We look forward to working with the council this year again.

If you have any further queries please do not hesitate to our offices on 028 8774 1100.

Yours sincerely



Micky Carolan



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council



LOTTERY FUNDED



The Responsible
Business Network
Northern Ireland



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

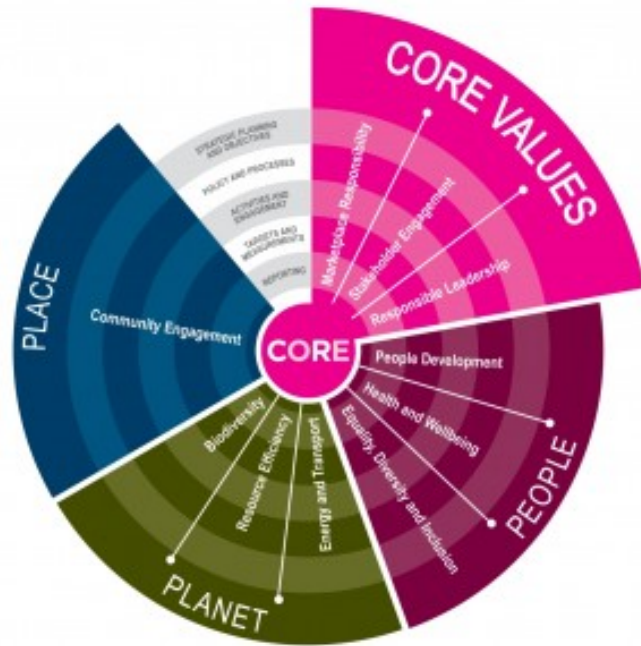
Corporate Responsibility Action Plan

LET'S SET A COURSE FOR RESPONSIBLE BUSINESS

www.bitcni.org.uk



Introduction



This is the Corporate Responsibility (CR) model that Business in the Community Northern Ireland has designed in order to support and challenge our members and to help in identifying opportunities to make CR activities more strategic.

We firmly believe that in order for your organisation to benefit most from CR, it needs to manage it in the same way it manages other aspects of the business. You may not call everything that your organisation does 'CR' but if you aim to make a positive impact on your people, the planet, the places where you operate and in your core business you may want to consider this model as a way to pull together what you currently do and identify gaps for improvement.

Your Relationship Manager

If you want to discuss any aspect of corporate responsibility or this Action Plan, get in touch with your Relationship Manager, who will be happy to support you.



Name: Margaret McCloskey

Title: NW Director

E: Margaret.mccloskey@bitcni.org.uk

T: (028) 7186 1550

Priorities for 2019



Aims to be an employer of choice in NI and to help its employees live healthier lives



Aims to reduce its negative environmental impacts and to use its knowledge to help other businesses do the same



Aims to invest in its local communities and use its skills to help raise the aspirations of young people, as well as raising funds for its Charity of the Year



INITIAL 6 MONTH PROPOSAL

Offer	Outline	Cost Value	Proposed Date
6 week resilience programme	<p>Our 6 week resilience programme is aimed at supporting employees based on CBT (Cognitive Behaviour Therapy). The programme teaches coping skills on how to deal with thoughts and beliefs that affect feelings and how to deal with different problems.</p> <p>The programme works on 6 themes:</p> <ul style="list-style-type: none"> • Age well • Plan well • Feel well • Think well • Connect well • Live well 	£1,200 (we will accommodate up to 20 personnel on this programme).	October-November 2019
<p>Entrepreneurship week</p> <p>BITC will deliver a Mental Health at Work event at an Employer's premises in Mid Ulster for up to 30 companies</p>	<ul style="list-style-type: none"> • BITC to converse with an Employer in Mid Ulster to host and discuss their "mental health best practice" during the event • BITC to develop the editorial for Mid Ulster marketing material • BITC to set up and administer a bookings system for the event • BITC to converse with Employers to encourage them to attend the event • BITC to deliver a Mental Health presentation • BITC to deliver a "call to action" point during the event and follow up with Employers attending to support them post the event • BITC to promote Mid Ulster Council Enterprise week on social media 	<p>Presentation delivery £250</p> <p>Management of work pre and post event- £750</p>	November 2019

	Access to Benefits and Service	<ul style="list-style-type: none"> • 2 Link 'n' Learn events delivered to groups of Council staff (and Councillors) in November and January 2020. These sessions are focused on personal wellbeing topics and the sessions will be delivered by expert partners at your place of work. Sessions last for one hour and usually involve up to 30 people or so, depending on the room facilities available. Topics will be announced in September 2019 • Time to programmes with schools – starting with 2 schools in September and adding a further 2 schools later in the academic year. BITC will train volunteers in the processes involved for the programmes including Safeguard training. BITC will also process AccessNI all volunteers prior to their linkage with the schools. Correspondence has started with Marissa Canavan separate to this email. • Employee volunteering - BITC will help Mid Ulster manage the opportunities to participate in Volunteer action days for Council staff and members. <ul style="list-style-type: none"> ○ Get Online Week in October ○ Cares@ Christmas with Action for Children (Dec) ○ Bespoke challenge to support a local charity/ school/community organisation for a group of your staff at any time between Oct 2019 – March 2020 	<p>£250 per link n learn x 2 = £500</p> <p>£600.00</p>	<p>January 2020</p> <p>September 2020 onwards</p>

APPENDIX 3 – PLATO FINAL REPORT



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

Mid Ulster PLATO Programme Report (January 2018 – July 2019)

Last year, Mid Ulster District Council agreed to become a partner in the long-established PLATO EBR (East Border Region) licensed Management and Development Programme Network. This consisted of three other Northern partners of Newry, Mourne and Down District Council; Armagh City, Banbridge and Craigavon Borough Council (and more recently, Fermanagh and Omagh) and the four Local Enterprises Offices and County Councils in Cavan, Louth, Meath and Monaghan.

PLATO is a non-profit business development support network which actively facilitates the opportunity for the owners of small local growth orientated enterprises to learn from local fast growing business leaders (or 'parents') in their District, through a customised programme of monthly meetings over a 10 month period. PLATO focusses the entrepreneur on their role in the company, their stage of growth and how to accelerate growth to sustain competitive advantage within the region.

These are co-ordinated and facilitated by Dr Cecilia Hegarty, and in Mid Ulster the network was extremely fortunate to secure the leaders of two highly successful businesses Mr Eamon Donnelly, Chair of Uform and Mr Pat Walls, Managing Director Bulrush Horticulture Ltd, to lead and host the meetings, bringing skills and experience from diverse industry sectors. These two leaders volunteered their time and expertise every month, to support small business owners through their business challenges to growth during a 12-month tailored programme with areas of focus including, but not limited to, strategy, sales, R&D, staffing, supply chain, branding, leadership, financial management, succession, current challenges e.g. Brexit etc.

PLATO offers a markedly different approach from the traditional consultancy based business programmes – it is based on the opportunity for business owners who are on a growth trajectory to explore / raise issues which are barriers to their growth and to learn from the experiences of both the two business leaders and also their peers who may be experiencing similar issues, to equip them to address these challenges.

It also offers a unique opportunity for local entrepreneurs to invest in their management and leadership skills and learn from business leaders who have successfully achieved growth.

Mid Ulster businesses participating comprised of;

AJEA Products Ltd.	Insight Solutions
Box-it Ireland	LLEW Dromore with partners in Mid Ulster)
Bulrush [Parent]	Lough Shore Veg
C3 Computers	Northern Counties Co-operative Enterprises Limited
CIS Ltd.	Sign Reload
Door Gallery	Swisher Hygiene
Eco-nomic Innovations Ltd	Uform [Parent]
Hurl Construction/Swiss Facades	

Across the Border Region, there are other groups operational of 12-20 companies, each group may contain a jurisdictional mix e.g. Mid-Ulster clients had the opportunity to engage in a cross-border group in another Council jurisdiction. In addition to monthly meets there were inter-group and inter-region training and networking events according to the needs of participants.

Results Achieved by Programme completion July 2019

- 1) **Min. 12 small companies engaged in the 12-month Programme of monthly meets**
13 companies participated
- 2) **Min. 2 larger Parent Companies engaged in the 12-month Programme of monthly meets** – 2 parent companies recruited UFORM Chairman, Eamon Donnelly and Bulrush MD, Pat Walls bringing strengths in skills and experience from different industry sectors.
- 3) **Tailored supports for the development of both the entrepreneur and business**
Topic areas of content for the MU01 PLATO Cluster were agreed as below and the cluster has completed all topics: -

MU 01	Date	Topics
Intro	24.04.18	Introductory PLATO Model & Growth of UFORM
Meet 1	14.05.18	Introductory to small businesses & Growth of Bulrush
Meet 2	29.05.18	Defining Our Growth Challenges
Meet 3	05.06.18	Growth – Strategy 3 Key Objectives
Meet 4	25.09.18	Sales – Growing in existing/ moving into new markets, business development competition
Meet 5	30.11.18	Finance – Financing Growth & Credit Control (@Bulrush)
Meet 6	04.12.18	Sales Review – Methods & Tools
Meet 7	29.01.19	ME – Leadership Challenges
Meet 8	26.02.19	Employment & Learning – Building the Team
Meet 9	26.03.19	Personal Development – Growing the Team, Time Management
Meet 10	30.04.19	Programme Review of Growth & Uform tour)

In addition to the above topics a range of additional sub-topic areas were addressed throughout the course of meetings under burning issue/challenges section – these are confidential but reported anonymously within meeting reports held on file.

- 4) Diverse industry sector participation** – Of the PLATO cluster namely MU01, the sector participation is as follows: -
- 2 IT, Media and software, Design
 - 2 Food and Beverage
 - 2 Professional Services
 - 2 Construction
 - 1 Telecommunications
 - 1 Financial Services
 - 4 Engineering
 - 1 other – Agriculture Co-operative & Training Centre

5) Min. 2 site visits to larger companies across the PLATO EBR Region as case study examples

The companies visited Uform site for all meetings to date including Welcome meet, except for Bulrush which hosted the cluster for Meet 5 on Financials which was delivered by S Heaney (Bulrush Financial Controller) and this meeting was followed by a factory tour – PLATO Group Network split into 2 cohorts for tour. Uform factory was undergoing restructuring, and LEAN Management Programme, Mid-Ulster and other Clusters from PLATO EBR Region visited Uform premises on Tuesday 30 April 2019.

6) Max 3 inter-regional training events held within Mid-Ulster District Council Region

The concept of PLATO training is to provide additional training supports than those offered at monthly meetings where companies can bring along the relevant staff members as necessary who work specifically in this job area to improve efficiencies and company growth. There were 4 training sessions were delivered:

1. 11 April 2019 – Putting a Marketing Plan into Action – Back to Basics
2. 11 April 2019 – Re-Writing Your Marketing History & Putting a Marketing Plan into Action
3. 14 May 2019 – Developing Your Leadership Skills to lead Others
4. 14 May 2019 – Developing Your Leadership Skills to Improve Your Business.

7) Min 5 inter-regional training events held across the Partner jurisdictions excluding Brexit Conference

Mid Ulster businesses were offered the opportunity to attend the following PLATO organised and supported events as below: -

- i. Border Bizcamp September 2018 Monaghan, programme reflections available here: <http://www.borderbizcamp.com/2018/09/24/reflections-on-the-day-from-plato-ebr/>
2 Mid Ulster businesses attended

- ii. Site visit to Celtic Pure, Padraig McEaney (Owner & PLATO Leader in EBR Region), on Thurs 3rd May 2018 9am-10:30am,,: Corcreagh School, Corvally, Shercock, Co. Monaghan – no Mid Ulster businesses attended
- iii. Site visit to Combilift where Martin McVicar is Co-owner and past PLATO participant and owner, on Wed 6 June 2018 Combilift Annahagh, Monaghan, H18 VP65. 2 Mid Ulster businesses attended
- iv. Site visit to Telestack Limited on 19 March 2019 10:30-12:30 at 5 Bankmore Rd, East, Omagh. 3 Mid Ulster businesses attended (05; 11; 12).
- v. Site visit to McAree Engineering on 24 April 2019 10-12noon at Ballinode Co Monaghan. 1 Mid Ulster business in attendance (01).
- vi. Site visit to Balcas on Tuesday 28 May 2019 10:30-12:30 at 75 Killadeas Road, Enniskillen BT94 2ES. 1 Mid Ulster business in attendance (10).
- vii. McAvoy Group* organised with Orla Corr OBE, Chair on Thursday 4th July 2019 in Lisburn plant at 2 Ferguson Road, Knockmore Hill, Industrial Estate, Lisburn. BT28 2FW. 3 Mid Ulster businesses attended

MU01 PLATO Group also had the opportunity to attend the following: to attend the following:

- viii. 19th October: The Tánaiste and Minister for Foreign Affairs and Trade, Mr. Simon Coveney T.D., invited companies to a Getting Ireland Brexit Ready workshop on 19 October 2018 at the Four Seasons Hotel, Monaghan. The workshop offered advice and information on supports available. Individuals / companies with an interest in the business, agri-food / fisheries and tourism sectors are welcome to attend the workshop. 3 Mid Ulster businesses attended
- ix. 20th-21st November, [EENGINEX](#) was run over two days at the new, state of the art Combilift factory complex in Monaghan, where attendees were given an opportunity to participate in a series of talks and factory tours, before engaging in pre-arranged meetings with a variety of senior engineering buyers from throughout Ireland and the EU. 2 Mid Ulster businesses attended

8) Support for participants to manage the challenges of business and personal development and to stimulate increase in innovation, sustainability, growth and competitiveness

Addressed in 10 monthly meetings; a number of clients in the cluster also received 1-2-1 back-up mentoring from Dr Hegarty (PLATO), E Donnelly and P Walls and separate meetings have taken place for a number of clients; these meetings are not formally recorded for obvious reasons of confidentiality. Content covered to date included: -

- Workflow through factory
- Time management of staff
- Strategy
- Sales
- LEAN
- Branding of products
- Credit insurance
- Financial challenges of scaling business
- Accreditation and achieving industry standards including CE or kite marking.

9) Enhanced knowledge and skills required for growth and being globally competitive given external challenges of Brexit etc. Strong Formal Stakeholder engagement by neighbouring counties in the Border Region north and south and opportunities provide to avail of these

As highlighted in 4 and 5 above, awareness-raising and confidence building with like-minded individuals is a significant strength of the Programme whilst difficult to quantify impact of same. Connections are also made directly between individual companies across the PLATO EBR region By DrCH as relevant.

10) Recommendations/collaboration for developing industry-specific clusters for business growth and development requiring a critical mass of SMEs from the PLATO EBR Border Region.

It has been suggested there is a need to develop a cross-border engineering cluster, PLATO has been one of a number engaged in an application to Enterprise Ireland for same – the amount granted was: €250,000. This has been successful, and recruitment is under way.

Impact against targets:

1) 50% of members will increase sales by an average of 15%

All participant companies (13) to date have increased sales, average of 10%:
2 of these (Code 01 and Code 05) are in test phase of prototype and estimate they will increase sales exponentially.

2) 30% of members will engage in cross-border sales

At least 4 of 13 were involved in cross border sales (Codes 01, 06, 09, 11) at Programme commencement
10 now engaging in cross-border trade (Codes 01, 03, 04, 05, 06, 07, 09, 10, 11, 12)
i.e. an additional 6 noting cross-border trade.

Note also there was trading within the Mid Ulster cluster which would likely not have happened if there was no PLATO cluster, for example Mid Ulster client (11) traded with 2 other clients one of which was a parent company (significant monetary contract) and client company (03).

3) 40% of members will create or safeguard employment

13 of 13 (100%) have **safeguarded** employment.

7 of 13 (46%) have **created new jobs** as a direct result of PLATO Membership (Codes 01, 02, 03, 07, 09, 10, 11). One of the businesses (Code 10) had two new hires to better enable business growth whilst Code 11 had 3 new hires.

These are as follows: -

- Code 01, new technical role in company, full-time
- Code 02, new sales manager, full-time (intending to employ 1 more of same, not included in figures here)
- Code 03, new financial person in company, part-time
- Code 07, replacement of part-time office worker with fulltime project co-ordinator – half of new role created
- Code 09, employed senior office manager **and** operations manager – office manager resigned post – 1 new hire, full-time net creation
- Code 10, employed marketing manager fulltime **and** employed sales/stores staff member fulltime
- Code 11, employed 3 new staff members fulltime in sales, technical and administrative posts.

4) 100% of members to implement business growth improvement plan

100% of member are developing business improvement plans for their company.

Feedback from participating business managers:

Companies completed feedback sheets every month to highlight (1) takeaways from collective learning and (2) burning challenges to be addressed. In their own words, companies have said,

“Refreshing to hear we are not alone and even though our businesses are so different we all have similar issues”, “so useful to hear how others cope with issues day-to-day” ,

“We got excellent feedback from group on re-branding our product, we also had Uform’s top designers in to assist in this”.

“Eamon of Uform has offered two of us a golden opportunity to spend a day with his sales department to see how they do things so we could evaluate the best approach for us” ,

“I got great advice with respect to credit control – it is all very well saying grow but growth can be highly risk for small companies who can get financially exposed and then slaughtered” ,

“I know I’m not spending enough time on looking at the big picture and I really need this time to take a look in on the business and the group is a fantastic support to do this, I’m now introducing a retainer aspect to the business”.

“It simply give me time out to think about the business. An opportunity to reflect on where my business was at. I was going through a period of transition (moving away from partnership to sole Director) and it was a challenging time for the business. I also learned that even the ‘big businesses’ with a significant staff and turnover have loads of issues beneath the surface. I suppose it is comforting to know this. One thing I did take away is that we need to invest (time and resources) into making our businesses work. I have small team and in last 5 months have taken opportunities to try new things. I feel very confident where I am now in my business.” [Exit survey code 07].

[All sources can be directly attributed].

ffni

FULL FIBRE NORTHERN IRELAND

FFNI Programme

Launch Event

Friday 20th September 2019

09.30 - 13.30hrs

Canal Court Hotel & Spa

Newry, BT35 8HF

Overview:

Elected members and officers are invited to attend the Full Fibre Northern Ireland (FFNI) launch event, where the team will explain the purpose of the FFNI Programme and outline the Consortium's plans to procure Full Fibre connectivity for public sector buildings throughout Northern Ireland.

The Programme is aimed at helping local areas to stimulate economic growth by delivering the fastest and most reliable digital communications network available, as well as revolutionising our online public services to provide a huge boost to the region's economy and productivity.



Agenda:

Time	Presentation	Speaker / Facilitators
9.30 - 10.00	Tea and coffee available	
10.00 – 10.20	Welcome Key Note Speech	<i>Councillor Charlie Casey – Chairman of Newry, Mourne and Down District Council.</i> <i>Marie Ward (FFNI SRO)</i>
10.20 – 10.40	Northern Ireland Digital Infrastructure	<i>Guy Middleton (FFNI Commercial Lead)</i>
10-40 – 11.00	The FFNI Strategic Plan	<i>Michael Forster (acting FFNI Operations Lead)</i>
11.00 – 11.20	Tea and coffee	
11.20 – 11.40	Case Studies	<i>Paul Kavanagh (FFNI Lead Armagh, Banbridge & Craigavon)</i> <i>Stephen Cassidy (FFNI Lead Fermanagh & Omagh)</i>
11.40 – 12.10	Group Discussion and Q&A	<i>Facilitated by Niall Drew (FFNI Operations Group Chair), Michael Forster (acting FFNI Operations Lead), Guy Middleton (FFNI Commercial Lead) and Jules Jackson (FFNI Programme Consultant)</i>
12.10 – 12.30	FFNI Engagement	<i>Michael Forster (acting FFNI Operations Lead)</i>
12.30	Photo Opportunity	
12.40	Lunch & Networking	
13.30	Closing Comments	

To RSVP: Please contact your Councils FFNI Lead Officer or alternatively email: michael.forster@nmandd.org



Appendix 5 – Women in Business Awards & Conference 2019



BUSINESS

Women in Business Awards 2019

8th November, Crowne Plaza, Shaw's Bridge



The Women in Business NI Awards celebrate the hard work and achievements of many business women who make a valuable contribution to the economic life of Northern Ireland. It showcases the best in innovation, enterprise and leadership.

Now in the eighth year, the Awards continue to recognise the women at the cutting edge of our economy. The Women in Business NI Awards 2019 will build from the success of the previous seven years and is set to be our biggest yet as we reach our 8th Awards.

Last year almost 500 business women and men packed into beautiful surroundings of the new Crowne Plaza Hotel & Spa to celebrate the success of entrepreneurs, business leaders and senior managers at the only ceremony of its kind in Northern Ireland.

Category sponsorship includes:

- Logo featured and acknowledgement in Awards Application
- Logo on all event material including invites, backdrop, display boards etc
- Logo featured in extensive billboard campaign if commissioned
- Logo on the Women in Business NI website
- Social media updates on Facebook Twitter and LinkedIn promoting your company/organisation
- Company logo to rotate on stage screen with other sponsors throughout the course of the evening
- Significant PR and publicity opportunities pre/post event with Media partner Irish News
- Category sponsorship acknowledgment by host
- Presentation of Category Award on the evening
- 10 places at the Awards ceremony gala worth £100 + VAT each

Investment: £4,000 + VAT

Award Categories:

- Award for Best New Start Up
- Award for Outstanding Management / Leadership
- Award for Best Small Business
- Award for Advancing Diversity
- Award for Best Exporter
- Award for Outstanding Innovation
- Award for Best Marketing Campaign
- Award for Best Customer Service
- Award for Best in Professional Services
- Award for Young Business Woman of the Year
- Award for Excellence in IT
- Awards highlighted in yellow are still available

To see the highlights from last year's Awards, please click here!



Sponsorship Opportunities



Sponsorship Opportunities of Social Enterprise NI Awards & Conference

Social Enterprise NI is the representative body for Social Enterprises across Northern Ireland. We provide support, information and advice to Social Enterprises and Entrepreneurs to grow and sustain their businesses

Social Enterprise offers a way to do business that is driven by a social purpose. It aims to show that businesses and markets can deliver social benefits and tackle difficult social problems. As consumers increasingly expect businesses to act in a socially responsible way, companies need to evaluate their social impact and look to use ethical suppliers - both can be achieved through forging partnerships with Social Enterprises.

On **11th October 2019 at The Crowne Plaza, Belfast** we will be hosting our Annual Awards ceremony, showcasing the very best that the sector has to offer. The Awards have grown as an event over recent years and offer good publicity both to the winning Social Enterprises and the sector helping to promote the good work that they do. They also emphasise the outstanding contributions made to the local economy, and of course for rewarding the people and entrepreneurs with the passion and commitment who drive them.

Sponsorship of the awards is a great opportunity to demonstrate many of the excellent partnerships we have developed with the private and public sector, promoting those organisations who have made a commitment to supporting and developing the sector. Your sponsorship will also include our Annual Conference to be held in January 2020.

These events attract around 600 people from 400 different organisations across all sectors with wide reaching social media and press coverage of both events.

We would be grateful if you would consider sponsoring one of the Award categories and being part of the event, see below for the differing Sponsorship packages that we have on offer.

GOLD PACKAGE – HEADLINE SPONSOR - £5000

- **2 tables of 10 FREE OF CHARGE at Awards Gala Event.**
- **20 Free places at Annual Conference**
- **Opportunity to address Annual Conference as Main Sponsor of both events**
- **Full A4 Page sponsor advertisement in Awards & Conference Booklet**
- **Sponsors Recognition on Social Enterprise NI Website with link to your own Website**
- **Sponsors Company Branding on Table**
- **Sponsors logo displayed during Award presentation**
- **Acknowledgement of sponsorship will be made by host during the events**
- **Presentation of the Awards to winner on stage including photographs**
- **Sponsor promotion on social media in month before event and month after**
- **Logo on sponsor's wall. Wall used for all winner photos and video interviews**
- **Pop up stand displayed in prominent location at Awards & Conference**
- **Thank you Certificate**
- **Invitation to a Sponsor thank you Event after the Awards**

SILVER PACKAGE - £4000

- **1 table of 10 at Awards Gala Event and 10 Spaces at Conference**
- **Half A4 Page sponsor advertisement in Awards & Conference Booklet –**
- **Sponsors Recognition on Social Enterprise NI Website with link to your own Website**
- **Sponsors logo displayed during Award presentation**
- **Acknowledgement of sponsorship will be made by host during the events**
- **Presentation of the Awards to winner on stage**
- **Sponsor photographs with winners**
- **Sponsor promotion on social media in month before event and month after**
- **Logo on sponsor's wall. Wall used for all winner photos and video interviews**
- **Pop up stand displayed in prominent location at Awards & Conference**
- **Thank you Certificate**
- **Invitation to a Sponsor thank you Event after the Awards**

BRONZE PACKAGE - £3000

- **4 Free places at Awards Gala Event**
- **2 Free places at Annual Conference**
- **Sponsors Recognition on Social Enterprise NI Website with link to your own Website**
- **Sponsors Branding and full recognition in Event Programme**
- **Acknowledgement of sponsorship will be made by host during the events**
- **Sponsor promotion on social media in month before event and month after**
- **Logo on sponsor's wall. Wall used for all winner photos and video interviews**
- **Pop up stand displayed in prominent location at Awards & Conference**
- **Thank you Certificate**
- **Invitation to a Sponsor thank you Event after the Awards**

All prices & packages are negotiable

AWARDS DRINKS RECEPTION - £2000

- 2 Free Places at Awards Gala Event
- 2 Free Places at Conference
- Sponsors Recognition on Social Enterprise NI Website with link to your own Website
- Sponsors Branding and full recognition in Event Programme
- Sponsors logo displayed during Drinks Reception
- Acknowledgement of sponsorship will be made by host during the Awards Event
- Sponsor promotion on social media in month before event and month after
- Logo on sponsor's wall. Wall used for all winner photos and video interviews
- Pop up stand displayed in prominent location at Awards & Conference
- Thank you Certificate
- Invitation to a Sponsor thank you Event after the Awards

BOOKLET ADVERTISEMENTS - £600 (Full A4) £400 (Half A4)

- 2 Free Places at Awards Gala Event
- 2 Free Places at Conference
- Sponsors Recognition on Social Enterprise NI Website with link to your own Website
- Sponsors Branding and full recognition in Event Programme
- Sponsors logo displayed during award presentation
- Acknowledgement of advertisement will be made by host during the event
- Sponsor promotion on social media in month before event and month after
- Thank you Certificate
- Invitation to a Sponsor thank you Event after the Awards

EXAMPLE BOOKLET ADVERTISEMENTS



CLEARER
LOCAL ETHICAL WATER

Clearer is naturally pure water from a freshwater aquifer deep beneath Magheramore on the North Coast of Ireland, but it's not just our source that makes us different.

Clearer is a social enterprise, so 100% of our profits go into making great jobs for disadvantaged people. Clearer Water employs a mixed ability workforce.

Every bottle is fully traceable, from the team member who bottled it, to the temperature and weather conditions during bottling. Use the code on the side to trace your bottle at ClearerWater.com/Trace

Contact us
www.ClearerWater.com

agendaNI A5 ad.qxp_Layout 3 30/08/2018 12:08 Page 1



agendaNI

For further information on how your organisation can feature, contact:

Claire Speers
+44 (0)28 9261 9933
claire.speers@agendaNi.com

agendaNI.com

Northern Ireland's leading public policy and business magazine



All prices & packages are negotiable

APPENDIX 7 – MINUTES OF COALISLAND TOWN CENTRE FORUM

Minutes of Coalisland Town Centre Forum
Wednesday 5th June 2019 at 5.30pm
The Cornmill, Coalisland

Present

Cllr Niamh Doris	Mid Ulster District Council (Chair)
Cllr Joe O’Neill	Mid Ulster District Council
Cllr Malachy Quinn	Mid Ulster District Council

Ursula Marshall	Mid Ulster Disability Forum
Patrick Anderson	Department for Communities
Raymond O’Neill	Coalisland Traders Association

In Attendance

Mark Leavey	Mid Ulster District Council
Colin McKenna	Mid Ulster District Council
Catherine Fox	Mid Ulster District Council
Oliver Donnelly	Mid Ulster District Council
Michael McGibbon	Mid Ulster District Council

	DISCUSSION																						
1.	<p>Welcome</p> <p>Cllr Doris welcomed all to the meeting of Coalisland Town Centre Forum.</p>																						
2.	<p>Introductions</p> <p>Introductions were carried out between those present</p>																						
3.	<p>Apologies</p> <table> <tr> <td>Cllr Robert Colvin</td> <td>Mid Ulster District Council</td> </tr> <tr> <td>Cllr Dan Kerr</td> <td>Mid Ulster District Council</td> </tr> <tr> <td>Cllr Malachy Quinn</td> <td>Mid Ulster District Council</td> </tr> <tr> <td>Francie Molloy MP</td> <td>Coalisland Residents & Community Forum</td> </tr> <tr> <td>Dermott McGirr</td> <td>Translink</td> </tr> <tr> <td>Declan Dorrity</td> <td>The Venue/The Beer Shed</td> </tr> <tr> <td>Mark Kelso</td> <td>Mid Ulster District Council</td> </tr> <tr> <td>Adrian McCreesh</td> <td>Mid Ulster District Council</td> </tr> <tr> <td>Fiona McKeown</td> <td>Mid Ulster District Council</td> </tr> <tr> <td>Dermott McGirr</td> <td>Translink</td> </tr> <tr> <td>JP McCartan</td> <td>PSNI</td> </tr> </table>	Cllr Robert Colvin	Mid Ulster District Council	Cllr Dan Kerr	Mid Ulster District Council	Cllr Malachy Quinn	Mid Ulster District Council	Francie Molloy MP	Coalisland Residents & Community Forum	Dermott McGirr	Translink	Declan Dorrity	The Venue/The Beer Shed	Mark Kelso	Mid Ulster District Council	Adrian McCreesh	Mid Ulster District Council	Fiona McKeown	Mid Ulster District Council	Dermott McGirr	Translink	JP McCartan	PSNI
Cllr Robert Colvin	Mid Ulster District Council																						
Cllr Dan Kerr	Mid Ulster District Council																						
Cllr Malachy Quinn	Mid Ulster District Council																						
Francie Molloy MP	Coalisland Residents & Community Forum																						
Dermott McGirr	Translink																						
Declan Dorrity	The Venue/The Beer Shed																						
Mark Kelso	Mid Ulster District Council																						
Adrian McCreesh	Mid Ulster District Council																						
Fiona McKeown	Mid Ulster District Council																						
Dermott McGirr	Translink																						
JP McCartan	PSNI																						
4.	<p>Reaffirmation of Officers;</p> <ul style="list-style-type: none"> • Chairperson • Vice Chairperson 																						

	It was agreed by all those present that Cllr Doris would remain as Chair of the Town Centre Forum and Raymond O'Neill would remain as Vice Chair for the forthcoming year.
5.	<p>Town Centre Forum Bank Account Signatories/Solicitors & Insurance Brokers</p> <p>C Fox updated members that the Director of Finance JJ Tohill, remains the Bank Account Signatory, Claire McNally remains as the Council Solicitor and Willis Towers Watson as Council Insurance Brokers.</p>
6.	<p>Minutes of Previous Meeting – 11 March 2019</p> <p>Proposed by Cllr O'Neill Seconded by P Anderson</p>
7.	<p>Matters Arising from Previous Minutes</p> <p>Confirmation is required that Brannigans formers building is secured as youths have been seen entering the premises in recent weeks.</p> <p>Action: House to be secured RL</p> <p>Cllr Doris requested that graffiti be kept on the agenda as there are certain areas in the town that need to be cleared</p> <p>Action: Graffiti to be kept as agenda item for future meetings OD/CF</p>
8.	<p>Coalisland Projects Updates</p> <ul style="list-style-type: none"> • Coalisland Public Realm Scheme M Leavey gave an update on the current status regarding the Public Realm Scheme. WDR Taggart Ltd are the new technical team with Fox Contracts being the contractor for the scheme. Approval is required on samples of materials before the Programme can be approved. Mid Ulster Disability Forum and the local traders will all then be shown the approved materials before the project can commence. <p>Work will also be carried out to Brannigans Building on Main Street to include demolition and site clearance. Site clearance work will also be carried out at Barrack Street where new car park will be located. BT have recently carried out work to remove poles and overhead cables. They put ducting in footpath to run the cable underground and into a number of premises in the town.</p> <p>UM asked as to the extent of the public realm works and if it includes works up to entrance at Coalisland Enterprise Centre as it is deemed a risk to pedestrians walking to and from the town. Cllr Doris stated that she has met with DFI separately on this same issue and will continue to push for better access to the Enterprise Centre. P Anderson confirmed that the works are based on the boundary of the town and whilst the boundary possibly could be extended that there would be cost implications for this which is a decision for Mid Ulster Council to take.</p> <p>R O'Neill asked for an update on the proposed one-way system on Main Street. M Leavey updated that the approval for the amendment is still with</p>

	<p>DFI Roads Division Headquarters and Mid Ulster Council are still awaiting a response.</p> <p>Cllr O'Neill asked for an update on the proposed bus layby on Lineside for the Dungannon Bus. M Leavey confirmed that this is still proposed within the scheme.</p> <p>R O'Neill asked if there was still a proposal for a turning circle at land across from Springisland. M Leavey stated that this is no longer part of the overall scheme.</p> <ul style="list-style-type: none"> <p>Gortgonis Recreation Centre Redevelopment</p> <p>M Leavey updated that the Economic Appraisal and Preferred option paper will be presented to Council June Development Committee. This will include detailed design of the proposal.</p> <p>Materials to be used in the construction of the building will be presented to members and current user groups, this will include flooring for gym area.</p> <p>Coalisland Great Places Project</p> <p>C McKenna stated that the project is still in its development phase and will provide a detailed update at the next meeting.</p> <p>R O'Neill asked if there was any further progress on potential of locating the Glass Blowing project in Coalisland Enterprise Centre. Cllr Doris is to contact Melanie Campbell regarding locating the project at Coalisland Enterprise Centre.</p> <p>Summer, Halloween & Christmas Events</p> <p>OD provided update on the Summer Event stating that the family friendly event will be held in conjunction with the Newell 5k/10k on Friday 28th June. The event will have fun outdoor games along with a DJ and live music.</p> <p>The Halloween event will potentially be located in Fianna GFC Grounds. As the Gortgonis complex may be closed for redevelopment Council are waiting on approval from GAA that they are giving permission for the event to be held on their premises.</p> <p>The Christmas event will be delivered in conjunction with CRAIC theatre. Updates on the event will be provided at subsequent meetings.</p>
9	<p>CCTV Cameras at Cornmill Heritage Centre</p> <p>OD provided an update on the procurement process for CCTV at the Cornmill. The tender documents were circulated with responses due back at start of June. They will be scored in the next few weeks and work can follow on thereafter if the tender meets the requirements of the specification.</p>

<p>10</p>	<p>Any Other Business</p> <p>CF updated that the Department of Finance, on the 9th May 2019, had announced the review of the non – domestic rating system in Northern Ireland. Further details would be provided to the Forum on stakeholder engagement in the review process when available.</p> <p>CF updated that once the Mid Ulster Town and Village Spruce up Scheme was launched the Forum would be notified.</p>
<p>11</p>	<p>Date of Next Meeting</p> <p>Date of next meeting will be Monday 1 July @ 5.30pm.</p>
<p>12</p>	<p>Meeting Duration</p> <p>Meeting ended at 6.15pm</p>

Appendix 8 - Mid Ulster BIDS Feasibility Study Executive Summary

**Mid Ulster 5 Towns BIDS Feasibility Study
Executive Summary**

**NI BIDs
May 2019**

Contents

Section One – Introductions to BIDS

- Introduction to BIDS
- BID FAQ's
- NI BIDs Development Process

Section 2 – Summary Financial Appraisal of each BID Area

- Financial Analysis
- Potential BID Levy raised

Section 3 – Summary Analysis of Engagement and Consultation Process

- Consultation with Key Stakeholders
- Business Survey
- Workshops with Cookstown Town Centre Forum and Open Business Workshop
- Case Study Examples

Section 4 - Summary of Recommendations

- Critical Success Factors
- Dungannon Town Centre
- Magherafelt Town Centre
- Cookstown Town Centre
- Maghera Town Centre
- Coalisland Town Centre

SECTION ONE: INTRODUCTION TO BIDS

In August 2018, NI BIDs was commissioned by Mid Ulster District Council to assess the feasibility of developing Business Improvement Districts (BID) in the five towns of Cookstown, Magherafelt, Dungannon, Coalisland and Maghera.

Introduction to BIDS

Business Improvement Districts (BIDs) in the UK came into being after approximately 20 years of voluntary partnership arrangements in 2004 with The Business Improvements Districts (England) Regulations supporting the formation of BIDs to manage places. The legislation came into effect in Northern Ireland in 2013/14. Today, there are over 300 BIDs in the UK; eight of these are currently in operation in Northern Ireland.

Voluntary partnership arrangements have had a great deal of success but ultimately suffer from the lack of sustainable and guaranteed income, issues of 'freeloading' and the inability to raise enough finance to deliver expectations and guarantee delivery of longer term plans due to the unpredictable nature of voluntary financial arrangements.

BID FAQ's

A BID is a formal mechanism, which allows dedicated funds to be collected for the delivery of an agreed business plan. Whilst BIDs are not a new phenomenon, they are still relatively new to Northern Ireland. The Northern Ireland BID legislation was introduced in 2013/14- – The Business Improvement Districts Act (Northern Ireland) 2013, The Business Improvement Districts (General) Regulations (Northern Ireland) 2014 and The Business Improvement Districts (Miscellaneous) Regulations (Northern Ireland) 2014. There are also BIDs operating in the Republic of Ireland in Sligo, Dundalk, Dublin and Dunlaoghaire.

What are BIDs?

An arrangement whereby businesses get together, decide what additional improvements they want to make, how they're going to manage and deliver those improvements and understand what it will cost them. This all goes into a business plan which is voted on by all those who would have to pay. The BID can last for a maximum of 5 years and must be able to demonstrate how it has benefited businesses that have funded it.

Have BIDs been supported elsewhere in the UK?

The first UK legislation came in December 2004 and there have already been over 300 successful ballots including 100+ renewals. These BIDs involve over 100,000 businesses and will bring in over £150 million (including additional income) of new finance to develop their locations over the next 5 years.

What might a BID deliver?

BIDs can deliver any projects or services that are agreed by the relevant businesses and are an addition to statutory services delivered by the Public Sector. In most cases they focus on marketing and promotion activities, increasing safety and security for

business and customers and better transport and access arrangements as well as business support. The important thing is that BIDs are in the main addressing operational matters and that actual projects and services will be determined as a result of detailed consultation with all the business in the BID area.

Why is a BID needed?

A BID is a mechanism which allows businesses to control a sum of money to manage and deliver projects which they believe will improve the trading environment for them. It should ultimately increase trade and drive down costs for those businesses that are paying for the improvements.

Who can develop a BID?

A BID can be proposed by any business ratepayer, property owner, local authority or partnership with an interest in the BID Area.

How will the BID be managed?

BIDs should be controlled and managed by local businesses that are paying the levy. The majority of BIDs are delivered through Companies Limited by Guarantee with Directors elected from the BID levy payers. The organisation delivering the BID will be responsible for the delivery of the BID projects and services and directly responsible to all its business membership through an elected board.

Who pays for a BID?

Once projects and services have been agreed by businesses, costs are detailed in the BID business plan. The cost to each business is worked out on a pro-rata basis. This is called the 'BID Levy'. A formal vote then takes place on the agreed projects and services. Subject to the 25% minimum turn-out and if the majority vote YES, then ALL eligible businesses within the BID area HAVE to pay. The BID Levy is normally paid by the occupiers of a property. In addition BIDs can draw in other voluntary funding, e.g. from property owners, voluntary contributors, sponsorship and the public sectors.

How does an area become a BID?

Normally a 'BID Task Group' is set up which is responsible for putting together a detailed business plan setting out the projects it aims to deliver on behalf of the business in the area. This is based upon a detailed consultation process with businesses. The business plan will include the projects, cost, delivery guarantees, performance indicators and the management structure. A confidential postal vote is then held of all the businesses that would pay the BID Levy. To become a BID, there must be a 25% minimum turnout and a majority of those that vote must be in favour by number and rateable value. A successful BID then has a mandate for a maximum of 5 years after which it needs to ballot businesses again with a new business plan.

Does this mean the local Council will stop delivering services?

BID money can only carry out projects and services which are ADDITIONAL to those that public agencies have to provide. Prior to the BID Business Plan being produced the current services being delivered by all public agencies, including the Local Council and PSNI, are benchmarked. These agencies have to continue to deliver that level of service for the period of the BID. The BID company can agree to provide additional resources to deliver a higher level of service over the benchmarked level if businesses want this.

How is the BID monitored?

Like any good business plan, specific key performance indicators (KPI's) are set and performance is monitored against the KPI's by the BID board. As businesses contribute the funding to achieve those specific KPI's set out in the prospectus the BID Company will be required to monitor and inform its members of progress on a regular basis.

How can a BID Model benefit a location?

In general, the BID Model can bring a number of high level benefits which include:

- Drives Business performance up
- Business costs are driven down
- Increases the capital value of assets
- Gives businesses more control and accountability
- Allows for proper business planning over the 5 year period
- Deliver achievable projects
- Consolidates a realistic, sustainable funding package
- Derives maximum value from existing services through the Service Level Agreement process
- Eliminates the freeloading effect which have jeopardized projects in the past

NI BIDS DEVELOPMENT PROCESS

A full BID development programme will take typically between 12 to 18 months, depending on the maturity of any partnership, existing work and business engagement. Our recommended approach, used successfully in a 100+ locations is set out below, highlighting the key tasks in 3 distinct phases. The Feasibility Studies are a key part of the Foundation Phase.

FOUNDATION PHASE	DEVELOPMENT PHASE	CAMPAIGN PHASE
<ul style="list-style-type: none"> • Partnership & Plans Review • Develop Database & Information System • Feasibility Review <ul style="list-style-type: none"> • Financial Analysis • Boundary Analysis • Levy Analysis • Business Engagement • Public Sector Role • Regulatory Adherence • Resources 	<ul style="list-style-type: none"> • Project Support • Research/Consultation • Public Sector Role <ul style="list-style-type: none"> • Levy Payer • Baseline Agreements • Operating Agreement • Ballot Holder • Committee/Approval Processes • Staff & Board Development • Organisational Model • Voluntary Contributions • Financial Projections • Business Proposal/Business Plan 	<ul style="list-style-type: none"> • Ballot Arrangements • Marketing & Communications Campaign • Tracking/Polling/Response • BID Implementation & Launch •

SECTION TWO: SUMMARY OF FINANCIAL ANALYSIS

Financial Analysis

A key part of the development of any BID is knowing what is ‘on the ground’, the type of business, the rateable value, the geographical and sector spread. If a BID is to be developed, this information will form the basis of a comprehensive market research and consultation exercise, the development of the business proposals, the balloting and the legal and financial framework upon which the BID is determined and operated.

NI BIDs consequently regards this part of the study as key and we have used the following data and methods to ensure accuracy.

- The Net Annual Value (NAV) list was formally obtained for the study from Land & Property Services. It should be noted that this list ultimately forms the legal basis of any BID levy charge.
- The NAV list was checked and cross referenced through a foot survey.

The financial analysis has been derived from the Non-Domestic Ratings List data provided by Land & Property Services (LPS) in August 2018 and subject to an official Data Sharing Agreement signed by all parties with access to the data. The information held on this database should only be used for the development of the BID proposals. This is the basis for establishing the financial viability of a BID. The data was compiled and fully analysed in a detailed report for each town. A summary of the total rateable value, the total number of businesses and the number of different business sectors is given below.

Town	Total Rateable Value	Total Number of Businesses
Cookstown	£6,430,300	401
Dungannon	£5,207,300	456
Magherafelt	£4,362,110	392
Maghera	£1,202,340	146
Coalisland	£885,950	135

Potential BID Levy Raised

It is standard practice to apply a figure of between 1 -2% to the total rateable value. Most BIDs in NI have used 1.5% with the 8th BID Coleraine choosing to go with 2%. The highest percentage applied to the BID levy in the UK is Rugby BID which is in its third 5 year term voted to raise the percentage on the BID levy to 6%.

A summary of the potential levy amounts for each town is given in the table below.

Levy Rate	Cookstown	Dungannon	Magherafelt	Maghera	Coalisland
1%	£ 64,303	£52,073	£43,784.10	£12,023.40	£8,859.50
1.5%	£ 96,454.50	£78,109.5	£65,676.15	£18,035.10	£13,289.25
2%	£ 128,606	£104,146	£87,568.20	£24,046.80	£17,719

A full breakdown of the financial analysis is available in the individual location reports and is subject to the guidelines set out in the Data Sharing Agreement signed with Land and Property Services in August 2018.

SECTION THREE: SUMMARY ANALYSIS OF ENGAGEMENT AND CONSULTATION PROCESS

Engagement and consultation with businesses, and key public and private stakeholder organisations within the proposed BID area was carried out in the period August 2018 – February 2019. This included a variety of consultation methods including the following:

- Consultation with key stakeholders to understand the strategic context within which a BID would be positioned level. We are looking to build a picture of strategic priorities, development opportunities that might be realised within the 5-year BID period and current funding framework. This is important at this stage as a BID should complement and demonstrate added value to what is currently being delivered.
- Business surveys - An online survey was distributed to all businesses held on the current town centre databases. Council officers also completed a number by hand. At the feasibility stage the purpose of the surveys is to enable a stronger understanding of the broad priorities for businesses and to identify whether the projects identified by local businesses could be delivered using the BID mechanism.
- Workshops with Town Centre Forums and open business workshops. The purpose of these workshops was to introduce and explain the BID process, look at best practice and the impact/benefits of BIDs elsewhere, discuss the emerging issues from the survey analysis and consider the financial analysis.
- Case Studies – We also examined a number of relevant BIDs similar in scope, size and aspiration to the five towns.

The consultee list for each of the five towns is set out in the individual reports and is summarised below:

Magherafelt Town Centre

It is vital that a BID feasibility is considered within the context of other major economic development and inward investment and infrastructural improvements for the town as set out in the overarching strategic context. It is also important to understand the existing partnerships and key agencies with a remit in the town centre.

A number of key regeneration projects identified in the **Magherafelt Town Centre Masterplan**, such as the public realm scheme, road infrastructural investment such as the bypass and shopfront improvements has contributed to the vibrancy and vitality of the town centre. The Masterplan also highlighted the potential for a Town Centre BID.

A **Town Centre Positioning Study** took account of the Magherafelt Town Centre Masterplan and, following wide engagement with key stakeholders a Positioning Statement was agreed for the town centre to guide and stimulate development and regeneration initiatives.

Magherafelt should continue to develop its role as a market town with a unique, distinctive retail and leisure offer, focusing on eclectic, independent brands (particularly ladies fashion), a quality food and drink and a diverse evening and night time economy, much of this encapsulated in the original town centre brand. Working in a true partnership, it will attract and develop a local audience as well as targeting a wider visitor market using its distinctive heritage, cultural and literary connections. This further consolidated by capitalising on the great outdoors offer nearby.

The Positioning Study research identified some further opportunities for the Town Centre including:

- Further develop the public realm to add colour, vibrancy, light & social spaces.
- Potential to develop market town designation with food festivals & farmers markets.
- Seamus Heaney HomePlace & outdoor attractions drive visitors and should be packaged/ promoted perhaps as a shopping/cultural offer day trips.
- Further developing the early & night time economy. Strive for Purple Flag award.
- Develop annual events calendar to support propositions.
- Develop an App/Town Centre Loyalty Scheme.
- Develop a social media campaign using local people – personalities, bloggers, school gate style.
- More visible Interpretation of brand in Town Centre & approach routes.

The **Economic and Regeneration Strategy “Our Plan for Growth” 2015-2020** reflects the aim, vision and objectives of the **Council’s Corporate Plan 2018 – 2023 and Community Plan 2017-2030** and sets out the strategic context for the development of a BID. The plan will “enable economic growth, sectoral diversification, employability and skills, town and village regeneration and infrastructure and connectivity throughout the Mid Ulster district”.

This strategy highlights the importance of the manufacturing base, the emerging tourism potential and the distinctive multi-functional town centres to the economy of the region.

The Plan to grow Tourism up to 2021 also firmly sets a context for the development of a BID for Magherafelt. The plan sets out three key tourism strands which have potential to expand the tourism offer in Mid Ulster – the links to Seamus Heaney, Outdoor Activities and Archaeological sites, the History and Heritage of the island of Ireland, Northern Ireland and the area itself. The plan defines ambitious targets for growth – to grow the visitor economy to £50m by 2021.

Business Survey

The key findings are:

- 27% of respondents were Independents, 9% Multiples.
- 81% of respondents are responsible for paying the business rates directly and consequently would be eligible to vote if included in the BID area.
- 80% of respondents had been operating for more than 10 Years.
- 13% of respondents said that their turnover had increased over the past year and 67% said it had remained the same.
- 27% reported a marketing spend of over £5,000 per annum.
- Asked 'How would you rate the current marketing of the town Centre', 40% of respondents said it was good. Over 46% said it was poor or very poor.
- 47% are a member of a Business Association such as Chamber of Commerce or Federation of Small Businesses and 67% of these rated this membership as satisfactory or successful.
- The following were seen as the key priorities by respondents with percentages indicating the number supporting for these initiatives:
 - Promoting the Town Centre's independent businesses – 100%
 - CCTV – 100%
 - Enhanced street cleansing including removal of chewing gum and graffiti – 100%
 - Improve paving, greenery and street furniture – 100%
 - Improve appearance of empty shops – 93%
 - New seasonal events to create an all year calendar – 93%
 - More events for families and children – 93%
 - Access into and around town – 93%
 - More independent businesses – 93%
 - Better internet and IT connectivity – 93%

Workshops

A series of workshops were facilitated as part of the Feasibility Study process with Magherafelt Town Centre Forum and an open workshop for all local businesses within the identified BID area between November 2018 and February 2019.

The purpose of these workshops was to introduce and explain the BID process, look at best practice and the impact/benefits of BIDs elsewhere, discuss the key emerging issues raised as a result of the surveys and look at the initial financial analysis.

While it would be unrealistic to expect an overwhelming consensus of business opinion at this early stage of the process, we do look for a small nucleus of local businesses who understand the BID concept and are supportive of the idea of moving to full development phase. Our experience has shown that this lays the foundation for a successful future BID.

There was, in general, a sound understanding of the BID concept, the role of businesses and the timescales for delivery. Members were aware of BIDs in other parts of NI, the potential benefits for the town and its role in the wider regeneration process. Following a detailed presentation and a question and answer session on the legislative process, timescales for delivery of a BID to ballot and other management and governance issues, there was a productive discussion around some of the issues, summarised below.

- Magherafelt is a heavily retail dominated BID by both number and rateable value (55%), with an even balance across other sectors.
- There is a good balance of independent and multiple retailers in the top 10 ratepayers, which would optimise success at ballot.
- The BID presented a great opportunity to position and promote the town utilising the Town Centre brand.
- A BID would provide the funds to commission a sustained promotional campaign to promote the town as an independent retail destination.
- Initiatives to build customer loyalty i.e. digital loyalty cards (Enniskillen BID).
- A dedicated Social Media Strategy would be an important element.
- There was a great interest in the BID examples, which were chosen to illustrate how a BID can unlock the tourism potential and drive more visitors, capitalising on the tourism assets close to the town such as Seamus Heaney HomePlace.
- A BID should optimise opportunities to reduce Business Costs through collective buying – very important to the independent sector.
- A BID could be an important driver to grow existing events.
- The BID would need to be positioned alongside the Town Forum and Chamber of Commerce and the roles of each carefully defined. The Ballymena BID example provided a good solution with the Chamber there leading on business support and networking events.
- The BID could address environmental issues not part of the Public Realm Scheme such as alleys and walkways and provide more colour and vibrancy through enhanced floral displays, street art etc.

- Additional interpretative signage and orientation maps.
- The BID as a vehicle to improve communication and engagement with local businesses and other stakeholders.

Dungannon Town Centre

It is vital that a BID feasibility is considered within the context of other major economic development and inward investment and infrastructural improvements for the town as set out in the overarching strategic context. It is also important to understand the existing partnerships and key agencies with a remit in the town centre.

The Dungannon Town Centre BID Feasibility Study has been facilitated by the Regeneration Manager who has responsibility for working with the local businesses and key stakeholders to develop the Town Centre. There is a Town Centre Forum made up of key public and private sector holders, which is supported by the Council.

A Town Centre Positioning Study took account of the Dungannon Town Centre Masterplan and, following wide engagement with key stakeholders, a Positioning Statement was agreed for the town centre to guide and stimulate development and regeneration initiatives.

“Dungannon will be reinvented and rejuvenated as one of Northern Ireland’s key entrepreneurial, historic market towns. All stakeholders will work in partnership to reinvigorate the town’s retail offer by highlighting key retail strengths (branded fashion, local food and knowledgeable service), identifying gaps in the current provision and reconfiguring vacant/derelict properties/sites, stimulate investment in the town’s infrastructure and unique character areas, indoor and outdoor markets and the provision of new dedicated town centre space for creative startups and ambitiously package and promote its history and industrial heritage, Ranfurly House and Hill of the O’Neill to a new visitor target market.”

The Positioning Study research identified some further opportunities for the Town Centre including:

- Market Square could become a focal point for events/markets/café culture.
- The celebration of diversity through festivals of music & food.
- Exploiting the existing entrepreneurial spirit with more creative industries.
- Exploiting the local food.
- Acting as a fashion hub as collectively, in the area, there is a strong representation of international brands.
- It has major historical significance with the Flight of the Earls, Hill of the O’Neills, Ranfurly which should be capitalised on to create a more distinct and cohesive proposition.

The Economic and Regeneration Strategy “Our Plan for Growth” 2015-2020 reflects the aim, vision and objectives of the **Council’s Corporate Plan 2018 – 2023 and Community Plan 2017-2030** and sets out the strategic context for the development of a BID. The plan will “enable economic growth, sectoral diversification, employability and skills, town and village regeneration and infrastructure and connectivity throughout the Mid Ulster district”.

This strategy highlights the importance of the manufacturing base, the emerging tourism potential and the distinctive multi-functional town centres to the economy of the region.

The Plan to grow Tourism up to 2021 also firmly sets a context for the development of a BID for Dungannon. The plan sets out three key tourism strands, which have potential to expand the tourism offer in Mid Ulster – the links to Seamus Heaney, Outdoor Activities and Archaeological sites, the History and Heritage of the island of Ireland, Northern Ireland and the area itself. The plan defines ambitious targets for growth – to grow the visitor economy to £50m by 2021.

Business Survey

The key findings for Dungannon are:

- 23% of respondents were Independents, 15% Multiples.
- 79% of respondents are responsible for paying the business rates directly and consequently would be eligible to vote if included in the BID area.
- 79% of respondents had been operating for more than 10 Years.
- 46% of respondents said that their turnover had increased over the past year and 31% said it had remained the same.
- 29% reported a marketing spend of over £5,000 per annum.
- Asked 'How would you rate the current marketing of the town Centre', 14% of respondents said it was good. Over 64% said it was poor or very poor.
- 33% are a member of a Business Association such as Chamber of Commerce or Federation of Small Businesses and 67% of these rated this membership as satisfactory or successful.
- The following were seen as the key priorities by respondents with percentages indicating the number supporting for these initiatives:
 - Raising the profile of the Town centre – 100%
 - Promoting the Town Centre's independent businesses – 100%
 - Attracting quality new businesses to the Town centre – 100%
 - Access into and around town – 100%
 - Increase the number of car parking spaces – 100%
 - Enhanced street cleansing including removal of chewing gum and graffiti – 100%
 - More independent businesses – 100%
 - Attract creative businesses – 100%
 - Business crime reduction initiatives – 93%
 - Developing a cohesive marketing strategy – 93%
 - Helping existing businesses expand – 93%
 - New seasonal events to create an all year calendar – 93%
 - More events for families and children – 93%
 - Car parking discount scheme – 93%
 - Improve appearance of empty shops – 93%
 - Building / façade lighting – 93%
 - Attract major employers – 93%

Workshops

A series of workshops were held with Dungannon Regeneration Partnership and an open workshop for all local businesses within the identified BID area was facilitated as part of the Feasibility Study process in January to February 2019. The purpose of these workshops was to introduce and explain the BID process, look at best practice and the impact/benefits of BIDs elsewhere, discuss the emerging issues as a result of the Business Survey and consider the initial financial analysis. An experienced BID Development Manager who had successfully taken Belfast Linen Quarter to ballot in 2018 gave a presentation and answered questions on his experiences of the BID development process.

While it would be unrealistic to expect an overwhelming consensus at this early stage of the process, we do look for a small nucleus of local businesses who understand the BID concept and are supportive of the idea of moving to full development phase. Our experience has shown that this lays the foundation for a successful future BID.

In Dungannon, there was a very high turnout to the BID workshops and a good response to the online survey, indicating a strong interest in the BID concept as a regeneration tool. 73% of those surveyed indicated that they have a sound understanding of the BID concept, the potential benefits, the role of businesses and the timescales for delivery. Members were aware of BIDs in other parts of NI, the potential benefits for the town and its role in the wider regeneration process. Following a detailed presentation and a question and answer session on the legislative process, timescales for delivery of a BID to ballot and other management and governance issues, there was a productive discussion around some of the issues, summarised below.

- Dungannon has an unusual make-up for a town centre location as retail only makes up 36% of the total levy.
- There is a higher than average level of vacant premises (14%) which will require a different emphasis for the BID and a focus for the BID development process and Business Plan as it will have to incorporate the needs of property owner rate payers. This was a key discussion issue, particularly in the Town Centre Forum and was highlighted in the case study examples. There was a desire to look at a substantial capital investment programme to address this key issue and build on the considerable research and investment to date by the Town Centre Forum and key stakeholders.
- 6 out of the top 10 ratepayers by ratable value are public sector. This balance must be reflected in the BID initiatives.
- The workshops verified the results of the survey analysis. There was a high level of consensus amongst the businesses on the key issues to be addressed. Many issues scored 100% in the survey which is unusual at this early stage of the process.
- Marketing and Promotion of the town was a critical priority.
- Attracting all types of new businesses to the Town centre. including new independents, commercial and creative industries. An investment marketing campaign would seem to be a good solution.
- Access and parking issues were discussed frequently.

- Enhanced street cleansing including removal of chewing gum and graffiti came up exceptionally high which suggests there is strong desire to re-instate civic pride and a sense of place.
- The BID could provide a mechanism to promote the interesting history and heritage of the town, maximising the asset of Ranfurly House to attract more day trippers and visitors.
- Collective procurement was also a priority issues for the BID to address. There was a high interest and discussion on how this worked in practice at the business workshop. There was a recognition that this would sit well with the initiatives to attract new investment and deal with the vacancy and dereliction issues.
- There was a recognition that this BID would require the businesses to work closely with other stakeholders and use the BID levy effectively to support other funding programmes and regeneration projects.
- Businesses welcomed a key role of a BID to provide a vehicle for local businesses to communicate and have a collective voice and influence in the future of the town.

Cookstown Town Centre

It is vital that a BID feasibility is considered within the context of other major economic development and inward investment and infrastructural improvements for the city as set out in the overarching strategic context. It is also important to understand the existing partnerships and key agencies with a remit in the town centre.

The Cookstown Town Centre BID Feasibility Study has been facilitated by the Regeneration Manager who has responsibility for working with the local businesses and key stakeholders to develop the Town Centre. There is a Town Centre Forum made up of key public and private sector holders, which is supported by the Council.

A Town Centre Positioning Study took account of the Cookstown Town Centre Masterplan and, following wide engagement with key stakeholders, a Positioning Statement was agreed for the town centre to guide and stimulate development and regeneration initiatives.

“Refreshing a successful, yet plateauing, brand, Cookstown should further develop its role as a multi-functional market town at the heart of Mid Ulster, renowned for its mile of shopping, attractive, safe environment and lively day and night time economy. The town should also aspire to become an outdoor hub for the wider destination, capitalising on the tourism potential of Davagh Forest, Lough Neagh and The Sperrins. The town will utilise its strong retail offer, build on its hospitality and welcome, people, food & drink and accommodation. Being healthy, happy and hopeful should be part of an overall ‘lifestyle’ offer to both locals and visitors alike.”

The Positioning Study research identified some further opportunities for the Town Centre including:

- Build on the Public Realm work by creating green & social Spaces, deliver events such as a Mardi Gras Type Festival, Family Fun Days etc.
- Exploit the local food culture to provide a USP.
- Cookstown is a Historical Market Town and needs to make more of this asset
- The outdoor lifestyle concept needs to be developed particularly with its proximity to the Dark Skies & Davagh Forest. Potential to create a visitor hub.
- Burnavon could function even better as a Town Centre Hub.
- Further, Develop Early & Night Time Economy.
- Maximise the asset that is the Christmas Lighting – the most spectacular in NI.

The Economic and Regeneration Strategy “Our Plan for Growth” 2015-2020 reflects the aim, vision and objectives of the **Council’s Corporate Plan 2018 – 2023 and Community Plan 2017-2030** and sets out the strategic context for the development of a BID. The plan will “enable economic growth, sectoral diversification, employability and skills, town and village regeneration and infrastructure and connectivity throughout the Mid Ulster district”.

This strategy highlights the importance of the manufacturing base, the emerging tourism potential and the distinctive multi-functional town centres to the economy of the region.

The Plan to grow Tourism up to 2021 also firmly sets a context for the development of a BID for Cookstown. The plan sets out three key tourism strands, which have potential to expand the tourism offer in Mid Ulster – the links to Seamus Heaney, Outdoor Activities and Archaeological sites, the History and Heritage of the island of Ireland, Northern Ireland and the area itself.

The plan defines ambitious targets for growth – to grow the visitor economy to £50m by 2021.

Business Survey

The key findings are:

- 63% of respondents were Independents, 6% Multiples.
- 81% of respondents are responsible for paying the business rates directly and consequently would be eligible to vote if included in the BID area.
- 63% of respondents had been operating for more than 10 Years.
- 7% of respondents said that their turnover had increased over the past year and 53% said it had remained the same.
- 7% reported a marketing spend of over £5,000 per annum.
- Asked ‘How would you rate the current marketing of the town Centre’, Over 56% of respondents said it was good. 19% said it was poor or very poor.
- 40% are a member of a Business Association such as Chamber of Commerce or Federation of Small Businesses and 83% of these rated this membership as satisfactory or successful.

The following were seen as the key priorities by respondents with percentages indicating the number supporting for these initiatives:

▪ Raising the profile of the town	92%
▪ Attracting new Independent Businesses	92%
▪ Attracting Creative Industries	92%
▪ Collective Procurement	92%
▪ Business Crime Reduction	90%
▪ Developing a Cohesive Marketing Strategy	86%
▪ Greater Lobbying and Influence	85%
▪ Improving internet / IT	80%
▪ Car parking/access	80%

Workshops

A series of workshops were held with Cookstown Town Centre Forum and an open workshop for all local businesses within the identified BID area were facilitated as part of the Feasibility Study process during the period January to February 2019.

The purpose of these workshops was to introduce and explain the BID process, look at best practice and the impact/benefits of BIDs elsewhere, discuss the emerging issues from the survey analysis and consider the financial analysis.

While it would be unrealistic to expect an overwhelming consensus at this early stage of the process, we do look for a small nucleus of local businesses who understand the BID concept and are supportive of the idea of moving to full development phase. Our experience has shown that this lays the foundation for a successful future BID.

There was, in general, a sound understanding of the BID concept, the role of businesses and the timescales for delivery. Members were aware of BIDs in other parts of NI, the potential benefits for the town and its role in the wider regeneration process. Following a detailed presentation and a question and answer session on the legislative process, timescales for delivery of a BID to ballot and other management and governance issues, there was a productive discussion around some of the issues, summarised below.

- Cookstown is a very heavily retail dominated BID by both number and rateable value (64%) with relatively low representation from other sectors. This will provide the focus for the BID development process and Business Plan.
- There is a high representation of multiple retailers in the top 10 ratepayers by rateable value, with the independent businesses more dominant by number. This balance must be reflected in the BID initiatives.
- The BID presented a great opportunity to position and promote the town utilising the Town Centre brand.
- The BID could provide a mechanism for town centre businesses to capitalise on a new outdoor activity visitor market currently visiting Davagh Forest and the Sperrins.
- The workshops verified the results of the survey analysis which identified raising the profile of the town sustainable marketing campaign, attracting new Independent Businesses and collective procurement as the priority issues for the BID to address. Also, interestingly, attracting new creative industries was key, perhaps reflecting the desire to attract a new visitor market.
- Vacancy levels within the proposed BID area are around 9%, which is below the NI average. It was raised as an issue at consultation and reflected in the desire to attract new independent retail and creative industries. An investment marketing campaign would seem to be a good solution rather than capital investment, which would take up a significant budget.
- Business Crime Reduction was also raised as an important issue yet the relatively low crime figures do not support this concern. There is perhaps more of an issue with perception. This should be explored more fully at development stage.
- Access and car parking featured highly but are extremely expensive to deliver. It would be important to consider this against other priorities for the BID Levy budget.

- Businesses welcomed a key role of a BID to provide a vehicle for local businesses to communicate and have a collective voice and influence in the future of the town.

Coalisland Town Centre

It is vital that a BID feasibility is considered within the context of other major economic development and inward investment and infrastructural improvements for the city as set out in the overarching strategic context. It is also important to understand the existing partnerships and key agencies with a remit in the town centre.

The Coalisland Town Centre BID Feasibility Study has been facilitated by the Regeneration Manager who has responsibility for working with the local businesses and key stakeholders to develop the Town Centre. There is a Town Centre Forum made up of key public and private sector holders, which is supported by the Council.

The vision for Coalisland in the Coalisland Development Framework was that “**by 2030 Coalisland has built on its success as an attractive and unique service centre. The area around the Cornmill has been transformed by high quality public realm improvements to form the heart of the town centre. It is multi-functional, high quality place for people to meet, live, local events to take place and providing a diverse range of independent retail and recreational uses. The canal as a resource is maximised and the former clay pits are developed for a range of uses that integrate with and compliment the Town Centre.**”

Opportunities for Coalisland highlighted in the framework included:

- To redevelop vacant and under used sites
- Potential to create a vibrant heart to the town centre
- To exploit some of the existing surrounding assets such as the clay pits, canal corridor
- Marketing and promotion of the town to increase the attraction of tourists

The Economic and Regeneration Strategy “Our Plan for Growth” 2015-2020 reflects the aim, vision and objectives of the **Council’s Corporate Plan 2018 – 2023 and Community Plan 2017-2030** and sets out the strategic context for the development of a BID. The plan will “enable economic growth, sectoral diversification, employability and skills, town and village regeneration and infrastructure and connectivity throughout the Mid Ulster district”.

This strategy highlights the importance of the manufacturing base, the emerging tourism potential and the distinctive multi-functional town centres to the economy of the region.

The Plan to grow Tourism up to 2021 also firmly sets a context for the development of a BID for Coalisland. The plan sets out three key tourism strands, which have potential to expand the tourism offer in Mid Ulster – the links to Seamus Heaney, Outdoor Activities and Archaeological sites, the History and Heritage of the island of Ireland, Northern Ireland and the area itself.

The plan defines ambitious targets for growth – to grow the visitor economy to £50m by 2021.

Business Survey

The key findings are:

- 67% of respondents were Independents, none were multiples.
- 100% of respondents are responsible for paying the business rates directly and consequently would be eligible to vote if included in the BID area.
- 67% of respondents had been operating for more than 10 Years.
- 17% of respondents said that their turnover had increased over the past year and 33% said it had remained the same.
- 17% reported a marketing spend of over £5,000 pa.
- Asked 'How would you rate the current marketing of the town Centre', none of respondents said it was good. 100% said it was poor or very poor.
- None of the respondents are a member of a Business Association such as Chamber of Commerce or Federation of Small Businesses.
- The following were seen as the key priorities by respondents with percentages indicating the number supporting for these initiatives:
 - Raising the profile of the town centre – 100%
 - Developing a cohesive marketing strategy – 100%
 - Promoting the town centre's independent businesses – 100%
 - More festival and culture events – 100%
 - More Christmas activities and attractions – 100%
 - New seasonal events to create an all year round calendar – 100%
 - More events for families and children – 100%
 - More business events – 100%
 - Access into and around town – 100%
 - Increase the number of car parking spaces – 100%
 - Better signage into town for vehicles – 100%
 - Better wayfinding signage and maps in town for pedestrians – 100%
 - CCTV – 100%
 - Enhanced street cleansing including removal of chewing gum and graffiti – 100%
 - Improve appearance of empty shops – 100%
 - Improve paving, greenery and street furniture – 100%
 - Building / façade lighting – 100%
 - More independent businesses – 100%
 - Attract professional services – 100%
 - Business incubation and acceleration initiatives – 100%
 - Business crime reduction initiatives – 100%
 - Better internet and IT connectivity – 100%
 - Collective procurement schemes to reduce business costs – 100%
 - Better business to business communication – 100%
 - Better business to business trading opportunities – 100%
 - Appropriate training e.g. IT, Personnel, customer service – 100%

- More business networking opportunities – 100%
- Provision of business data and intelligence – 100%

Maghera Town Centre

It is vital that a BID feasibility is considered within the context of other major economic development and inward investment and infrastructural improvements for the city as set out in the overarching strategic context. It is also important to understand the existing partnerships and key agencies with a remit in the town centre.

The Maghera Town Centre BID Feasibility Study has been facilitated by the Regeneration Manager who has responsibility for working with the local businesses and key stakeholders to develop the Town Centre. There is a Town Centre Forum made up of key public and private sector holders, which is supported by the Council.

In the “physical development framework and action plan for Maghera for 2017 – 2030”, the vision for Maghera was that it “will be a vibrant, welcoming place where people work in partnership to create a thriving town reflecting its unique culture and heritage’.

The outcomes from the action plan included:

- Maghera will be positioned as an important heritage/historical/medieval destination town.
- Maghera will use its heritage and historical assets and resources to contribute to the wider visitor offer including Seamus Heaney HomePlace, Outdoor Recreation and Heritage.
- Maghera will provide a welcoming, aesthetically pleasing, accessible and functioning streetscape.
- Maghera will be a good place to do business or to operate business from.
- Maghera will be a place people want to visit and when they do for the first time will want to return.
- Maghera will be known as a community which respects its natural and built assets, maintains them and adds value to them.
- Maghera will be easily accessible for people who want or require to stop in it and efficient to go through for people for which it is a location on an onward journey.

The Economic and Regeneration Strategy “Our Plan for Growth” 2015-2020 reflects the aim, vision and objectives of the **Council’s Corporate Plan 2018 – 2023 and Community Plan 2017-2030** and sets out the strategic context for the development of a BID. The plan will “enable economic growth, sectoral diversification, employability and skills, town and village regeneration and infrastructure and connectivity throughout the Mid Ulster district”.

This strategy highlights the importance of the manufacturing base, the emerging tourism potential and the distinctive multi-functional town centres to the economy of the region.

The Plan to grow Tourism up to 2021 also firmly sets a context for the development of a BID for Maghera. The plan sets out three key tourism strands, which have potential to expand the tourism offer in Mid Ulster – the links to Seamus Heaney, Outdoor Activities and Archaeological sites, the History and Heritage of the island of Ireland, Northern Ireland and the area itself.

The plan defines ambitious targets for growth – to grow the visitor economy to £50m by 2021.

Business Survey

The key findings are:

- 23% of respondents were Independents, 8% Multiples.
- 93% of respondents are responsible for paying the business rates directly and consequently would be eligible to vote if included in the BID area.
- 57% of respondents had been operating for more than 10 Years.
- 57% of respondents said that their turnover had increased over the past year and 29% said it had remained the same.
- 7% reported a marketing spend of over £5,000 pa.
- Asked 'How would you rate the current marketing of the town Centre', none of respondents said it was good. Over 92% said it was poor or very poor.
- 29% are a member of a Business Association such as Chamber of Commerce or Federation of Small Businesses and 67% of these rated this membership as satisfactory or successful.
- The following were seen as the key priorities by respondents with percentages indicating the number supporting for these initiatives:
 - Promoting the Town Centre's independent businesses – 100%
 - Attracting quality new businesses to the Town Centre – 100%
 - Increase the number of car parking spaces – 100%
 - Enhanced street cleansing including removal of chewing gum and graffiti – 100%
 - Business crime reduction initiatives – 100%
 - Better internet & IT connectivity – 100%
 - Better business to business trading opportunities – 100%

SECTION FOUR: RECOMMENDATIONS, ASSESSMENT OF RESOURCES AND PROPOSED TIMETABLE FOR FULL BID DEVELOPMENT

Critical Success Factors

Utilising the experience of developing all 8 BIDs in Northern Ireland and over 105 BIDs across the UK, Europe and further afield, we have applied a number of critical success factors for successful BID development which has been applied to each of the five towns in this Feasibility Study.

- Robust engagement with potential levy payers from the outset in designing a BID.
- Take advantages of natural geographic connections and common issues.
- Concentrate benefits in a defined area and don't attempt to spread benefits over too wide a geography.
- Listening to business and sharing examples of success elsewhere.
- Having key influencers as BID Champions and advocates.
- Developing projects that make and demonstrable difference, quickly.
- Align business feedback with clear project objectives.
- Aligning the levy percentage or structure to raise adequate funds to deliver the projects.
- Levy investment contributions must be seen to be fair and equitable.
- Demonstrate added value by leveraging additional investment.
- Work with a manageable number of businesses where priorities have alignment and convergence.
- Communicate concisely and clearly always demonstrating benefits and value

Dungannon Town Centre

Based on the financial land analysis and consultations for each of the five town centres, and the review of the Critical Success Factors as set out above, it is recommended that Dungannon Town Centre should proceed to full BID development in the first instance, acting as a pilot project from which the other locations within Mid Ulster can learn from.

In terms of guiding principles in determining recommendations, the key test is the ability of the BID proposals to make a tangible impact in a given area with the amount of money available. Too big or disjointed an area or too many sectors to contend with may mean that it is difficult to show impact particularly of physical/ground based works. In general, terms it is better to start small, under promise and over deliver.

Having made a comprehensive assessment of the current situation, we would highlight some key elements, which have informed our recommendations for Dungannon Town Centre.

- **The research and consultation process shows clear areas of consensus and concern that can be addressed by this process.**
- **The recommended geographical boundary and sectoral make up will allow for a co-ordinated and focused approach. However, this requires more consideration once a task group is formed.**
- **The revenue generated from the BID levy will deliver a meaningful impact on the issues raised in the consultation process and will allow real and tangible improvements to be made.**
- **We recommend an independent, not for profit company should manage the BID**
- **Key individuals and organisations enthusiastically support the concept including business representatives and key stakeholders. There is evidence of a nucleus of businesses representative of the location and sector, who could form a business led Task Group to lead the BID development stage.**

Preliminary Project Areas

The preliminary market research and consultation indicates that there is good consensus in terms of the types of issues that are important, across the sectors. It is recommended that the BID Business Plan focuses on 2-3 priorities in the first 5 year term, rather than spreading the budget too finely and risk not being able to demonstrate impact and commercial benefit. The priority areas are:

1. **Initiatives which address long term vacancy and dereliction, bringing them back into productive use. This will require a combination of capital investment and investment marketing projects. This will require significant funding, therefore the role of the BID and the allocation of the BID levy will have to be carefully considered.**
2. **Marketing & Promotion projects which combine traditional marketing with**

digital marketing with a focus on building customer loyalty and raising civic pride. Shop local programmes and loyalty cards can be particularly effective.

3. Reducing Business Costs through collective buying initiatives

It has been very clear through the consultation process that there is an enormous appetite for a vehicle which will assist businesses to communicate effectively, have more influence on the future direction of the town centre and lobby for change. A BID is an ideal vehicle for this to develop.

Sensitivity would be required with regards to any existing arrangements that other organisations may have such as the Regeneration Partnership and Trader's Association. This is not only to co-ordinate, assimilate and add value to existing work effectively but also to avoid any duplication and controversy which in business planning and campaigning terms will have a negative effect. Where people are already paying fees, it will be important to work out a structure, which is beneficial to all and where businesses are not burdened with separate bills.

BID Funding Projections

Going forward the BID would formally contain 456 business rated units (hereditaments) with a total Rateable Value of £5,207,300m.

It is our opinion based on the consultation and financial analysis that the working assumption should be a 2% levy, which would raise approximately £104,146 per annum and £520,730 over the 5 year BID term. This would allow sufficient resources to develop and implement projects as well as the ability to provide a tangible difference.

Voluntary Contributions & Fee Income

Please note that most BIDs aim to, and succeed in, generating 20% in voluntary contributions/fee income annually in addition to the BID levy. The 'rule of thumb' is to try and aspire to cover all running costs (averaging 20% at present).

BID Delivery Model

The key elements in considering a delivery organisation is the confidence and credibility it will generate amongst the voting organisations. Even if the projects appeal most businesses will also seek real 'control' and 'independence' for the set up as a price for a positive vote.

This has been reflected in almost all the successful BIDs so far with a not for profit 'company limited by guarantee' the favoured option. The Board of this company would normally be elected at least annually from the BID levy payers.

In any BID set up 'form should follow function' so beyond the key consideration that it should be a legal entity in its own right directly accountable to BID levy payers, it is not crucial that the exact structure be settled on now but that it is revisited during the development stage.

Indicative Timetable for BID Development

The development of a BID is likely to take at least 12 months from this stage. The timetable overleaf sets out the key milestones if the decision was taken now to pursue the development of a BID.

Phase	Key Milestones	Estimated Date
Foundation Phase		
	Complete Feasibility Study	Month 0
	Secure Resources for Development & Campaign Phase	Month 1
	Agree Preliminary Study Area	Month 2
	Agree Preliminary Ballot Date	Month 3
Development Phase		
	Project Support in Place	Month 4
	Set Up BID Task Group	Month 5
	Complete Detailed Consultation	Month 6
	Agree Initial Project Lists & Costs	Month 7
	Agree Baseline Statements	Month 7
	Agree Delivery Model	Month 7
	Agree Operating Agreement	Month 8
	Agree Final BID Area	Month 9
	Agree Business Plan	Month 9
Campaign Phase		
	Agree Formal Ballot Process	Month 9
	Agree Champions, Campaign Methods & Material	Month 9
	Campaign Period	Month 10
	Formal Ballot Notification	Month 10
	Formal Ballot (42 days/Postal)	Month 11/12

Resources Assessment

Detailed below is our estimation of the resources and relevant costs for the development of the BID.

The costs set out above may on initial inspection seem high but have to be considered against the fact that if the BID is successful it could generate £520,000 over five years which would be considered a good return.

Item	Detail	Cost
Project Staff	*BID Staff member to help deliver Development & Campaign work on the ground	£30,000
Office Costs	IT, Stationery, Postage	£2,500
Marketing & Communication	Business Engagement, Online and Printed Collateral, Business Plan	£5,000
Legal & Financial	Ballot Costs	£2,500
Consultancy Support	Specialist Advice, Template Documents, Negotiations, Regulatory Adherence	£10,000
Total		£35,000

* Staff Member is based on a full time 37.5 hour working week. This staff member can be appointed in a number of ways – either directly by the Council or other organisation such as City Centre Management or formally employed by the supporting consultancy firm in order that they are seen as an ‘independent broker’ and the project is not seen as ‘council driven’.

Funding BID Development and Campaign Phases

It is usual for Councils to make a full or part contribution to the costs of developing a BID. Some locations second appropriate staff. Many provide office & administration costs in-kind. This means there is a substantial reduction in the development finance required. It is also important to point out at this stage however, that the BID development process is not a ‘bolt on’ activity to a current role. The demands of the process are high, with skilled and experienced people needed to carry through a wide set of roles and activities. A crucial element is the individual face-to-face discussions with potential levy payers which are time consuming but, in our experience, essential.

Next Steps

If the decision was made to go down the BID route and pursue the Development and Campaign Phase, then the following key steps will be required in the immediate short term:

- 1. Formal decision taken to proceed to Development and Campaign Phases.**
- 2. Secure necessary resources for next phases through public and private sectors including costs for dedicated staff support and a project fund.**
- 3. The creation of a BIDs Task Group with business members and the public agencies (no more than 15) who are able to commit 1 hour per week in time over the next 12 months. The BID Task Group members should ideally be potential levy payers and be representative of the preliminary BID area in terms of sector and numbers.**

A full recommended Development Plan including legal protocol and timescales is included in the Dungannon Town Centre detailed report.

Magherafelt Town Centre

Based on the financial analysis and consultations and the review of the Critical Success Factors as set out above, it is recommended that a BID for Magherafelt Town Centre is viable, but that given the relatively low levels of engagement from the business community at this stage, the decision on whether to proceed to full BID development should be reviewed following the Dungannon Town Centre BID Development pilot and with further consultation and engagement with the local business community.

Preliminary Project Areas

The preliminary market research and consultation indicates that there is good consensus in terms of the types of issues that are important, across the sectors.

- 1. Marketing & Promotion, building on the Magherafelt Brand including digital and social media platforms.**
- 2. Environmental Improvements to enhance the Public Realm and periphery areas of the town.**
- 3. Reducing Business Costs.**
- 4. Business Support & Advocacy.**

Sensitivity would be required with regards to any existing organisations, such as the Chamber and Town Forum. This is not only to co-ordinate, assimilate and add value to existing work effectively but also to avoid any duplication and controversy which in business

planning and campaigning terms will have a negative effect. Where people are already paying fees, it will be important to work out a structure which is beneficial to all and where businesses are not burdened with separate bills.

BID Funding Projections

The BID Feasibility Study has identified a potential BID with over 392 business rated units (hereditaments) with a total Rateable Value of £4,362,110.

It is our opinion based on the consultation and financial analysis that the working assumption should be a 2% levy, which would raise approximately £87,000 per annum and £437,841 over the 5 year BID term. This would allow sufficient resources to develop and implement projects, and demonstrate impact and make a tangible difference.

Cookstown Town Centre

Based on the financial analysis and consultations and the review of the Critical Success Factors as set out above, it is recommended that a BID for Cookstown Town Centre is viable, but that given the issues surrounding the identification of the BID Boundary and the relatively low levels of engagement from the business community at this stage, the decision on whether to proceed to full BID development should be reviewed following the Dungannon Town Centre BID Development pilot and with further consultation and engagement with the local business community.

Preliminary Project Areas

The preliminary market research and consultation indicates that there is good consensus in terms of the types of issues that are important, across the sectors. The priority areas are:

- 1. Retail led marketing & promotional campaign, building on the Cookstown Brand and focusing on the quality of the retail offer and the balance of independent and national outlets**
- 2. Integrated digital and social media platforms and feasibility of a digitally based customer loyalty card**
- 3. Investment marketing campaign to attract new independent and creative businesses to locate in the town centre**
- 4. Reducing Business Costs through collective buying initiatives**
- 5. Collective Business Support & Advocacy**

Sensitivity would be required with regards to any existing organisations, such as the

Chamber and Town Forum. This is not only to co-ordinate, assimilate and add value to existing work effectively but also to avoid any duplication and controversy which in business planning and campaigning terms will have a negative effect. Where people are already paying fees, it will be important to work out a structure which is beneficial to all and where businesses are not burdened with separate bills.

BID Funding Projections

Going forward the BID would formally contain 401 business rated units (hereditaments) with a total Rateable Value of £6,430,300m.

It is our opinion based on the consultation and financial analysis that the working assumption should be a 2% levy which would raise approximately £128,606 per annum and £643,030 over the 5 year BID term. This would allow sufficient resources to develop and implement projects as well as the ability to provide a tangible difference.

Maghera Town Centre

Based on the financial analysis and consultations and the review of the Critical Success Factors as set out above, it is recommended that a BID for Maghera Town Centre is not viable, given the financial analysis which clearly shows that the amount generated from the BID levy would not have a significant impact on the regeneration of the town centre, when assessed against the costs of operating a BID. It is recommended that further intensive work is required to enhance the level of business engagement and alternative avenues to generate additional income are investigated.

In coming to this conclusion, we have set out an alternative route that allows for the level of business engagement and other work which will assist Maghera develop to its full potential.

The following work programme would allow for Council to engage more widely with local businesses and develop a collaborative framework to work together on agreed projects to develop the town centre.

Lead	Details	Timescales
Mid Ulster Council	Town Centre Forum works with Regeneration Manager to develop a Business Engagement Strategy	Months 1-3
Town Forum	Implement Business Engagement Strategy including 1 to 1, sector based workshops & regular networking events	Months 4-11
	Develop comprehensive contact and relationship management business database	
	Identify business issues and develop preliminary project ideas to address these	
	Identify best practice projects and associated locations	
	Develop senior contacts with public agencies	
Mid Ulster Council Town Forum	Agree vehicle, protocol and funding avenues for future collaborative projects including an informal contribution based model	Months 12

Detailed below is our estimation of the resources and relevant costs for this development of the BID.

Item	Detail	Cost
Business Engagement facilitation	1.5 days per week	Existing Regeneration Manager Salary
Office & Administration	IT, Stationery, Postage	£1,000
Engagement & Communication Collateral	Market Research, Promotional & Engagement Material, Business Planning	£5,000
Total		£6,000

Coalisland Town Centre

Based on the financial analysis and consultations and the review of the Critical Success Factors as set out above, it is recommended that, similar to Maghera Town Centre, a BID for Coalisland Town Centre is not viable, given the financial analysis which clearly shows that the amount generated from the BID levy would not have a significant impact on the regeneration of the town centre, when assessed against the costs of operating a BID. Furthermore the Town Centre Forum is still very new. It is recommended that further intensive work is required to enhance the level of business engagement and alternative avenues to generate additional income are investigated.

In coming to this conclusion, we have set out an alternative route that allows for the level of business engagement and other work which will assist Coalisland develop to its full potential.

The following work programme would allow for Council to engage more widely with local businesses and develop a collaborative framework to work together on agreed projects to develop the town centre.

Lead	Details	Timescales
Mid Ulster Council	Town Centre Forum works with Regeneration Manager to develop a Business Engagement Strategy	Months 1-3
Town Forum	Implement Business Engagement Strategy including 1 to 1, sector based workshops & regular networking events	Months 4-11
	Develop comprehensive contact and relationship management business database	
	Identify business issues and develop preliminary project ideas to address these	
	Identify best practice projects and associated locations	
	Develop senior contacts with public agencies	Months 12
Mid Ulster Council Town Forum	Agree vehicle, protocol and funding avenues for future collaborative projects including an informal contribution based model	

Detailed below is our estimation of the resources and relevant costs for this development of the BID.

Item	Detail	Cost
Business Engagement facilitation	1.5 days per week	Existing Regeneration Officer Manager Salary
Office & Administration	IT, Stationery, Postage	£1,000
Engagement & Communication Collateral	Market Research, Promotional & Engagement Material, Business Planning	£5,000
Total		£6,000



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

COOKSTOWN CONTINENTAL MARKET

1 – 2 June 2019

EVALUATION REPORT



1.0 Introduction

Mid Ulster District Council, in partnership with Cookstown Town Centre Forum, hosted the Continental Market, from Saturday 1 – Sunday 2 June 2019. This was the sixth year Cookstown hosted the Market, with the Market returning as part of Marketplace Europe Spring Tour to Northern Ireland. The market was located along William Street Cookstown Town Centre, with a full road closure in place from 6.30pm Friday 31 May – 10.00pm Sunday 2 June 2019, to meet Health & Safety requirements. A schedule of children's and musical entertainment was delivered over the two days (See Appendix 3). The event is delivered through strong partnership workings with statutory bodies and cross departmental which have been continually enhanced over each year of its delivery.

2.0 Background

Our Community Plan consists of five key themes, one of which is Economic Growth. It is essential that our towns and villages are vibrant and competitive, attracting visitors, in turn resulting in local spend. Mid Ulster District Council Corporate Plan, Sustaining Our Environment a key theme strives to create and build a sense of civic pride in towns and villages across Mid Ulster. Our Plan for Growth, Mid Ulster's Economic Development Plan (2015-2020), theme 3 Enabling Town and Village Regeneration contains the action to 'Deliver and promote key signature events'.

An integral element of the aforementioned documents highlights the need to deliver signature events to create and sustain civic pride within the community. A key signature event for Cookstown is the delivery of Cookstown Continental Markets. This event is now in its fifth year of delivery and over the years has grown and developed into an event which has created and enhanced the civic pride within the community. The market was part of Marketplace Europe Spring Tour, aiming to deliver a high quality market to attract additional traders on the previous year (over 40 traders) and enhance children and musical entertainment, over a period of two days.

3.0 Continental Market 2019 Outputs

- ❖ 25,000 visitors to the Continental Market
- ❖ 54 traders within the Continental Market arena
- ❖ Social Media:-
 - Visit Cookstown facebook- 42 facebook posts, 260k people reached, 35k people engaged,
 - Visit Cookstown facebook event page- 117k reach, 1.1k responses (stating interested in attending the event),
 - 17 twitter posts, over 20k impressions (number of times a tweet has been delivered to twitter stream of users), 972 engagements (Number of users that interacted with post), video views of 1.8k
- ❖ Vouchers to the value of £1,000 to be spent at the Continental Market

- ❖ Variety of street and musical entertainment provided over the two days
- ❖ An estimated additional spend of £277,725 additional spend in Cookstown over the two days
- ❖ Total Cost of delivery £38,000- £37,000 Mid Ulster District Council, £1,000 contribution from Marketplace Europe

Estimated additional spend in local area:

	Average Spend	Spend
Accommodation	£50	£9,000
Subsistence	£100	£5,400
Refuelling	£50	£3,325
Footfall	£13.00 (estimated 20,000 people over 2 days with an average spend of £13.00)	£260,000
	TOTAL	£277,725

4.0 Marketing & Promotion

The marketing & promotion campaign was delivered over a four week period commencing 29 April 2019. A variety of marketing channels were implemented, however, the main channel used was digital first:-

- ❖ Billboards- Two week cycle, delivered at three locations, namely Loy Street, Cookstown, Moneymore Road, Cookstown & James Street Omagh.
- ❖ 5,000 leaflets distributed across Mid Ulster District Council area to Council Facilities and Schools.
- ❖ Radio Advert on Q106 & Q102, 40 30 second adverts from 20 May – 2 June 2019.
- ❖ Letters to local businesses:- Letters were distributed to town centre businesses advising them of the Continental Market and associated road closures weeks. Business were encouraged to consider putting on special offers to attract the increased footfall in town to their business.
- ❖ Advertising was conducted in local papers through paid advertising (1 advert in Mid Ulster Advertiser, Impartial reporter, Mid Ulster Mail & County Derry Post) and news releases weeks over a four week period commencing 29 April 2019.
- ❖ Social Media channels of facebook and twitter. Regular posts were conducted, pre/during/post the Continental Market, including a short promotional videos. A competition was run through social media channels with the opportunity of winning one of £50 vouchers to spend at the market. Promoted posts were conducted commencing 23 May 2018.
- ❖ Mid Ulster District Council Website.
- ❖ Events Guides listings/websites
- ❖ Cookstown Branded Shopping Bags distributed to local shops



5.0 Event Planning of Continental Market 2019

4.1 Continental Market

The Continental Market was part of the Spring Tour of Northern Ireland and was the last stop this year. Council officers worked closely with the providers, Marketplace Europe Ltd, to ensure that all elements of project delivery are considered, implemented and delivered to a high standard. It is Marketplace Europe's responsibility to attract a wide and varied range of international traders to participate in the Market. This year there were 54 traders.

The market is located on William Street, with Continental Market stalls erected back to back to the central reservation and due to the increase in trader numbers a few were located in parking bays, leaving footpaths free of pedestrian congestion. Due to the location of stalls back to back to the central reservation, a road closure was in place from 6.30pm Friday 31 May – 10.00pm Sunday 2 June 2019. This year the market was delivered over a two day period, with extended opening hours, with the inclusion of the German Beer Stall.



4.2 Local Market Traders

During the Continental Market local Saturday traders traded as per the weekly Saturday Market, under the rules and regulations of P Orr. No trading licences were issued for the Sunday outside of the Continental Market area (William Street). P Orr controlled the James Street area on Saturday 1 June 2019.

4.4 Continental Market Competition

A competition was run to heighten the profile of the market through social media. The competition via social media provided people with the chance of winning one of twenty £50 vouchers to spend at the market.

4.5 Street Entertainment

To add to the Continental Market and create an ambiance a variety of street entertainment was planned and delivered over the two day period at various periods. This included a dedicated Kids Zone with crafts, face painters and balloon modellers. Musical entertainment was delivered throughout Saturday afternoon and evening with a variety of performances to suit all ages. Sunday afternoon included a variety of local talent (See Appendix 3)

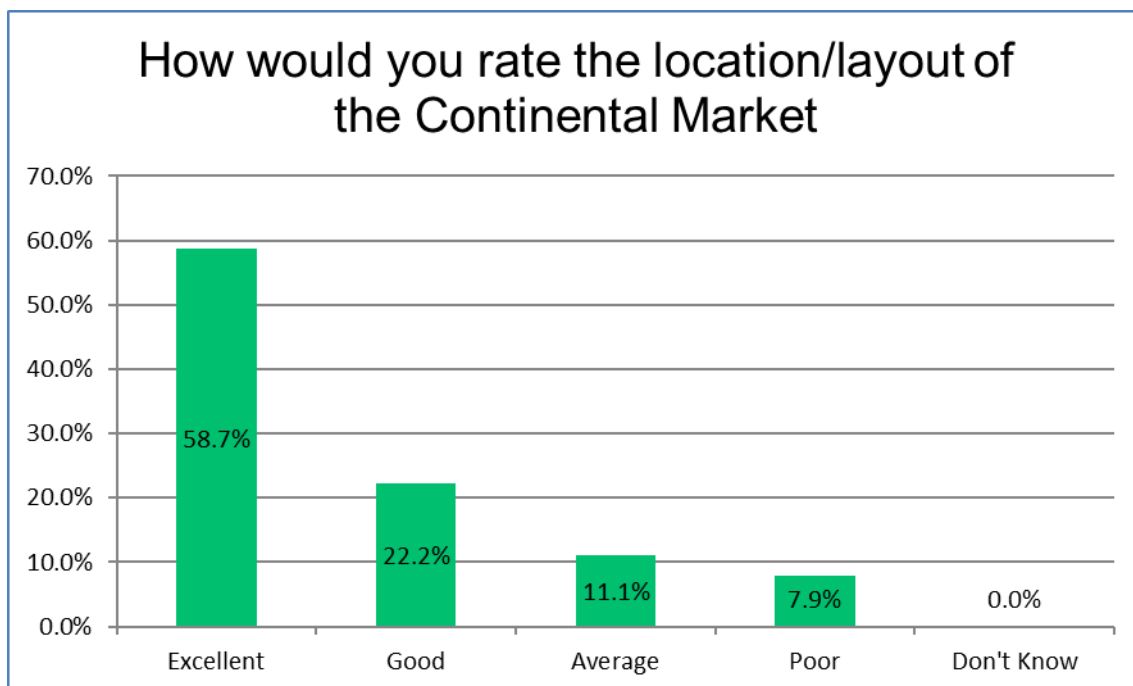


6.0 Feedback/Evaluation of Continental Market

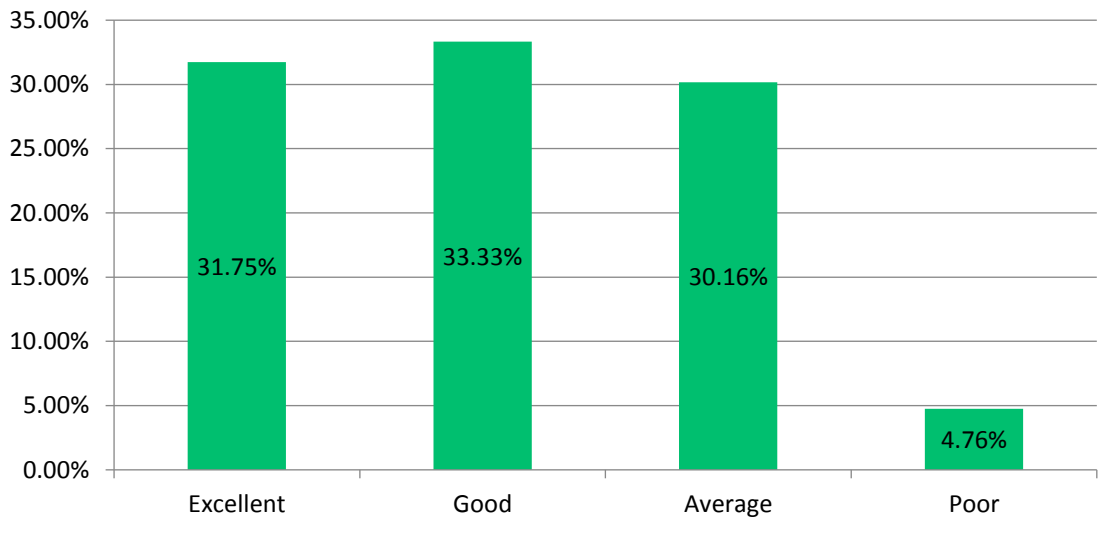
6.1 Feedback from Public

A Survey Monkey questionnaire (Appendix 4) regarding the Continental Market was compiled and the link created published on Mid Ulster District Council website and social media via facebook to obtain feedback from the public.

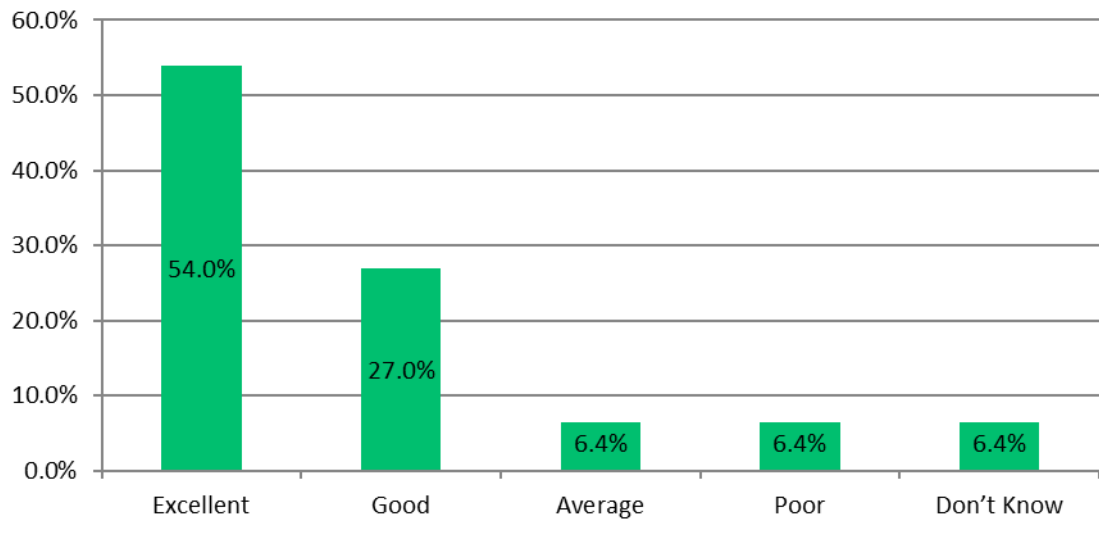
63 people completed the questionnaire. A sample of responses are depicted in the following charts:-



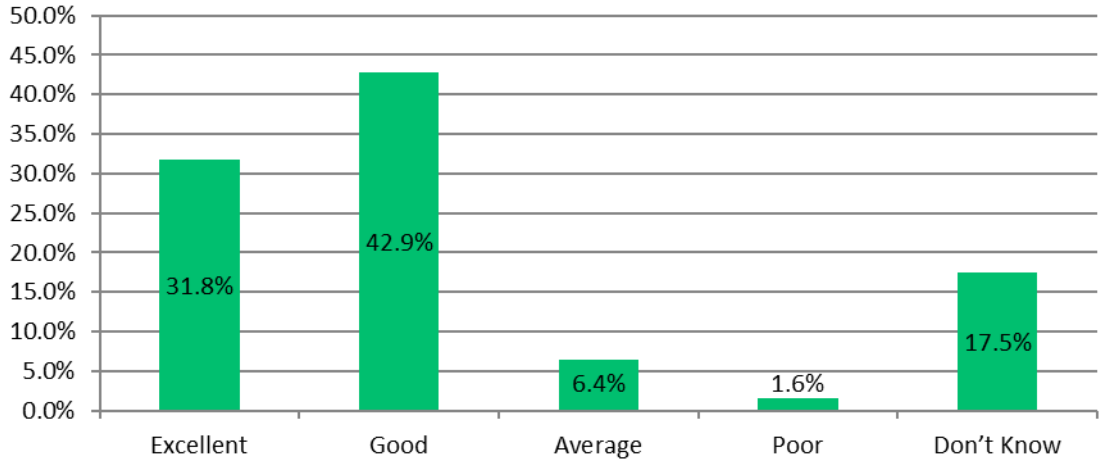
How would you rate the seating facilities provided?



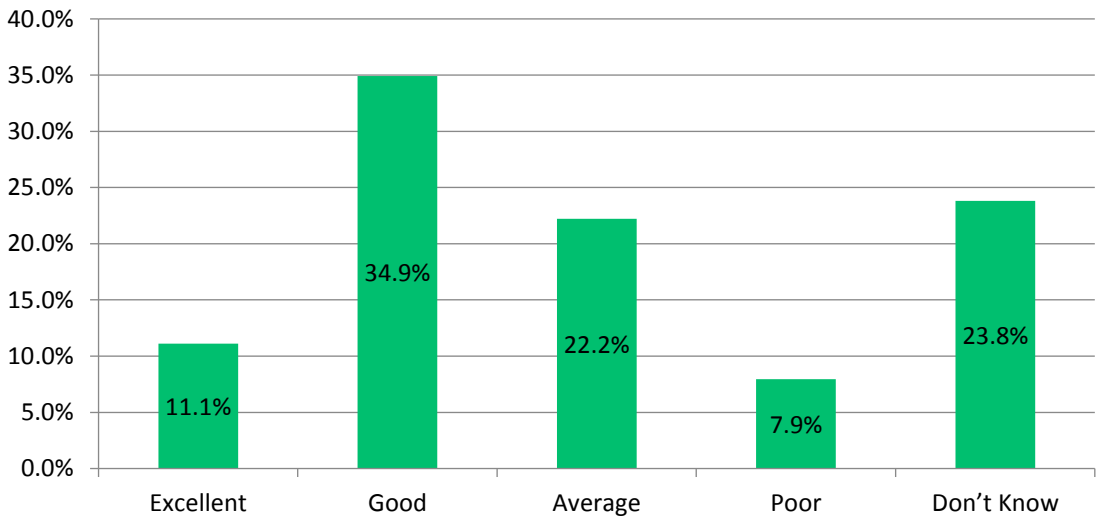
How would you rate the Musical Entertainment provided?

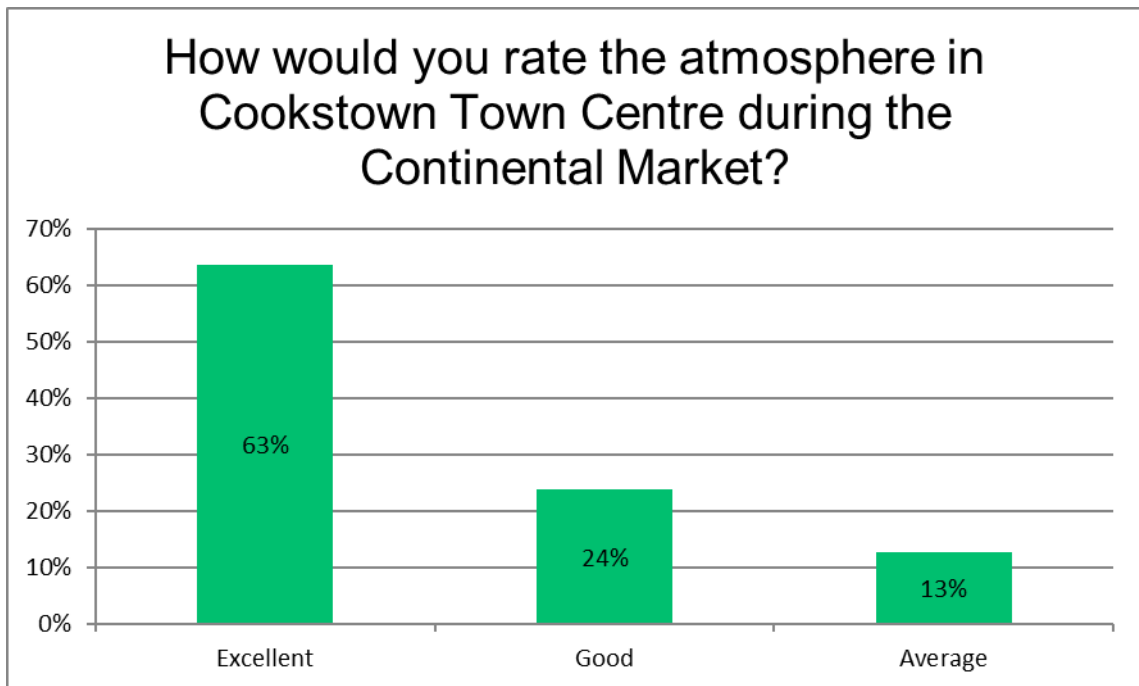


How would you rate the Children's Entertainment provided during the Continental Market?



How would you rate the toilet facilities provided?





Other key statistics recorded include:-

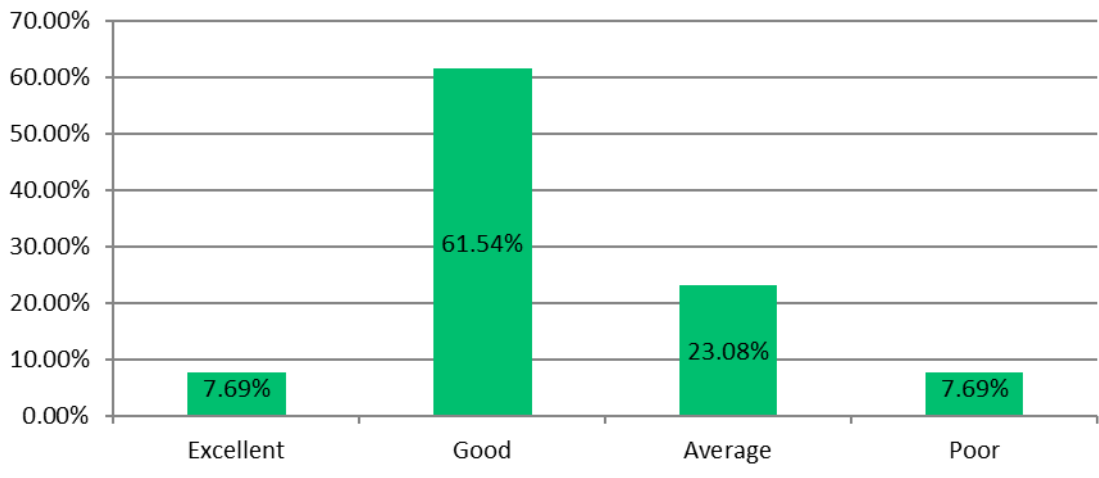
- ❖ The majority of people who responded came from within a 20 mile radius of Cookstown Town with people travelling from as far away as Ballymena and Armagh.
- ❖ Saturday was the most popular day for visiting the market with 65% of respondents.
- ❖ 46% of people spent 1-2hrs in Cookstown Town Centre, followed by 35% who attended for more than 2hrs
- ❖ 71% visited local businesses while at the market
- ❖ 97% stated they would return to Cookstown to shop

6.2 Feedback from Businesses

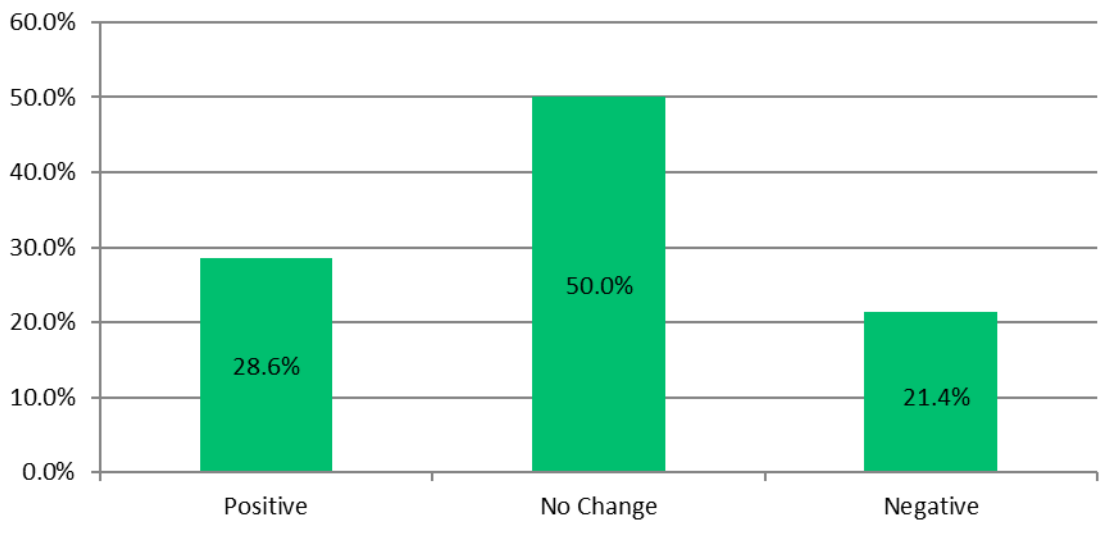
A Survey Monkey questionnaire (Appendix 4) regarding the Continental Market was compiled and the link was issued to Town Centre businesses via email to obtain feedback.

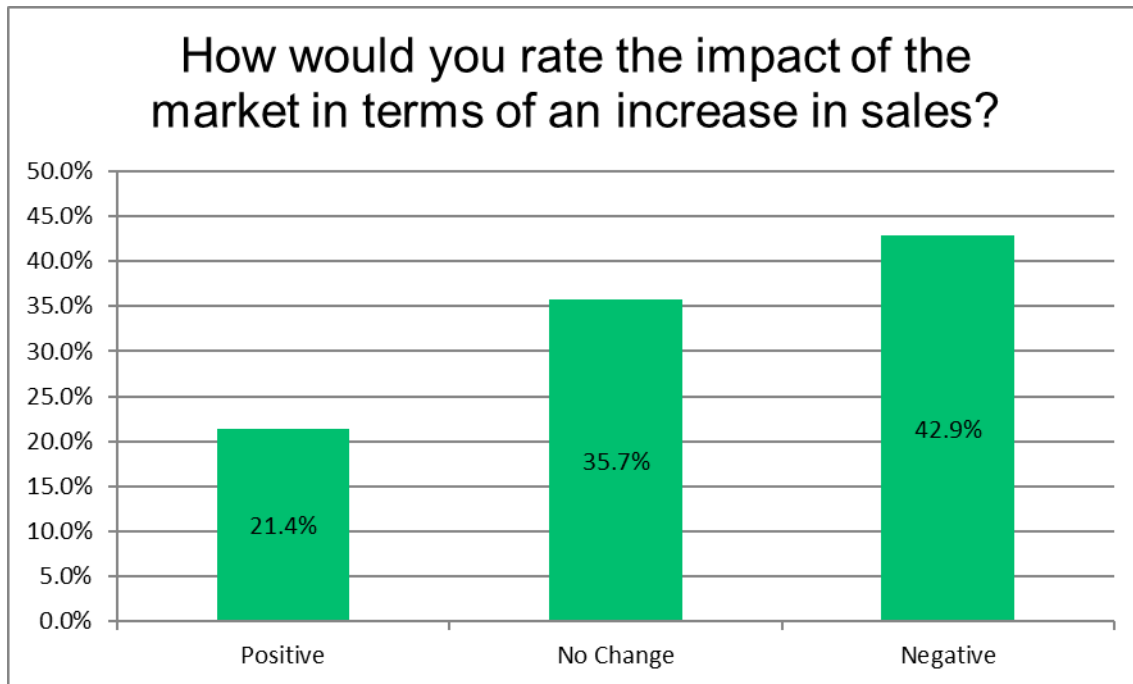
14 businesses completed the questionnaire. A sample of responses are depicted in the following charts:-

How would you rate the atmosphere in Cookstown Town Centre during the Continental Market?



How would you rate the impact of the market in terms of an increase in footfall?





Other key statistics recorded include:

- ❖ 70% of business who completed the survey visited the Market during the weekend.
- ❖ 54% felt Cookstown town benefitted from the event
- ❖ 62% of the business felt the Layout of the Market was good and 15% rated the layout as excellent

6.3 Feedback from Market Place Europe

Managing Director, Allan Hartwell stated:-

Once again Cookstown rolled out an amazing event for our traders to be part of. Our traders are made to feel really welcome in Cookstown and we all appreciate the work the Council and the local shopkeepers do in making the weekend so successful. It's great to see the local shops engaging with a community event and we hope that our involvement makes a significant economic contribution to them and the town overall. We are delighted to have been invited back for 2020 and can't wait to see you all again next year".

6.4 Street Entertainment

A variety of Street Entertainment was delivered over Saturday and Sunday (Appendix 3). The entertainment was well received as per the feedback under item 6.1.

7.0 Recommendations

Should the Continental Market return to Cookstown the following recommendations have been submitted through the evaluation process

Public

- ❖ Relocate the market to a town centre carpark, to allow the Saturday Market and town traders to operate as normal
- ❖ More non-food stalls
- ❖ More seating, and increase the variety of music acts
- ❖ Maybe the stage area to be in the centre, like you do for Christmas time
- ❖ Extend market to James street, to provide more space for pedestrians visiting the market
- ❖ Stalls should be spaced further apart
- ❖ Increase the licenced bar area as seating was limited
- ❖ Perhaps include a family friendly picnic themed area
- ❖ More seating at the stage
- ❖ Have the singers in the big stage at all times and not just performing on the edge of the footpaths, have more on street entertainment, really enjoy the aerial performances from previous year, the fire breathes and performers also.
- ❖ Encourage the shops to open on the Sunday

Town Centre Businesses

- ❖ Promoting the event to wider catchment area, perhaps a headline act or event
- ❖ Continue to expand the variety of traders
- ❖ The event should have a break
- ❖ More variety of stalls
- ❖ Holding the market for one day on the Sunday only; it would help local businesses



EVALUATION OF COOKSTOWN CONTINENTAL MARKET

SATURDAY 1 - SUNDAY 2 JUNE 2019

From 1 - 2 June 2019 Cookstown hosted the Continental Market.

This was one of the Mid Ulster District Council's signature events for 2019, delivered in conjunction with Cookstown Town Centre Forum. 45 international traders were involved in the two day event, with free on-street entertainment provided to add to the ambiance.

To assist us in evaluating the Continental market, we would appreciate if you could take a few moments to complete and submit this brief questionnaire.

1. How would you rate the variety of international traders involved?
 - Excellent
 - Good
 - Average
 - Poor
 - Don't Know

2. How would you rate the location/layout of the Continental Market?
 - Excellent
 - Good
 - Average
 - Poor
 - Don't Know

3. How would you rate the seating facilities provided?
 - Excellent
 - Good
 - Average
 - Poor
 - Don't Know

4. How would you rate the toilet facilities provided?
 - Excellent
 - Good
 - Average
 - Poor
 - Don't Know

5. How would you rate the atmosphere in Cookstown Town Centre during the Continental Market?

- Excellent
- Good
- Average
- Poor
- Don't Know

6. How would you rate the Children's Entertainment provided during the Continental Market?

- Excellent
- Good
- Average
- Poor
- Don't Know

7. How would you rate the Musical Entertainment provided?

- Excellent
- Good
- Average
- Poor
- Don't Know

8. How would you rate the Marketing/Promotion of the Event?

- Excellent
- Good
- Average
- Poor
- Don't Know

9. How did you hear about the event?

- Billboard
- Regional Press
- Local Press
- Radio
- Facebook/Twitter
- Other _____

10. Where did you travel from to attend the Market?

11. Which day(s) did you visit the market?

- Saturday 1 June
- Sunday 2 June

12. Did you visit the market during the extended opening hours on
○ Saturday 1 June 18.00-21.00

13. How long did you spend in Cookstown Town Centre?
○ Up to 1 Hour
○ 1-2 Hours
○ 2-3 Hours
○ More than 3 hours

14. Did you feel the operating hours were sufficient Saturday 9.00-21:00 &
Sunday 11.00-18.00?
○ Yes
○ No

If No, please comment

15. Did you visit any of the local businesses while in Cookstown?
○ Yes
○ No

16. Did you visit the local market trader stalls, located on James Street?
○ Yes
○ No

17. Would you return to shop in Cookstown?
○ Yes
○ No

18. If the event was to be again in Cookstown Town Centre, are there any areas
for improvement regarding the development and delivery of the event?

**COOKSTOWN CONTINENTAL MARKET
COOKSTOWN TOWN CENTRE
SATURDAY 1 & SUNDAY 2 JUNE 2019
BUSINESS EVALUATION FORM**



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

1. How would you rate the Continental Market held from Saturday 1 & Sunday 2 June 2019?
(Please Tick)

	Excellent	Good	Average	Poor	Don't Know
Variety of International Traders					
Location/Layout of Market					
Seating Facilities					
Toilet Facilities					
Atmosphere in the town					
Children's Entertainment					
Musical Entertainment					
Marketing/Promotion					

2. Did you visit the Continental Market?

Yes No

3. How would you rate the impact of the market in terms of: - (Please tick)

	Positive	No change	Negative
An increase in footfall			
An increase in sales			

4. Do you feel Cookstown Town benefited from the event?

Yes No

5. Please provide further comments/suggestions regarding the event?

6. If the event was to be delivered next year in Cookstown Town Centre, are there any areas for improvement regarding the development and delivery of the event?

7. Are there any other events/activities which you would like to see delivered in Cookstown Town Centre?

Thank you for your co-operation, your feedback is greatly appreciated!

Please return to: Ms Mary McCullagh, Regeneration Manager, Mid Ulster District Council, Cookstown Office, Burn Road, Cookstown BT80 8DT

COOKSTOWN CONTINENTAL MARKET – 1 & 2 JUNE 2019

ENTERTAINMENT SCHEDULE

Date	Times	William Street (Free of Charge)
Sat 1 June	9am	Continental Market Opens
	11am – 5pm	Minion Madness Kids Zone <ul style="list-style-type: none"> • Face Painting • Balloon Modelling • Kids Craft making • Photo Area
		On Street Entertainment <ul style="list-style-type: none"> • Alice in Wonderland & The Mad Hatter Walkabout Performers (11am-2pm) • Ironman (2pm-3pm) • Tinkerbell & Captain Hook Walkabout Performer (3pm-5pm)
		Music Performances On Stage Risers <ul style="list-style-type: none"> • Owen Denvir (11am-12noon) • Moana & Elsa Princesses (12noon-2pm) • The Swingtime Starlets (2pm-4pm) • Flowers and Guitars Duo (4pm-5pm)
	6.30pm - 8.30pm	Cool Hand String Band
	9pm	Continental Market Closes
Sun 2 June	11am	Continental Market Opens
	12Noon - 5pm	Minion Madness Kids Zone <ul style="list-style-type: none"> • Face Painting • Balloon Modelling • Kids Craft making • Photo Area
		On Street Entertainment <ul style="list-style-type: none"> • Mary Poppins & Jack Walkabout Performer (12noon-2.30pm) • Captain America and Batman (3pm-5pm) • Fizz Whizz Pop Magic Show (1.30pm & 3.30pm) • Puppet Show commencing at (12.30, 2.30 & 4.30pm)
	6pm	Continental Market Closes

APPENDIX 10A –

5G RURAL CONNECTED COMMUNITIES – FUNDING NOTIFICATION

Apply now for the DCMS 5G Programme Rural Connected Communities funding competition

Posted on 27/08/2019

The Rural Connected Communities (RCC) competition will fund up to 10 x 5G research and development projects to run over the course of two years.

WHY?

Digital Secretary Nicky Morgan has launched a £30 million UK-wide competition to spark a tech revolution in countryside communities and help rural Britain seize the opportunities of 5G technology.

The Rural Connected Communities project (RCC) is supporting the overall strategy for improving mobile coverage and driving successful 5G implementation in the UK. It is:

- Improving the case for investment in rural network deployment by testing new commercial and technical solutions for more efficient deployment of advanced network infrastructure including 5G.
- Supporting the business case for 5G by building and proving demand from new use cases that incentivise investment in rural areas.

HOW?

The Rural Connected Communities (RCC) competition will fund up to 10 5G research and development projects to run over the course of two years.

These projects will trial innovative use cases and technical solutions to build the business case for investment in rural connectivity and explore the capabilities of 5G to benefit rural communities. They will also help demonstrate demand from a variety of economic sectors and rural communities for 5G technologies.

Applications are expected to show a combination of societal and economic benefits that will together create a stronger case for investing in the deployment of 5G infrastructure for rural areas.

WHO?

This competition is open to applications from consortia from across the UK. Consortia are likely to consist of a mixture of organisations including the public, private and third sectors, and academia. Applicants will need to be led by a private sector organisation.

Click [here](#) for the Rural Connected Communities Overview and Application Guidance.

For more information background and quotes from Govt ministers, visit the [UK5G Innovation Network](#).

COMPETITION TIMELINE:

- Competition opens: 27 August 2019
- Competition briefing event: 12 September 2019 – The Carriageworks, 3 Millennium Square, Leeds, LS2 3AD. Click [here](#) to register.
- Clarification questions receipt deadline: 27 September 2019
- Competition closes: Midday 25 October 2019
- Shortlist applicants notified: 14 November 2019
- Shortlisted applicants interviewed: 25 November – 6 December 2019
- Successful applicants notified: December 2019
- Grant claim period: From 1 January 2020 until 31 March 2022

If you are interested in applying for the DCM 5G Programme Rural Connected Communities grant funding competition, and want to find out more, register [here](#) for the competition briefing event.



Department for
Digital, Culture,
Media & Sport

5G Testbeds and Trials Programme

Rural Connected Communities Overview and Application Guidance

Contents

1. Programme and policy context	2
2. Competition outline	3
Project ambition	3
Eligible applicants	4
Funding	4
Additional documents	6
Dates and deadlines	7
3. Eligibility criteria	8
Application format	8
Project location	8
Proposing consortium	9
Project proposals	10
4. Competition process	12
5. Application structure	14
6. Competition questions	15
Applicant information	15
Public description of the project	15
Section 1: The business plan (40%)	15
Section 2: Project delivery (40%)	17
Section 3: Funding and added value (20%)	20
Appendices	22
7. Further information	24
8. Notices	25
Annex A: Characteristics of 5G	26
Annex B: Possible commercial and deployment approaches	29
Annex C: Potential technology solutions	30
Annex D: Key considerations for the selection of use cases	32
Annex E: Connectivity data sources	35

1. Programme and policy context

The Rural Connected Communities project (RCC) will support the overall strategy for improving mobile coverage and driving successful 5G implementation in the UK¹ by:

- Improving the case for investment in rural network deployment by testing new commercial and technical solutions for more efficient deployment of advanced network infrastructure including 5G.
- Supporting the business case for 5G by building and proving demand from new use cases that incentivise investment in rural areas.

This will ensure that even as we move to bring better mobile coverage to rural parts of the country, we are already investing in the next generation of mobile connectivity and building the business case to help industry deliver it.

We expect RCC projects to align with, and benefit from, the work of the government's Barrier Busting Task Force, which will be a key part of reducing costs and friction in deploying the new generation of mobile.

In RCC, we regard 5G as the converged set of mobile connectivity standards that 3GPP² will in time encompass: a description of the characteristics of 5G is set out in **Annex A**.

RCC is not designed as a network roll-out programme, but a series of trials and testbeds to de-risk and inform future network roll-out programmes.

¹ Key strategy documents include [“Industrial Strategy: building a Britain fit for the future”](#), [“Next Generation Mobile Technologies: An update to the 5G strategy for the UK”](#) and the [“Future Telecoms Infrastructure Review”](#) (FTIR)

² The 3rd Generation Partnership Project (3GPP) is a standards organization which develops protocols for mobile telephony.

2. Competition outline

The Department for Digital, Culture, Media & Sport (DCMS) announced RCC on 27 August 2019 as part of the Government's 5G Testbeds and Trials (5GTT) Programme. The remainder of this document provides guidance for applicants seeking funding for this project.

Project ambition

5G provides the opportunity to improve the extent, quality and benefits of connectivity in rural areas by enabling new use cases and associated commercial and technical deployment solutions.

A key conclusion of the Future Telecoms Infrastructure Review (FTIR) was that 5G creates an opportunity for market expansion in the type of wireless services available and in the number of providers of networks and services. This includes new approaches to spectrum sharing, and new business models for managing access to spectrum, including spectrum leasing and 'neutral host' networks.

Use cases tested through RCC will help demonstrate demand from a variety of economic sectors and rural communities for 5G technologies. The use cases are expected to show a combination of societal and economic benefits that will together create a stronger case for investing in the deployment of 5G infrastructure for rural areas.

These use cases will also serve to drive increased levels of technology innovation. A key capability of 5G is its ability to integrate different access technologies (e.g. WiFi as well as conventional cellular) and deliver a variety of services with very different service characteristics (including using network slicing). This potentially makes 5G a key enabler of wireless expansion and innovation, across a range of different sectors. This, in turn, can help generate a new and growing rural innovation ecosystem, driving rural economic growth, and the delivery of improved, lower cost public services. That innovation ecosystem will include enterprises of all sizes, together with academic and research bodies working closely with local government, regulators and policy makers.

5G has also been designed to provide higher levels of security than previous mobile technologies, with a number of new security features. RCC will help explore what network architectures most effectively deliver security in practice, how technical standards might be used to promote best practice, and how new and independent assurance processes might be used to provide transparency as to the level of security being delivered.

It is expected that projects will demonstrate the commercial and wider social value of 5G in several ways:

- By testing new commercial (see **Annex B**) and technical (see **Annex C**) solutions to improve and accelerate the business case for deployment in rural areas.
- By demonstrating that sector-specific use cases create investment cases for sector-specific operators and technology providers, and demonstrate increased demand for wireless connectivity (see **Annex D**).

Eligible applicants

This competition is open to applications from consortia from across the UK. Organisations which do not have a UK presence may participate in the delivery of RCC but will not be eligible to receive DCMS funding. There are no prescriptions, beyond those set out in the “Proposing consortium” section, regarding what types of organisations should be consortium members, e.g. consortia should include one or more organisations capable of owning and operating 5G infrastructure and services in the area and projects must involve at least one micro, small or medium-sized enterprise (SME). However, consortia are likely to consist of a mixture of organisations including the public, private and third sectors, and academia.

Funding

Central government funding for RCC will come from the £200m of investment that has been allocated to the 5GTT Programme from the National Productivity Investment Fund (NPIF). Funding for RCC is profiled over three financial years, from 2019/20 to 2021/22.

Funds must be used for experimental development, as described in the [“5G Testbeds and Trials - General Guidance for Grant Applicants”](#) document. Grant recipients will be required to confirm that the costs they wish to claim for are capitalised and/or treated as capital expenditure in line with UK GAAP and the requirements of the European System of National and Regional Accounts (ESA 2010).

DCMS will make available grant funding ranging from £2 million to £5 million for around 10 projects, totalling up to £30 million. Across all of its investments, the 5GTT Programme expects those organisations receiving grant funding to match that funding with an equivalent amount (1:1 match funding). However, different projects and types of business can receive different levels of grant funding within that. Where a proposal does not propose 1:1 match funding of DCMS funding, then an explanation of why this is not possible should be provided. Please note the maximum grant funding rates for businesses set out below, as prescribed by state aid rules.

For experimental development involving collaboration, the maximum grant allowed towards your eligible project costs under state aid rules if you are an organisation receiving direct grant funding from DCMS is:

- up to 60% if you are a small business
- up to 50% if you are a medium-sized business
- up to 40% if you are a large business

For the purposes of this competition, the [EU definition of an SME](#) is used.

Research organisations undertaking non-economic activity will be funded as follows:

- universities: up to 80% of full economic costs
- all other research organisations: up to 100% of eligible costs

To discover what costs are eligible please see the standard definition of eligible costs in the [“5G Testbeds and Trials - Eligible Project Costs Guidance”](#) document.

The applicant(s) selected at the end of this competition will need to follow the process and criteria that will be set out in a DCMS grant funding agreement to access funding (a template for which is available [here](#)) for individual activities under RCC. DCMS may also make additional funding available to the project at a later date.

RCC projects should complete all DCMS funded activities by 31 March 2022, unless an extension is agreed with the 5GTT Programme. Non-DCMS funded activities will be expected to continue beyond this date. DCMS will, as a condition of making funding available, require the successful applicant to set out the principles of how they will create sustainable project outputs in their application (see Question 6 below), and to have an approved plan in place prior to 31 March 2022.

DCMS funded projects are expected to be:

- Part supported by financial and non-financial contributions from consortium participants; and
- Compliant with state aid rules.

Please read the [“5G Testbeds and Trials - General Guidance for Grant Applicants”](#) document for more information on the different categories of funding and the rules around our state aid framework.

The following criteria apply to the distribution of funds amongst a consortium:

- Total subcontracting cost is limited to 30% of the total project costs - a clear case must be made as to why subcontractors are not key project partners and why it is not possible for the work to be conducted by a project partner.
- No single partner can receive more than 70% of the total eligible project costs
- At least 70% of total eligible project costs should be incurred by private sector business organisations
- For all research organisations and public sector organisations the total level of project participation is set at a maximum of 30% of total eligible project costs. If your consortium contains more than one research or public sector organisation, this maximum will be distributed between them

Within a consortium, there must be a lead partner who will be the accountable body and recipient of any DCMS grant awarded. They will also be responsible for managing the consortium and for any distribution of DCMS funds to consortium partners, as set out in the consortium’s collaboration agreement. The lead partner will be required to ensure value for money when distributing grant funding. Further details of the expected consortia are described in the “Eligibility criteria” section below.

Organisations engaged in the delivery of RCC must collaborate with other projects funded by the 5GTT Programme, and/or the wider 5G ecosystem. This is to boost 5G ecosystem development, ensure learning is shared between projects and so that common issues affecting projects and the wider 5G ecosystem can be explored or addressed.

Proposals for such collaboration activities should be included in applications and should make up 2-4% of the DCMS grant, with grant claims for this activity subject to match funding requirements specified by state aid rules. Such activities should lead to the production of tangible outputs such as published reports, events and workshops. Bidders should refer any

new proposals for collaboration with other projects to DCMS ahead of submission to enable potential sharing of these ideas with other bidders. Potential areas for collaboration activity include key cross-cutting strategic issues, including:

- Practical implementation of secure networks, including security assurance, and the resilience of services;
- Access to spectrum, e.g. spectrum sharing, neutral host networks, private networks;
- The delivery of differentiated services over networks, e.g. by exploiting network slicing;
- The integration of 5G and AI – new services which combine connectivity, intelligence and data;
- Human interfaces which make complex services easy to use, e.g. voice recognition, AR/VR, conformable screens, neural interfaces;
- Public engagement with 5G;
- Digital skills; and
- Overcoming barriers to deployment e.g. planning.

The evaluation of proposals for collaboration is a key component of the evaluation process. Collaboration deliverables should be identified as specific milestones in project plans. Following selection of applications for grant funding, DCMS will work with the selected bidders to update their plans for collaboration, to align projects where appropriate. Once projects have had grants awarded, we expect projects to work together, with other ecosystem participants and with DCMS, to agree further details on timescales and input requirements. These details will inform an expected early deliverable: a detailed plan for delivery of collaboration outputs.

In addition to formalised plans for collaboration, all projects must sign up to the [“5G Testbeds and Trials - Programme Participation Agreement”](#) with DCMS as part of the application process.

Additional documents

The following additional documents are provided to support you in your application:

- [“5G Testbeds and Trials - General Guidance for Grant Applicants”](#) - which contains general information relating to this competition and the processes DCMS will use to deliver it, including: funding rules guidance, information on the different categories of funding and the rules around our state aid framework
- [“5G Testbeds and Trials - Eligible Project Costs Guidance”](#) - which contains detailed information on which project costs are eligible for funding
- [“5G Testbeds and Trials - Guidance for academics applying via the Je-S system”](#) - which explains how academics should make use of the Je-S system
- [“5G Testbeds and Trials - Template Grant Funding Agreement”](#) - which demonstrates the process and criteria to access funding for individual activities
- [“5G Testbeds and Trials - Potential Monitoring Indicators / Quarterly Benefits Reporting Template”](#) - which will help inform the benefits realisation approach and includes a reporting template
- [“5G Testbeds and Trials - Programme Participation Agreement”](#) (one per applicant) - which is provided for information and will need to be completed upon award

The following documents need to be completed as part of your application:

- [Application form](#) (one per project, plus any allowed appendices)
- [Project Finance Form](#) (one per applicant)

Dates and deadlines

Competition opens	27 August 2019
Clarification questions on the Application Guidance	27 August - 27 September 2019
Competition closes	12pm, 25 October 2019
Shortlist applicants notified	14 November 2019
Interviews for shortlisted applicants	25 November - 6th December 2019
Successful applicant(s) notified	December 2019
Grant claim period	From January 2020 to end March 2022

3. Eligibility criteria

Consortia must demonstrate clearly in their application how they meet **all** the eligibility criteria set out in this section.

Application format

You can only use the application form and templates provided. They contain specific guidance on information you must provide.

The application form and templates contain specific fields. It is important that you complete each field and submit a fully completed form. Incomplete forms will be considered ineligible and will not be sent for assessment.

The application form and templates must not be altered, converted or submitted as a different file type.

The submission must conform to the maximum length specifications stated in the “Competition questions” section below. Information in excess of this will be disregarded. Hyperlinks referencing further information may be included to inform more detailed understanding post-selection, but will be disregarded during the assessment of applications.

Additional information submitted at the request of the 5GTT Programme must meet any timing, format and length requirements we may specify at the time.

Project location

We are interested in applications from a variety of types of rural locations, from sparsely populated areas with primarily natural or agricultural land use, to more populous rural areas including some settlements. However, proposals must clearly focus on rural services, communities and economies and the benefits to them, not on any urban areas that may be within the proposed region.

All activities funded under RCC must be carried out in the UK.

The project area is the area where trials will be conducted and must include either:

- A contiguous rural area (which may incorporate multiple local authorities); or
- Multiple, separate rural areas, with a strong rationale for why they are interlinked for the purpose of this project.

The project area, at postcode-level, should meet the relevant rural classification applied by the project’s host country - England, Wales, Scotland, or Northern Ireland. The relevant country definitions can be found in the table below.

Country	Classification	Source	Definition
England / Wales	Rural Urban Classification, 2017	https://ons.maps.arcgis.com/apps/webappviewer/index.html?id=20467878cc20410d961a3f71db356b6d	Postcodes assigned to any of the categories D1, D2, E1, E2, F1, F2
Scotland	Scottish Government Urban Rural Classification, 2018	https://www2.gov.scot/Resource/0054/00544930.csv	Postcodes assigned to any of the categories 3-8
Northern Ireland	Technical guidance, 2016	The Central Postcode Directory https://www.nisra.gov.uk/support/geography/central-postcode-directory	Postcodes assigned to any of the categories E, F, G, H

Proposing consortium

In order to attract the broadest range of proposals, we are open to receiving proposals from consortia that can be led by any type of organisation from the public, private, third or academic sectors, providing that the consortium meets the following criteria:

- There must be a lead organisation that demonstrates that it can act as the accountable body, has the capability, and is able to manage the delivery of the project across the consortium with clear project governance and leadership.
- The consortium shows evidence of public and private sector partnership, including strong industry representation, and includes, or can demonstrate strong commitment to collaborate from, all local public sector bodies responsible for any services or assets involved in the project, or areas within which planning permission will be required.
- The consortium has access to the spectrum and network capabilities required to deliver the project, or has a clear plan to acquire or build them in a timely manner. This may be in the form of an agreement with an existing network provider, or through the deployment of new network infrastructure, in addition to any required connections to existing or third-party infrastructure. Spectrum may be commercially licenced, by using an [Ofcom Innovation and Trial Licence](#) or by making use of Ofcom's [new licensing approach](#) to provide localised access to spectrum bands that can support mobile technology.³

³ Ofcom are making spectrum in the 3.8-4.2 GHz, 1800 MHz and 2300 MHz spectrum bands available through local licences, as well as a section of the 26 Ghz band for indoor licensing. They are introducing a new way to

- To be considered a consortium, at least two organisations must be requesting grant funding from DCMS.
- The consortium includes one or more organisations capable of owning and operating 5G infrastructure and services in the area.
- Projects must involve at least one micro, small or medium-sized enterprise (SME).
- The consortium can demonstrate an operating and commercial model that can be replicated outside the local area.
- The consortium should demonstrate that it can meet the match funding requirements described in the “Competition outline” section above.
- The consortium contains organisations from both the user-side and the supplier-side for at least one use case dependent on 5G technologies and with the potential to create a viable, sustainable market opportunity.
- The consortium demonstrates committed support from individuals with decision-making and budgetary responsibility from each member organisation.

Organisations or consortia that have previously or are currently receiving funding through the 5GTT Programme are welcome to participate, but only by making proposals that are clearly new in scope and adding value beyond previous project activities that they have undertaken or are funded to undertake.

Applicants involved in existing 5GTT Programme projects or considering participating in applications for other 5GTT projects will not be advantaged or disadvantaged in this or any other competition. Each proposal will be evaluated on its individual merits, although applicants should demonstrate that they are not duplicating the commitment of resources, and that they have the capacity to deliver in the event of multiple successful applications.

Project proposals

Project proposals should:

- Include a clearly defined business plan for the RCC project, including the use cases, applications and services that will be involved, and the benefits 5G technologies will bring to them in a rural context.
- Include a fully costed delivery plan, following the [“5G Testbeds and Trials - Eligible Project Costs Guidance”](#) document. The plan should demonstrate how both capital and operating costs are met by a combination of DCMS funds and investment by the proposing consortium. Grant recipients will be required to confirm that costs supported by DCMS funds will be capitalised and/or treated as capital expenditure in line with UK GAAP and the requirements of the European System of National and Regional Accounts (ESA 2010). Project activities to be funded by DCMS should be compliant with state aid requirements and constitute experimental development. Please refer to the [“5G Testbeds and Trials - General Guidance for Grant Applicants”](#) document.
- Demonstrate that a strategic approach will be taken to information and cyber security using industry [best practices and standards](#). Show that risks are appropriately managed end to end across the project scope and delivery lifecycle.

access spectrum that is already licensed to mobile operators but which is not being used or planned for use in a particular area within the next three years.

- Test new commercial and technical solutions for more efficient deployment of advanced network infrastructure, particularly spectrum sharing and differentiated services
- Offer a convincing model and capacity for collaborative delivery by the consortium.
- Demonstrate the added value DCMS funding will make to delivering the project and its outcomes.
- Describe how the project will baseline, measure, document and report over time on the value added by, and the impacts of the project. This should include some suggested quantifiable metrics and qualitative measures, indicating how achievement of project KPIs will be measured through benefits delivered by the project (Please refer to the [“5G Testbeds and Trials - Potential Monitoring Indicators / Quarterly Benefits Reporting Template”](#) document.) This should include social, environmental and economic impacts as well as commercial achievements and sustainability.
- Where relevant, demonstrate how it will deliver, or accelerate the delivery of, infrastructure and services that will be sustained beyond the period of DCMS funding and that can scale to or be replicated in other rural areas.

4. Competition process

The competition process will follow these steps:

- Applications should be submitted by email to 5Genquiries@culture.gov.uk. We will confirm by email the receipt of your application within two working days.
- Applications will be assessed against the questions set out in this application guidance, including pass/fail assessment against eligibility requirements. We may request that applicants also answer clarification questions.
- Eligible applications will be ranked for shortlisting based on total score. The top ranked applications will be invited to a second stage assessment, which will include an interview. Details of the interview stage will be confirmed nearer the time but will be in central London unless advised otherwise. Shortlisted applicants will be provided with a list of questions/topics for the interview and requests for further information to clarify aspects of their applications.
- The assessment of shortlisted applications will be updated following the interview, also taking into account any information provided, where requested by DCMS.
- Shortlisted applications will be ranked in descending order, based on total score, and the selection of preferred applicants will be undertaken using a portfolio approach to ensure that there is an appropriate balance of projects which support the 5GTT Programme and policy objectives as set out in the “Programme and policy context” section above.
- The applicant lead(s) will be notified of the selection decision.
- DCMS may elect to identify reserve applicants, in case the preferred applicant(s) is/are unable to complete a funding agreement with DCMS on a timely basis.

Each question response will be assessed and marked on a scale of 0-10:

- 0-1 – Serious concerns: for example, does not meet requirements, and/or raises serious concerns.
- 2-3 – Some concerns: for example, meets some requirements but with gaps and/or some concerns.
- 4-5 – Adequate confidence: for example, meets most/all requirements, but lacks sufficient detail in some areas.
- 6-7 – Good confidence: for example, meets most/all requirements and provides a response that demonstrates a good understanding of the requirements.
- 8-9 – Very good confidence: for example, meets all requirements and provides a detailed response that also exceeds expectations in some areas and/or demonstrates a strong understanding of the requirements.
- 10 – Outstandingly good confidence: for example, meets all requirements and exceptional detail that exceeds expectations in many areas and demonstrates an excellent understanding of the requirements.

Following the selection process, we expect that a period of due diligence will be carried out to validate the project scope, delivery plan and funding arrangements prior to the award of a grant.

Quality threshold

A moderation panel will review the individual scores of assessors, before agreeing final assessment scores. Following this, any application with a final assessment score of one or below against any individual competition question, including where an error has been made by the applicant, will not be considered further for shortlisting (Step One)

All remaining applications with a final assessment score against all competition questions (i.e. the weighted score across all competition questions) of five and above will be considered for shortlisting (Step Two).

DCMS also reserves the right to consider applications for shortlisting that do not meet the thresholds above in the following cases:

- a) If an application fails to meet the threshold in Step Two by a narrow margin as a result of the range of scoring by individual assessors being of significant variance from the average score for one or more competition questions for that application (“an outlier”). The application may be considered for shortlisting following a review of the outlier assessor’s comments and approach if the outlier score may reasonably be eliminated and the final assessment score that is recalculated falls within the threshold above.
- b) If there is a significantly higher volume of applications meeting the thresholds in respect of grant funding available, DCMS may raise the threshold that applies to Step Two for the consideration of shortlisting. This will be on the grounds that DCMS will not want consortia with lower assessment scores to invest time and effort in preparing for the interview stage if there is a very limited prospect of them being successful.
- c) If there is a very low volume of applications meeting Step Two in respect of grant funding available, DCMS may lower the threshold that applies to Step Two for the consideration of shortlisting. This will be on the grounds that DCMS will not want grant funding to be unallocated if there is a realistic prospect of consortia being able to improve their assessment score to a satisfactory level.

5. Application structure

The structure for applications should be set out as follows:

- **Applicant information**
- **Public Description** (400 word limit)
- **Section 1 - The business plan (40%):**
 - Question 1: What will your project deliver? (12.5%) (900 word limit)
 - Question 2: Why will your proposal create a meaningful difference to rural connectivity and services enabled by 5G technology? (10%) (720 word limit)
 - Question 3: How will the project contribute to the local rural economy and society? (10%) (720 word limit)
 - Question 4: How will you ensure that the environment created by the project will support the development of a 5G ecosystem in the UK? (7.5%) (550 word limit)
- **Section 2 - Delivery of the project (40%):**
 - Question 5: How is the delivery consortium constituted, and how will it operate to deliver the project? (15%) (1100 word limit)
 - Question 6: What is your approach to ensuring a commercially sustainable environment after the period of DCMS funding? (12.5%) (900 word limit)
 - Question 7: What local strengths and commitment will support delivery of the project? (12.5%) (900 word limit)
- **Section 3: Funding and added value (20%):**
 - Question 8: What is your outline proposal for financial and non-financial contributions to the project? (12.5%) (900 word limit)
 - Question 9: What is your approach to demonstrating the added value and impacts of the project? (7.5%) (550 word limit)
- **Appendices** (see below)

Supporting information is required, as appendices, for Questions 5 and 7. Supporting information may be provided, as appendices, for Questions 1, 2 and 5. These will be assessed, if included. Each organisation within the consortium must also attach a completed Project Finance Form.

Any information beyond the above should be included in an appendix as links, e.g. to any existing documents/brochures, which explain in more detail the local environment, initiatives or other relevant details. These will not be considered as part of the assessment process but should aim to provide more in-depth background information of the wider context in which the project will form part of. Note that the evaluation team will not consider these materials when scoring proposals however they may be read as part of due diligence in the later stages of the assessment

Your proposal should be clearly and concisely written, emphasising how the project will be delivered and the benefits it will create. Avoid repetition and jargon wherever possible.

6. Competition questions

Applicants should answer all questions, using the application form provided.

Applicant information

Please provide the following information:

- Project name
- Name of application lead organisation
- Contact details for application lead organisation
- Name(s) of additional organisation(s) forming part of this application
- Contact details for additional organisations

Public description of the project

To comply with government practice on openness and transparency of public funded activities, DCMS has to publish information relating to funded projects. Please provide a short description of your proposal in a way that will be understandable to the general public. We will publish this information for all bids, including those not awarded funding, so do not include any commercially confidential information, e.g. intellectual property or patent details.

We would also like to publish the partners involved in your proposal and the public description of the project, but this is not mandatory. Please confirm in the application form to indicate if you are happy for these to be published as well.

Section 1: The business plan (40%)

Question 1: What will your project deliver? (12.5%) (900 word limit)

- Describe your project, setting out:
 - Your rationale for the project, the industry challenges and the use cases that grant funded trials and any other planned trials with funding from other sources will address.
 - The key outcomes you plan to achieve in the project.
 - The rationale for your approach.
 - How the project meets the aims of the 5GTT Programme as set out in the “Programme and policy context” section above
 - At a high level, why it will make a significant impact locally, and with national and international relevance (subsequent questions explore this topic in more detail).
 - At a high level, your information and cyber security strategies including the standards and principles that your consortium will adopt.
- Describe which vertical industry sectors, and cross industry sectors, you will seek to develop initially as part of delivery of the project and which sectors will also be good candidates for future development as part of your approach to a sustainable delivery

model. Identify the use cases that the project will develop. The description should be clear why 5G technologies provide a particular benefit to these sectors and use cases in rural areas. Describe why these use cases constitute a significant increase in demand for rural mobile connectivity over the present market for 4G services.

- Identify the advantages and expertise demonstrated by the consortium and the local area, including in vertical industry or cross industry sectors, which will be most relevant to the project.
- At a high level, describe how the project will enhance the lives of people in the area through the creation of a Rural Connected Community (this issue is addressed in more detail in Questions 2 and 3).
- Describe the geographical area the project will cover – you may include a single appendix in .pdf format and up to two pages long to support your response. This should address all of the criteria relating to project location described in the “Eligibility criteria” section above. Include:
 - An outline of the geographic area(s) that the project will cover.
 - Where applicable, the rationale for why physically separate areas are interlinked for the project, clearly demonstrating how they will be interconnected to provide a contiguous experience.
 - Statistics (stating sources and dates published) for (i) the size of the area (square kilometres); (ii) the number of domestic premises and the resident population; (iii) the number of SME businesses and other businesses; and (iv) any other relevant figures.

Question 2: Why will your proposal create a meaningful difference in rural connectivity and services enabled by 5G technology? (10.0%) (720 word limit)

- How will your proposed project improve the existing market for rural mobile connectivity and services? This may include new commercial solutions, particularly those related to spectrum sharing; the use of new technologies (particularly differentiated services) or to specific new use cases and their benefits. If necessary for the use case, it must also include plans for Mobile Network Operator interconnectivity.
- For proposals that contain plans to deliver or accelerate the delivery of local mobile connectivity in the project area, you should demonstrate evidence of low or poor connectivity. To do this, you should use a combination of local authority-level and postcode-level data publicly available from Ofcom, as set out in Annex E. You are also invited to include any supporting evidence of poor connectivity as you see fit. You may include a single appendix in .pdf format and up to two pages long to support your response
- How will the project improve the long-term incentive for commercial investment in infrastructure and services that create social, economic and environmental improvements in rural communities?
- Why are 5G technologies crucial to enabling the new products and services and improving market incentives to invest?

Question 3: How will the project contribute to the rural economy and society? (10.0%) (720 word limit)

- Identify the economic and other benefits of the project (for example, business growth, local regeneration and examples of services / programmes where it is expected that

the project will lead to measurable improvements and/or benefits). This should include any specific local needs or challenges which the project will address.

- Cite evidence that supports the case for making the intervention represented by your proposal, for example, is economic growth currently impeded by a lack of digital connectivity? Are social mobility or educational attainment impaired? Why are these specifically rural issues and how will 5G enable them to be addressed through the project?
- What proportion of the population within the area of your project do you anticipate will experience or be impacted by the project? Give examples, including how you will maximise the impact of the project on people living in, working in, visiting and/or travelling to/through the project area.
- Where relevant, describe your approach to delivering or accelerating the delivery of local mobile connectivity, including any Local Connectivity Plans or work with the UK Government's [Barrier Busting Task Force](#) (which is addressing barriers to the deployment of digital infrastructure). Please use the coverage metrics in Annex F to demonstrate existing connectivity and planned improvements.
- Describe any wider local strategies, initiatives and plans that are specifically relevant to the successful delivery of the project and its outcomes and how you will engage with them to maximise benefits. These could be innovation programmes, infrastructure projects, regeneration activities, business engagement or skills programmes. Include synergies that can be achieved. This should include any other activities to encourage the roll out of full fibre.
- Describe how the project will contribute to the provision of digital skills across target audiences within local rural communities.

Question 4: How will you ensure that the environment created by the project will support the development of a 5G ecosystem in the UK? (7.5%) (550 word limit)

- Describe your approach to ensuring an appropriate open access basis for organisations to conduct trials and use available infrastructure or services. You should explain how you will enable an open testbed and overcome issues with sharing sensitive commercial information and operations with potential competitors.
- Describe how the project will contribute to developing the UK's capabilities in the emerging 5G environment. This should demonstrate a good understanding of relevant industry sector and cross sector requirements and strengths.
- Describe any potential international visibility of specific aspects of your project, for example in developing trade and supply chain links.
- Describe your approach for the identification and dissemination of lessons learned and project outcomes, including to wider 5GTT Programme participants and [UK5G](#).
- Describe the key features of your delivery and commercial approaches that will be suitable to be replicated by other projects.
- Describe how the project activities contribute to the development of a safe, secure and resilient UK 5G network.

Section 2: Project delivery (40%)

Question 5: What is the delivery consortium, and how will it operate to deliver the project? (15%) (1100 word limit)

Your answer to this question should address all of the criteria relating to the proposed consortium described in the "Eligibility criteria" section above.

- Describe the roles, responsibilities and relevant skills and experience of all partners that are relevant to the approach you will be taking. Do they have experience working in the proposed locality? Do members of the consortium have a history of working together?
- How will your consortium help the UK to underpin and increase a diverse and secure supply chain for digital infrastructure?
- Describe the organisational structures, policies, and processes that will be put in place to understand, assess and systematically manage security risks.
- What capability does the consortium leader have to lead successful delivery?
- Include a diagram of the organisation and describe the relationships between the organisations involved in your application. This should be an appendix in .pdf format and up to two pages long.
- Set out a fully costed delivery plan including specific activities, resourcing, timeframes, milestones, deliverables and critical success factors. This should be an appendix in .pdf format and up to five pages long. Please indicate which members of the delivery consortium are responsible for each component of the plan. The plan should be consistent with the details of your funding request in response to Question 8. The delivery plan should be fully costed, following the [“5G Testbeds and Trials - Eligible Project Costs Guidance”](#) document. Assume any project activities for which grant funding is applied for should begin from January 2020.
- The costings should demonstrate that DCMS-funded activities constitute experimental development and are compliant with state aid requirements. Confirm that the grant amount requested from DCMS includes any irrecoverable VAT, all fees and charges, and appropriate allowance has been made for any price inflation during the project period.
- Describe how the consortium will access the assets and data required to deliver the project, in particular those required for access to spectrum and the delivery of infrastructure. Are the asset owners, or those responsible for permitting access to them, members of the consortium? If not, explain why not and can they demonstrate strong commitment to collaborate, for example in the form of letters of support?
- Describe the main risks and dependencies of your proposed RCC project, together with mitigations. You may include a single appendix in .pdf format and up to two pages long to support your response.

Question 6: What is your approach to ensuring a commercially sustainable environment after the period of DCMS funding? (12.5%) (900 word limit)

This section is seeking information about commitments and sources of funding that will remain in place *after* the period in which DCMS funding supports the project. Commitments and funding that the consortium will make available to deliver the project within the period of the DCMS grant are covered in Question 8.

- **Describe the ongoing operation of project assets, infrastructure and services by the consortium:** what longer term roles do you see for consortium members in sustaining delivery of the project beyond the period of DCMS grant funding?
 - Who will own and operate infrastructure and data assets?
 - What is your approach to maintaining the availability of any infrastructure, facilities, relevant services and data?
 - How you will attract other trials from organisations involved in the project and from additional organisations? This may include 5G and non-5G trials.

- How could the project be further developed, scaled and improved beyond the timeframe or outside of the scope of the project as described so far?
- What future sources of funding including from cost savings on the delivery of public services, or income from commercial sources such as fees paid for access to the network, data generated by it, or services delivered using it do you plan to access?
- **Describe the sustainability and scalability of products and services developed by the consortium:** for products and services that will be developed by members of the consortium, are the relevant budget-owning representatives of the organisation committed to long-term investment in, and support of, those services, if the project proves they are viable? Have budget-owning representatives from potential customers of those projects expressed a strong interest in purchasing them?
- **Describe the sustainability and scalability of third party products and services:** how will you attract and support members of the consortium and third-party organisations to use the project to develop new products and services with long-term independent commercial viability, and support them scaling beyond the project? This could include services operated by organisations from the public, private, third and academic sectors. Through what process will you validate that proposals to use the project to develop new products and services have realistic and complete commercial cases?
- **Describe the extension to other rural regions:** how will the project lead to the delivery or acceleration of delivery of similar services and infrastructure to other rural areas? Do members of the consortium intend to extend or scale delivery to other rural areas themselves? Or if the model used in the project is replicable once proven to other areas without requiring DCMS funding, how will the consortium disseminate experience and contribute to capability building and barrier busting?

Question 7: What local strengths and commitment will support delivery of the project? (12.5%) (900 word limit)

- Describe how there is strong, clear leadership of the consortium partners and, as appropriate, related regional organisations such as Local Enterprise Partnerships and regional innovation ecosystems that could contribute to the success and impact of the project.
- Describe the relationships between your consortium and other relevant local bodies such as Local Enterprise Partnerships and innovation and business support organisations. Are good working relationships already in place?
- Describe the commitment from senior leaders locally to the project, including both from those organisations forming part of your proposal and from other relevant major local stakeholders. This should specifically include organisations from whom the project will require assets or access to assets. Letters of support should be included as an appendix to this question.
- DCMS will expect the leaders of local authorities, where involved in the project and relevant, to commit during project delivery to becoming champions for the DCMS Barrier Busting Task Force.
- Describe existing or planned engagement with local individuals, local or wider businesses and other stakeholders that are relevant to any of your answers to this application.
- If relevant, please provide details of timings, scale and outputs of existing testbed, trial, pilot or similar projects that are relevant to this project, including details of scope, timings, scale and parties involved in delivery. Set out the successes and

failures of these projects and the lessons learnt, which will be applicable to this project.

- Describe the network and any other infrastructure that will be available for use in the project, and your approach to accessing it. How will you secure investment in mobile infrastructure, or accelerate plans to deploy it? How will the project secure access to spectrum? How would you go about discovering and managing ownership and access arrangements for relevant assets that are likely to be utilised as part of providing connectivity solutions.

Section 3: Funding and added value (20%)

Question 8: What is your proposal for financial and non-financial contributions to the project? (12.5%) (900 word limit)

Your answer to this question should be compliant with the guidance in the “Competition outline” section above on the use of DCMS funding, including its distribution amongst consortium partners, and the provision of match funding by members of the consortium.

You should give reasonable and justifiable indications of the commitments that members of the consortia and other relevant organisations will be able to make in agreement with DCMS if RCC funding is made available to you.

The consortium will need to demonstrate the ability to commit sufficient funds, resources and assets to make the project viable; it should also demonstrate the ability to attract additional funds during the grant funding period (for example, from investors, research and innovation agencies and corporate R&D funding) to support third parties in using the project to test and develop new products and services.

This question is specific to the funding that will support delivery of the project during the period of the DCMS grant. Sources of funding to sustain activities beyond the grant period are covered in Question 6.

- Detail the estimated project cost for each work package. Make clear the level of contribution from each project participant and the level of grant funding requested from DCMS. A summary of this information should be provided in the financial summary table in the application form.
- Provide a narrative description summarising what each project participant will be delivering and the costs associated.
- Provide a cost breakdown of forecast expenditure on the project. Identify costs for the testbed and funded trials separately. Explain how the costs have been calculated.
- Detail the spend profile by month, linking it to milestones and deliverables as needed. This should be fully consistent with the dates you have specified in the project plan.
- Describe any sub-contractor costs and why they are critical to the project and are not grant receiving consortium members.
- Describe how you will secure or accelerate investment in and deployment of 5G infrastructure and services through the project.
- Describe what the organisations involved in your application will commit to the project, in terms of financial and non-financial contributions as well as leveraging other available resources and assets. Confirm which organisations have agreed to

provide financial and/or non-financial contributions and whether they represent capital or revenue.

- Set out how you will ensure value for money through your sourcing approach and supply chain.
- Identify the amount of DCMS grant and other funding you will set aside for working with other participants in the 5GTT Programme. A minimum of 2-4% of grant funding is required.
- Describe any criteria or constraints that are likely to have a significant impact on the availability or timing of financial and non-financial contributions.
- Describe your relationship with funding bodies such as investors, research and innovation agencies and corporate R&D bodies in a position to fund third parties to use the project to develop new products and services, and your track record in attracting funding from them.
- Describe how the funding made available to match DCMS funds meets the state aid requirements.
- Noting that DCMS can only provide grant funding following evidence of expenditure, how will the consortium access working capital?
- Confirm that the grant amount requested includes any irrecoverable VAT, all fees and charges, and appropriate allowance has been made for any price inflation during the project period.
- Confirm that all grant funding claims do not extend beyond 31 March 2022.

Assessors need to be confident the project can be delivered to the stated cost. They will consider:

- The response to this question and the supporting financial information provided.
- The suitability of the proposed costs - costs considered excessive will be a cause for serious concern.
- The total amount of grant funding requested from DCMS.
- Whether there is an appropriate level of contributions from public sector organisations who are key project partners.
- Whether there is a significant contribution from any public sector organisation who is the lead project partner.

Question 9: What is your approach to evidencing the added value and impacts of the project? (7.5%) (550 word limit)

- Tell us what you are intending to, or could, deliver without government funding, and what added value government funding would bring.
- Describe how you will baseline, measure, document and report over time on the value added by, and the impacts of, the project. Include some suggested quantifiable metrics and qualitative measures in your application. (Please refer to the [“5G Testbeds and Trials - Potential Monitoring Indicators / Quarterly Benefits Reporting Template”](#) document). You will be expected to work with the 5GTT Programme team on the monitoring and evaluation of benefits, reporting quarterly.
- Added value should include social, economic and environmental value in addition to any financial revenues delivered by the project. This value should be related to national United Kingdom priorities such as productivity, sustainability and social mobility, and to specific local issues, challenges and opportunities set out in Section 1 of the questions.
- Describe any additional areas of added value not set out elsewhere in your application.

- To note that the reporting of benefits will be considered a deliverable of the project and will feed into the programme's evaluation.

Appendices

Required

For Question 5, "Include a diagram of the organisation and describe the relationships between the organisations involved in your application..." This should be an appendix in .pdf format and up to two pages long, attached to your application.

For Question 5, "Set out a fully costed delivery plan including specific activities, resourcing, timeframes, milestones, deliverables and critical success factors..." This should be an appendix in .pdf format and up to five pages long, attached to your application.

For Question 7 (and, where relevant, Question 5), attach to your application letters of support from each of the organisations listed in your application, signed at a senior level. We would expect each letter to state, as a minimum:

- Support for participation in, and delivery of, the RCC project.
- Confirmation of the roles and responsibilities that the organisation will undertake.
- Acknowledgement of willingness to provide financial and/or non-financial contributions, including the potential nature and likely sources of contributions, and any caveats that apply at this initial stage of project development. We do not require that you commit to specific figures at this stage but an indication of potential amounts against any specific activities will be helpful.
- Intention to invest beyond the project in the sustainable development of new products and services trialled through it.
- Intention to buy or procure new products and services trialled through the project as a potential customer.

All proposal submissions also require completion of the [Project Finance Form](#) by each partner. The Project Finance Form provides details on the eligible project costs for each partner in the consortium. A Project Finance Form is required from each industry partner for any submission, irrespective of grant value.

Each organisation in the project must provide a Project Finance Form using the template which is provided.

Each Project Finance Form provides a detailed breakdown on each organisation's total eligible project costs. All total figures listed in the Finance summary table must match those totals within the Project Finance Form.

The ["5G Testbeds and Trials - Eligible Project Costs Guidance"](#) document contains detailed information on which project costs are eligible for funding, how to complete the Project Finance Form as well as submitting any academic costs into the Je-S system (a requirement for all academic partners).

Optional and assessed, if included

For Question 1, “Describe the geographical area the project will cover...” you may include a single appendix, attached to your application, in .pdf format and up to two pages long to support your response.

For Question 2, “For proposals that contain plans to deliver or accelerate the delivery of local mobile connectivity in the project area...” you may include a single appendix, attached to your application, in .pdf format and up to two pages long to support your response.

For Question 5, “Describe the main risks and dependencies of your proposed RCC project, together with mitigations...” you may include a single appendix, attached to your application, in .pdf format and up to two pages long to support your response.

Optional but unassessed

As stated above, any information beyond the above should be included in an appendix as links, e.g. to any existing documents/brochures, which explain in more detail the local environment, initiatives or other relevant details. These will not be considered as part of the assessment process but should aim to provide more in-depth background information of the wider context in which the project will form part of. Note that the evaluation team will not consider these materials when scoring proposals.

7. Further information

If you have any questions on the Application Guidance please submit a question to 5Genquiries@culture.gov.uk, with the subject heading of 'RCC Competition Clarification Question' at any time up to the date specified in the "Competition outline" section above.

The 5GTT Programme team will provide a response to your question, and will make copies of answers publicly available.

If you are asking a clarification question that is specific to your organisation's application and is commercially sensitive please state so in your question and the 5GTT Programme team may provide a response without making the answer publicly available. We will clarify your question with you if we think the response should be made publicly available.

Further information, including details of previous 5G Trials and Testbeds projects, can be found through the UK 5G Innovation Network:
<https://uk5g.org/discover/testbeds-and-trials/>

8. Notices

This document is issued in text format to organisations wishing to make an application to RCC. Should you require access to this document in another format (e.g. Braille, large font or audio) please contact us at 5Genquiries@culture.gov.uk.

All applicants are solely responsible for all their costs and expenses incurred in connection with this selection process at all stages. Under no circumstances will DCMS be liable for any costs or expenses borne by or on behalf of the applicant or any party associated with this selection process.

Information provided in response to this document, including personal information, may be published or disclosed in accordance with access to information regimes, primarily the Freedom of Information Act 2000 (FOIA) and the Data Protection Act 2018 (DPA) and Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and repealing Directive 95/46/EC (General Data Protection Regulation) OJ L 119/1, 4.5.2016 (GDPR).

If you would want the information that you provide to be treated confidentially, please be aware that, in accordance with the FOIA, public sector organisations are required to comply with a statutory code of practice which deals, amongst other things, with obligations of confidence. In view of this, it would be helpful if you could explain to us why you wish that information to be treated confidentially. If we receive a request for disclosure of that information, we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances.

DCMS will process your personal data in accordance with the DPA and the GDPR and, in the majority of circumstances, this will mean that your personal data will not be disclosed to third parties.

Department for Digital, Culture, Media and Sport
www.gov.uk/dcms

Annex A: Characteristics of 5G

5G is the next evolution of mobile networks as defined in releases 15 and 16 of the 3GPP global standards. The deployment and roll-out of 5G will see significant enhancements on previous mobile generations (2G, 3G, 4G), taking the connectivity beyond the consumer focus on speed and data volume, to be the first network that is designed so that a single physical network can simultaneously support multiple diverse use cases, from the high density low-power sensors, through to connected autonomous vehicles and advanced manufacturing, generating gigabytes of data per hour.

It will incorporate new architectures in the radio access network, new system architectures and new protocols, which will enable new ways of integrating mobile communication and cloud services together. It aims to offer ultra-low latency and 10+ Gbps bandwidth to the end user. 5G is being designed to blend the requirements of previous communication technologies into a new mobile network architecture. The main features of 5G and the value they add to mobile services are set out below:

Feature	Value Added
Ultra-High Bandwidth	Increases overall capacity of the mobile network, facilitating growth in users, devices and traffic demands. 5G will also enable novel use-cases such as streaming video and 3D content such as immersive or augmented reality environments, or simply more reliable video services, including video-conferencing to support connectivity for health and other people services. It will also allow for high data throughput and processing that will come from high density / large volume deployments of internet of things sensors that may also connect “dumb” low power sensors with long battery lives to artificial intelligence / machine learning capabilities in the cloud.
Ultra-Low Latency	This feature will bring about improvements to existing mobile connectivity, such as improved Voice over Internet Protocol (VoIP) quality, the streaming of Ultra High Definition video, and other tasks that are reliant on m/s accuracy such as real-time time-critical alerts for decision makers (e.g. in emergencies or for health and safety) or the visualisation of highly accurate data that can be interpreted and visualised using advanced analytics and machine learning techniques. This may include, for example, remote control of infrastructure, robotics or machinery; devices such as drones; or other safety-critical use cases such as autonomous vehicles.

<p>Massive machine type communications</p>	<p>Massive Machine type communications are crucial to large deployments of Internet of Things and machine-to-machine use cases, particularly for devices distributed in rural environments with a high cost of maintenance.</p> <p>Ability to support massively higher number of endpoints than 4G (1 million / sq. km)</p>
<p>Advanced management and operations support system (OSS)</p>	<p>This feature will reduce operating expenses for operators and carriers.</p> <p>Up to 72% of 5G revenue growth is dependent on OSS/BSS transformation according to TM Forum. Automation and specifically AI-powered closed automation will be essential to monetizing the service differentiation that sets 5G apart from its predecessors.</p> <p>The scalability and capacity of a virtualised 5G network can enable CSPs to extend their business to become an over-the-top (OTT) service provider, offering high quality, reliable networks for the delivery of OTT services.</p>
<p>High-motion mobility</p>	<p>Better able to support users and devices on fast moving transport such as high-speed trains.</p>
<p>Improved security</p>	<p>Better protection of large amounts of data produced, as 5G technology is meant to be secure by design</p>
<p>Spectrum</p>	<p>5G will be deployed in a variety of spectrum bands at low, medium and high frequencies, each of which have different characteristics and can be used to deliver different benefits. Sub-1GHz spectrum will support improved coverage; mid-frequency spectrum (1-6 GHz) will meet demand for increased network capacity; high frequency spectrum (so-called mmWave) is likely to be used to support new 5G applications, in particular those that require very high capacity and very low latency.</p>
<p>Enhanced performance</p>	<p>With 5G, higher orders of MIMO can be deployed, compared to 4G systems. Standard MIMO networks tend to use two or four antennas to transmit data and the same number to receive it. Massive MIMO, on the other hand, is a MIMO system with an especially high number of antennas. This increases the capacity of the network significantly and provides more reliable links.</p> <p>Network Slicing can provide service level differentiation, enabling the provision of business-critical and mission-critical services to different customer types.</p> <p>Mobile Edge Computing will enable content and services to be generated and consumed locally and data to be analysed and processed locally, enabling real time services to be performed and reducing the requirements for backhaul and connections to the cloud.</p>

Universal application support	Ability to provide connectivity for a range of use cases; from low volume, high latency to mission critical systems.
-------------------------------	--

Therefore, for the purposes of this project, we will assume the following characteristics for 5G in RCC:

- It is largely a wireless system.
- It is mainly terrestrial, and may involve some satellite capability.
- It will have capabilities significantly beyond today's commercially available 4G networks, although the capability to integrate existing technologies such as Wi-Fi, 4G/LTE and low power IoT networks into a managed 5G heterogeneous network are considered in scope.
- It will support a wide range of applications for industry sectors, in addition to mobile broadband and consumer applications.
- The usage scenarios for 5G are expected to include:
 - Enhanced mobile broadband (eMBB)
 - Massive machine-type communications (mMTC)
 - Ultra-reliable and low latency communications (URLLC).

5G radio access technologies

We will accept a broad interpretation of 5G that includes the 3GPP release 15 standard for 5G New Radio as well as pre-standard versions (16 onwards) which may utilise innovative communications technologies. Bids could include elements of new radio access technologies and systems that will be important for 5G (such as massive MIMO, self-optimising networks, beam-forming, mmWave and mobile-edge computing). Bidders should explain where the innovation lies and that there should be significant, but not exclusive, use of 5G New Radio capabilities.

Network architectures

Network architectures could include network slicing, software defined networks, network function virtualisation and mobile edge computing.

Convergence

This could include convergence between mobile and fixed networks or satellite networks or broadcasting.

Annex B: Possible commercial and deployment approaches

There are a number of different commercial solutions that could be adopted for 5G infrastructure in rural areas. Examples of some are set out below. These vary greatly in terms of potential market disruption, scalability and potential market / regulatory challenges.

Model	Description
Neutral Host	Comprises a single third party shared network solution provided on an open basis. Provides a shared platform supporting all MNOs' technologies.
Site and Mast Sharing	Passive infrastructure sharing (e.g. Towers/Masts) to host multiple MNOs' equipment.
Network Sharing	Two or more mobile network operators sharing passive and active infrastructure, including RAN sharing. Examples include MORAN (Multi-Operator Radio Access Network) and MOCN (Multi-Operator Core Network).
Spectrum Sharing	<p>Spectrum sharing can take many forms, including leasing, sub-licensing on a localised, geographic basis and pooling (where two licensees combine their spectrum and operate a joint RAN with that spectrum).</p> <p>Ofcom is making available spectrum sharing in the 3.8-4.2 GHz, 1,800MHz and 2,300MHz bands through local licences (under the spectrum sharing framework outlined in their December 2018 consultation).⁴</p> <p>Ofcom has also added the 24.25-26.5 GHz band ("the lower 26 GHz band") to their spectrum sharing framework for indoor use.</p>
Localised Roaming	Third party rural or neutral host network provides roaming to an MNO to improve coverage.
R&D/Test Bed	Small-scale deployment to test technology and potential business models.
Ecosystem Enabler	Relates to a provider which offers a technological platform on the top of connectivity to enable specific providers to deploy their applications (e.g. AgriTech, Mobility and Public Safety).

4

https://www.ofcom.org.uk/_data/assets/pdf_file/0033/157884/enabling-wireless-innovation-through-local-licensing.pdf

Annex C: Potential technology solutions

Mobile internet connectivity in rural and remote areas is significantly challenging due to the economic viability of deploying cellular sites in those areas.

The main factors affecting the commercial case for deploying mobile network infrastructure are:

- physical site acquisition and deployment of equipment;
- backhaul connectivity;
- power required at sites;
- the likely density of demand-creating subscribers; and
- access to spectrum.

There is also uncertainty in terms of what will be the revenue from 5G in rural areas. The connectivity requirements in rural areas are normally quite diverse and span from low data rate applications (e.g. weather monitoring for agritech, remote maintenance of infrastructure) to high bandwidth applications (e.g. video streaming or AR/VR experience for smart tourism).

Although new relevant applications in rural areas have the potential to generate extra revenue to MNOs, they are still in the early stages of their development. This makes it challenging to assess the timeframe to recover the investment in increasing infrastructure in rural areas. Finding innovative ways to tackle these challenges, would significantly assist in providing the required connectivity to the rural communities - and building the business case for investment in other rural areas.

5G technology enablers for rural connectivity

With support for higher capacity, as well as ultra-low latency and machine-type communication services and the integration of multiple technologies with greater flexibility, 5G networks could support a much broader set of uses than 4G networks, dynamically configurable in software.

5G mobile communications systems also offer the potential for convergence of various networks, creating a “network of networks”, converging fixed and mobile networks, and in which a single investment can support infrastructure meeting demand from diverse subscribers and usage types. It will also support seamless connectivity to numerous devices by integrating different technologies, intelligence and flexibility. This convergence should enable the acceleration and extension of deployment of 5G infrastructure in rural areas.

Possible technical solutions

We would expect proposals focused on technological solutions to feature some or all of the below:

- Core network technologies
- Management and network orchestration
- Differentiated services

- Multi-access edge computing
- Radio network technologies
- Spectrum
- Satellite
- Roaming/ interworking

Another key cost is backhaul, the most common technology choices for which to date have been fibre and microwave. Both are widely deployed in today's LTE networks. However, given the ambitious expectations from 5G, which include a 20x increase in peak data rates and a 10x reduction in latency, many operators are taking a closer look at alternative connectivity solutions such as higher capacity microwave and next-generation satellites to satisfy service expectations.

Further, localised micro-data centres, following the concepts of MEC with local break-out, may reduce some of the stringent requirements on backhaul.

To ensure that lack of access to the radio spectrum does not prevent innovation, Ofcom have introduced a new licensing approach to provide localised access to spectrum bands that can support mobile technology. Ofcom are making spectrum in the 3.8-4.2 GHz, 1800 MHz and 2300 MHz spectrum bands available through local licences. They are introducing a new way to access spectrum that is already licensed to mobile operators but which is not being used or planned for use in a particular area within the next three years.⁵

5

https://www.ofcom.org.uk/_data/assets/pdf_file/0033/157884/enabling-wireless-innovation-through-local-licensing.pdf

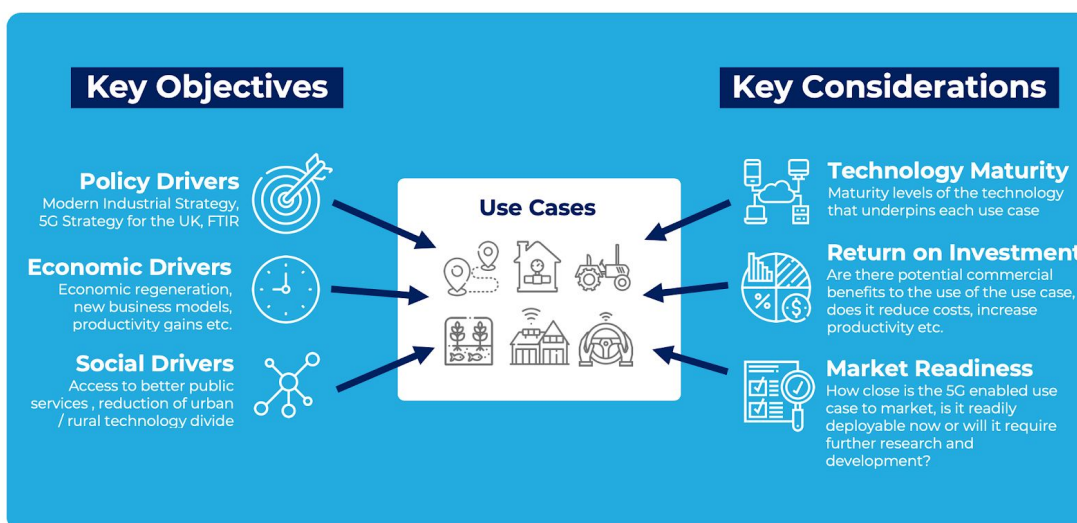
Annex D: Key considerations for the selection of use cases

5G offers wide-ranging capabilities. This includes, but is not limited to: enhanced mobile broadband (eMBB), which offers the capability to facilitate higher speeds and seamless user experience; and massive machine type communications (mMTC) to facilitate the connection of a large number of connected devices and facilitating applications that are heavily dependent on Ultra-Reliable Low-Latency Communication (URLLC).

These, and other 5G and advanced networking capabilities have the potential to unlock several categories of use cases and innovations, including technical and business models, across multiple industry verticals throughout the rural economy and society. However, the potential benefits for the various use cases will need to be carefully balanced against the associated technological and commercial costs.



For rural use cases to be successful, they need to consider not only market demand but also the wider benefits provided to the different stakeholders. These include: enabling economic and social development; serving existing or new customers, and meeting the connectivity requirements that will enable other advanced digital technologies.

These drivers and considerations are summarised in the table below:



Key Objectives

Whilst there are several use cases emerging on the back of 5G development, **each potential use case needs to be assessed against the main objectives for rural communities**. Some of the objectives to be considered are outlined below. While not exhaustive, they provide a framework against which potential use cases for rural communities could be developed and assessed.

Area	Key Objectives
 <p>Policy</p>	<p>5G is viewed as an enabler to the government’s policy objectives, as set out in the FTIR, to ensure world class connectivity for all.</p> <p>5G deployment in a rural environment underpins key components of the “Industrial Strategy: Building a Britain fit for the future” and its underlying sector deals (e.g. Made Smarter, the Creative Industries Sector Deal, the Artificial Intelligence Sector Deal, etc.). It will help to drive the new business models, products, applications, services and experiences of the future into sectors that meet government priorities in key industry sectors and sub-sectors (construction, manufacturing, creative / cultural tourism etc.) that will increase productivity and drive the UK’s 4th Industrial Revolution.</p>
 <p>Economic</p>	<p>Productivity: Various studies have highlighted the impact of high speed mobile connectivity in enhancing business productivity and increase in operational efficiencies⁶.</p> <p>Economic research undertaken by IHS identified global productivity gains from 5G use cases to exceed \$2.1 trillion (between 2020 – 2035)⁷. At a GVA of £20,500 per resident, productivity levels in rural areas are relatively lower than the national average (GVA £25,400 per resident)⁸.</p> <p>As such, increased productivity is seen as a key driver for multiple 5G use cases. A number of current 5G rural use cases focus on enhancing farm productivity, reducing manual intervention, subsequently driving cost efficiencies amongst others.</p> <p>New Business Models: 5G is expected to be a key enabler of low-cost, mMTC-capable smart public infrastructure which is envisaged to lower costs and enable new revenue models amongst other socio-economic benefits. 5G is seen as an enabler for the deployment of sensors in public infrastructure which could enable new ownership and management models based on flexible usage and preventative maintenance (for example, smart utility infrastructure), and for remote inspections and maintenance using technologies such as drones. This could open public infrastructure to a family of use cases that is aimed at reducing operational costs in delivering public services and introduce new revenue streams.²</p>

⁶ [The impacts of mobile broadband and 5G, A literature review for DCMS by Deloitte, 2018](#)

⁷ [The 5G Economy: How 5G technology will contribute to the global economy, IHS Economics, 2017](#)

⁸ [Unlocking the digital potential of rural areas across the UK, Amazon, SRUC, Rural England Partnership, 2018](#)

Economic Regeneration: Surveys commissioned by Amazon UK on rural SMEs, identified that 56% of those surveyed indicate 5G networks and IoT as significantly relevant to their business growth⁴. The connectivity and innovative use cases enabled by 5G could complement Local Industrial Strategies for economic development and regeneration of rural SMEs clusters.

Innovative 5G use cases could potentially provide rural communities with a platform to leapfrog the rest of the UK with regard to Industry 4.0, E-Commerce and Technology applications subsequently attracting private sector investment and growth.

In order to achieve this it is crucial that RCC identifies use cases and commercial models that improve the case for investment in rural connectivity infrastructure and drive innovative new use cases of 5G in rural environments, so that all communities – not just the most economically active urban communities – benefit from early 5G deployment and adoption.



Social

A lack of reliable and consistent mobile network coverage in rural areas significantly reduces connectivity and can lead to people living in these areas feeling socially isolated and/or excluded as they miss out on contact and social plans with friends and family, particularly when that contact is spontaneous rather than planned in advance.⁹ Aside from this social exclusion challenge, which could also be tackled by improving 4G coverage, there are also significant societal benefits and considerations from introducing ultra fast connectivity through 5G. In particular this could include better public safety, e-health and e-learning applications, and reduced urbanisation by making rural areas more attractive for residents to live and work. This will help to reduce the digital divide between regions.

9

https://www.ofcom.org.uk/_data/assets/pdf_file/0021/108129/jigsaw-mobile-coverage-qualitative-research.pdf

Annex E: Connectivity data sources

Local authority-level data

Local authority data is available here:

<https://www.ofcom.org.uk/research-and-data/multi-sector-research/infrastructure-research/connected-nations-update-spring-2019>. The following metrics should be used:

Coverage type	Description	Syntax (Mobile / Fixed)
Geographic coverage	4G services, geographic (outdoor) at -105dBm threshold	TNS 4G_geo_out_0 PNS 4G_geo_out_1 4G_geo_out_2 4G_geo_out_3
Roads coverage	Data services, motorways and A-roads, at -105dBm threshold	TNS Data_mway_ard_in_0 PNS Data_mway_ard_in_1 Data_mway_ard_in_2 Data_mway_ard_in_3
Premise coverage	4G services, premises (outdoor) at -105dBm threshold <u>and</u> 4G services, premises (indoor) at -95dBm threshold	TNS 4G_prem_out_0 PNS 4G_prem_out_1 4G_prem_out_2 4G_prem_out_3 TNS 4G_prem_in_0 PNS 4G_prem_in_1 4G_prem_in_2 4G_prem_in_3

Fixed broadband	<p>% of premises unable to receive 2Mbit/s</p> <p>Number of premises unable to receive 2Mbit/s</p>	<p>Percentage of premises that do not have access to services above 2Mbit/s</p> <p>Number of premises that do not have access to services above 2Mbit/s</p>
-----------------	--	---

Postcode-level data

Postcode-level data is here:

<https://www.ofcom.org.uk/phones-telecoms-and-internet/advice-for-consumers/advice/ofcom-checker>

Bidders should have a good understanding of their intervention area, so should demonstrate poor connectivity at premise level (both fixed and mobile broadband), using the Ofcom coverage checker. The 'map view' is recommended, to illustrate connectivity across an area (not just postcode) by each operator.

Other info

Bidders should demonstrate any other aspects of poor connectivity not captured by the metrics above.

**APPENDIX 11 - DAERA RURAL POLICY FRAMEWORK OBJECTIVES –
DRAFT RECOMMENDATIONS FROM MUDC - 27.8.19**

**Review of DAERA's Rural Policy Framework Objectives
and Direction on Policy Actions / Interventions**

Recommendations from Mid Ulster District Council

27 August 2019

**Policy Objective 1 – to create a rural society where innovation and
entrepreneurship flourish**

1. The wording of Objective 1 should be more specific to encourage existing business development and growth in the rural economy, as well as fostering entrepreneurship/innovation.
2. Definitions for “innovation” and “entrepreneurship” should be established to set the context within a new RDP for the benefit of all involved (recognised definitions are referred to below)
3. It should be recognised that the current LEADER programme has helped existing businesses to deliver innovation through the availability of grant aid which would not otherwise have happened. Support for existing business as well as support to encourage new business start-ups must be retained within a new RDP.
4. An evidence base to support the need for actions/interventions is required. This should draw on community planning consultations across all LGD's but should also drill down into the barriers preventing innovation within existing rural businesses and new business start-ups.

5. The “entrepreneurship ecosystem” in Figure 4 below showing the various sources of support available for entrepreneurs and innovators is complex and clarity will be needed as to how RDP support will fit in here. Potential for RDP to act as a “one stop shop” for non-innovating businesses to avail of initial support to identify innovation ideas and capital assistance if required thereafter to implement those ideas should be explored. Micro and SME businesses not yet ready (or not eligible) to enter the INI support system may be the target market here.
6. Potential exists to dovetail the ‘Go For It’ Programme with RDP support. This may require a rolling RDP application process or longer call opening windows to reflect the ongoing nature of the ‘Go For It’ Programme.
7. Existing rural businesses have potential for delivering innovation and business growth within the rural economy and in doing so can contribute to PfG and NICS delivery plan targets as well as local community plan targets. Support should be targeted at businesses who can clearly demonstrate how RDP support can deliver business innovation and growth.
8. Similarly, support should also be available to help new and existing businesses who are “non-innovators” identify and test innovative ideas (related to products or services) for their business.
9. Support for new start-ups should focus on businesses offering innovative services. A more risk based approach could be taken in supporting new start-ups which recognises the potential for failure.
10. The emphasis on job creation could be lowered within a new RDP and more emphasis placed on demonstrating how RDP support can lead to increased productivity as well as job creation.
11. **Last but not least, it is essential that Local Government must be involved in delivery of actions at the local level due to local knowledge and familiarity of the rural business sector.**

Policy Objective 2 – to maximise the contribution that sustainable rural tourism makes to rural society and to the wider economy and environment

1. Local government should be charged with delivering actions identified for this objective by developing the tourist infrastructure aligned to Local Tourism Strategy priorities (in conjunction with Tourism NI).
2. This objective should recognise the need to help improve tourism performance outside of the recognised tourism hotspots which historically have received the lion's share of the budget.
3. There is also the opportunity to provide support to new and existing private sector tourism businesses under this objective - here there should be less focus on the assessment of job creation and more emphasis placed on the potential to attract visitors / improve the local tourism offering.

Policy Objective 3 - To reduce loneliness and social exclusion in rural areas, to minimise the impacts of rural isolation and to promote the health and wellbeing of rural dwellers;

1. It should be accepted that a new RDP on its own won't deliver this objective – cross working and funding from other relevant Government departments will still be required.
2. The availability of suitable and fit for purpose community hubs to act as a focal point for rural communities remains important – especially in order to host initiatives and activities which can tackle isolation and social exclusion.
3. Village Regeneration in settlements of under 4500 needs to be referenced within this Policy objective or included as an additional objective – to mirror the DfC Urban Regeneration and Community Development Policy Framework, but with a focus on addressing economic, social and physical decline in areas classed as rural.
4. Village Regeneration - With RDP support, local government should 'take the lead' in the development and delivery of specific local actions/interventions for village regeneration which can align to Community Planning and DAERA/PfG outcomes.

Policy Objective 4- To increase employment opportunities available to people living in rural areas;

1. There is a linkage to Policy Objective 1. Supporting business growth and new business start-up will lead to job creation.
2. Barriers which prevent people in rural areas from getting into work need to be understood – barriers which are rural specific i.e transport, mismatch between skills and available jobs etc. Mid Ulster District Council and Mid Ulster Skills Forum have carried out much work in this area and would be keen to be involved in this area moving forward.
3. Use RDP support to implement specific initiatives outlined within the Mid Ulster Skills Strategy and Action Plan i.e. addressing the gap in skills needed by local employers.

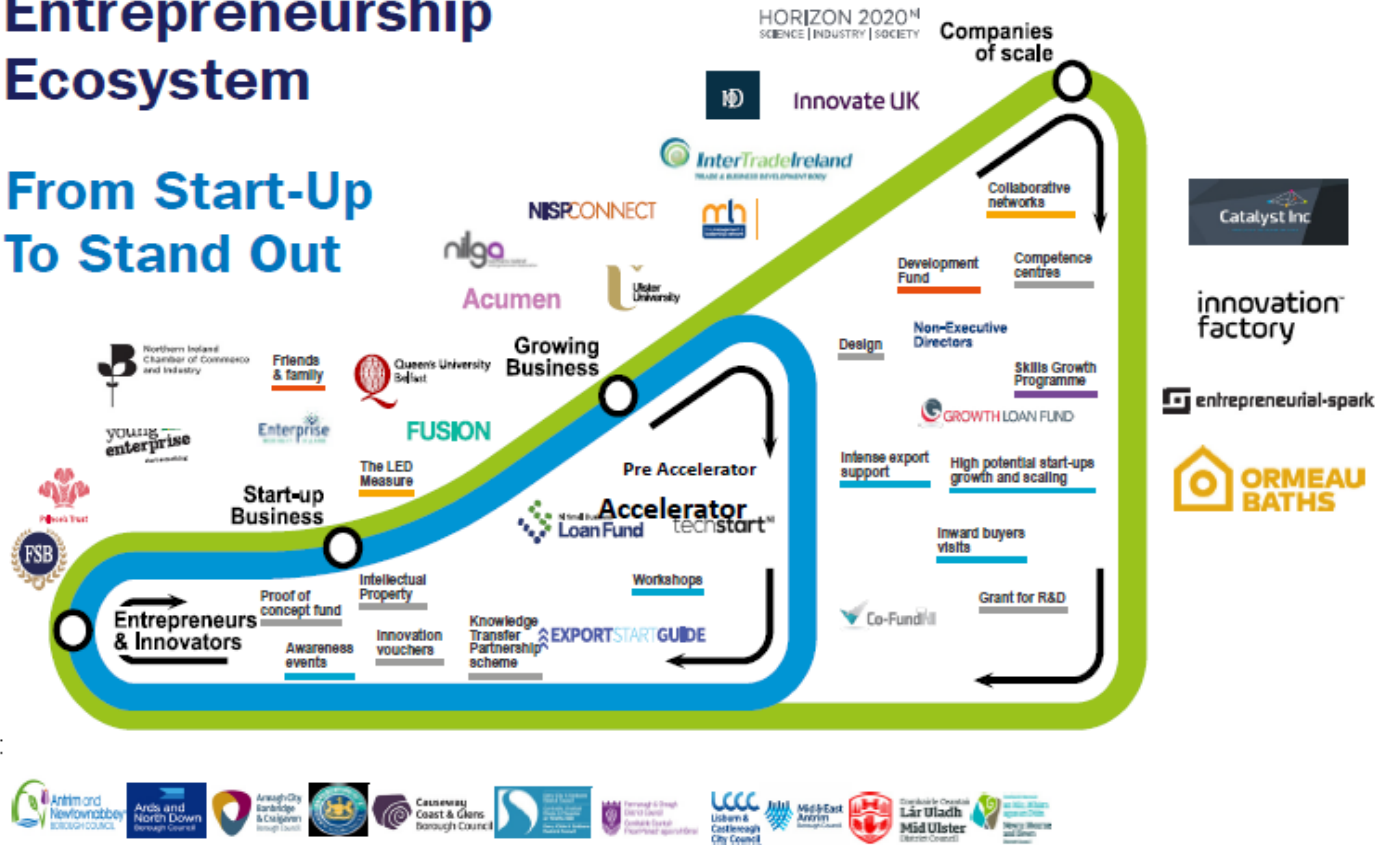
Policy Objective 5 - To improve connectivity between rural and urban areas;

1. Need agreement on the definition of “connectivity” in terms of developing actions/interventions to achieve this objective. Digital connectivity in rural areas should remain a key priority for this objective to be progressed through Confidence and Supply arrangements.

Figure 4
Entrepreneurship Ecosystem

Entrepreneurship Ecosystem

From Start-Up To Stand Out



Source – Invest NI

Recognised definitions for entrepreneurship and innovation

The Global Entrepreneurship Monitor defines entrepreneurship as:

“Any attempt at new business or venture creation, such as self-employment, a new business organisation, or the expansion of an existing business organisation by an individual, teams of individuals, or established businesses”

Eurostat defines Innovation as “the use of new ideas, products or methods where they have not been used before.

Innovations should be new to the enterprise concerned: for product innovations, they do not necessarily have to be new to the market and, for process innovations, the enterprise does not necessarily have to be the first one to have introduced the process.

A product innovation is the market introduction of a new or a significantly improved good or service.

A process innovation is the implementation of a new or significantly improved production process, distribution method or support activity for goods or services.

<https://ec.europa.eu/eurostat/statistics-explained/index.php/Glossary:Innovation>