



16 June 2022

Dear Councillor

You are invited to attend a meeting of the Development Committee to be held in The Chamber, Magherafelt and by virtual means Council Offices, Ballyronan Road, Magherafelt, BT45 6EN on Thursday, 16 June 2022 at 19:00 to transact the business noted below.

A link to join the meeting through the Council's remote meeting platform will follow.

Yours faithfully

Adrian McCreesh
Chief Executive

AGENDA

OPEN BUSINESS

1. Notice of Recording
This meeting will be webcast for live and subsequent broadcast on the Council's You Tube site [Live Broadcast Link](#)
2. Apologies
3. Declarations of Interest
Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.
4. Chair's Business
5. Deputation: Into the West

Matters for Decision

- | | |
|--|---------|
| 6. Development Report | 3 - 12 |
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13. Sports Representative Grants 97 - 100

Matters for Information

14. Minutes of Development Committee held on Thursday 12 May 2022 101 - 116
15. Clean Neighbourhood Action Plan 117 - 124
16. Leisure Participation 125 - 130
17. Departmental Service Plan 22/23: Communities & Place 131 - 166
18. Economic Development Report – OBF 167 - 200
19. Chief Executive's Departmental Service Plan Report 2022-2023 201 - 244

Items restricted in accordance with Section 42, Part 1 of Schedule 6 of the Local Government Act (NI) 2014. The public will be asked to withdraw from the meeting at this point.

Matters for Decision

20. Tender to Supply Willow to Cookstown Leisure Centre
21. Economic Development Report – CBFD

Matters for Information

22. Confidential Minutes of Development Committee held on Thursday 12 May 2022
23. Mid South West Region Growth Deal Report

Report on	Development Report
Date of Meeting	Thursday 16 th June 2022
Reporting Officer	Claire Linney, Assistant Director of Development, Tony McCance, Head of Culture & Arts
Contact Officers	Philip Clarke - Community Services Manager, Oliver Morgan-Good Relations Manager, Michael McCrory - PCSP Manager, Caroline Sheehy – Burnavon Arts Manager, Brian McCormick Seamus Heaney Home Place Manager, Joanne Robinson – Hill of O'Neill/Ranfurly House Manager

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	X

1.0	Purpose of Report											
1.1	The purpose of this report is to update members on the rolling community grants programme and to seek agreement on the assessment panels recommendations;											
1.2	To update members on the required review of the Community Grants Online system											
1.3	And to provide and update on progress across the Development department.											
2.0	Main Report											
2.1	Community Grants - Rolling Grants Programme 2022 – 2023											
	<table><tr><th>Grant</th><th>No. of groups awarded</th><th>Value of Grant Awards</th></tr><tr><td>Community Festival Fund</td><td>18</td><td>£12,160</td></tr><tr><td>Good Relations Grant</td><td>1</td><td>£629.50</td></tr></table>	Grant	No. of groups awarded	Value of Grant Awards	Community Festival Fund	18	£12,160	Good Relations Grant	1	£629.50		
Grant	No. of groups awarded	Value of Grant Awards										
Community Festival Fund	18	£12,160										
Good Relations Grant	1	£629.50										
	<i>Please see attached in Appendix 1 grant award recommendations</i>											
2.2	Community Grants Online											
	Members are advised that the current contract for community grants online expires in January 2023. In order to comply with procurement, a review and market update is required; to ensure the service continues to be based on need, good practice and value for money. The above review will be undertaken with the procurement and ICT departments.											
2.3	Development Update											
	<u>Community Support</u>											
	The allocation of Council grants is currently taking place. Officers are continuing to support groups with access to other funding sources.											

	<p><u>Good Relations</u> The Good Relations Plan for 2022 – 2023 is being delivered across the District.</p> <p><u>Peace IV Local Action Plan</u> An extension to the shared space projects for the towns – Dungannon, Coalisland, Magherafelt and Cookstown has been given, the end date for completion is now August 2022.</p> <p><u>PCSP</u> Ongoing as guided by the PCSP Partnership. See attached PCSP minutes for information in Appendix 2.</p> <p><u>Burnavon Arts Centre, Seamus Heaney Homeplace, and Hill of O'Neill & Ranfurly House</u> Continuing to deliver a range of activities, events and performances, as per brochures and marketing</p> <p><u>Irish language</u> Development is ongoing with support to community groups taking place. The allocation of community funding will come to the July Committee.</p>
3.0	Other Considerations
3.1	<p><u>Financial & Human Resources Implications</u></p> <p>Grants – Community Festival £12,160 – Good Relations £629.50</p> <p>Community Grants Online budget – to be confirmed based on research</p> <p><u>Professional Support</u> None</p>
3.2	<p><u>Equality and Good Relations Implications</u> None</p>
3.3	<p><u>Risk Management Implications</u> None</p>
4.0	Recommendation(s)
4.1	<p>Members are recommend to;</p> <ul style="list-style-type: none"> (i) Agreed to the allocation of the Community Grants as recommended in appendix 1. (ii) Note the Community Grants Online review (iii) Note the update in respect of the Development Department.
5.0	Documents Attached & References
	<p>Appendix 1 Grant awards.</p> <p>Appendix 2 PCSP Minutes</p>

Appendix 1

Local Community Festival Grants - June 2022 (Maximum £1,200)

No	Organisation Name	Organisations Aim	Title Of Event/project	Band	Total Requested Amount	Amount Awarded
1.	Ballytrea Parish Support Group	Community	Fun Night	5	£1100	£720
2.	Bawn Development Association	Cultural	Platinum Jubilee Event	7	£1200	£480
3.	Blackhill Lol 681	Cultural	Jubilee Community Family Fun Event	6	£1200	£600
4.	Castledawson War memorial	Cultural	Castledawson Community Together	6	£1200	£600
5.	Clonaneese Presbyterian Women	Community	Queens Platinum Jubilee Community Party	7	£780	£480
6.	Coolnafranky Park Residents Association	Community	Summer 22 Eco Fun in the Park	5	£860	£720
7.	Desertmartin Parish Church	Community	Desertmartin Vintage Rally	4	£1200	£840
8.	Friends of Knocknagin	Community	Family Fun Day	4	£1200	£840
9.	Galbally Pearses GFC	Sport	Feile 22	5	£2500	£720
10.	Kildress Health Matters	Community	Festival of Christmas Events	1	£1000	£1000
11.	Knockloughrim PTA	Community	Duck Race & Fun Night	5	£1200	£720
12.	Moygashel Community and Cultural Asc	Community	Queen's Jubilee Festival	6	£750	£600
13.	Ógras Centre Coalisland	Community	Magic of the Movies-Musical	5	£1200	£720
14.	Stepping Stones Pre-School Playgroup	Community	5k Run & 1.5k Family Walk	6	£1200	£600
15.	The Mid Ulster Old Time Horse & Pony Club	Community	Moneymore Horse & Community Festival Fair	4	£1750	£840
16.	Tobermore LOL 11	Cultural	Tobermore Community Funday	7	£1200	£480
17.	Tobin Centre (Moortown) Ltd	Community	Annual Tobin Summer Festival	6	£1850	£600
18.	Woodschapel Parish Church	Community	Jubilee Fun Day	6	£650	£600
Total					<u>£12,160.00</u>	

Good Relations Grants - May 2022 (Maximum £1,200)

No	Organisation Name	Organisations Aim	Title Of Event/project	Band	Total Requested Amount	Amount Awarded
1	Pomeroy Afterschool	Community	Summer Scheme	1	£629.60	£629.60

Total £629.60

Bands	Score	%
7	30-39	40%
6	40-49	50%
5	50-59	60%
4	60-69	70%
3	70-79	80%
2	80-89	90%
1	90+	100%

Minutes of the meeting of Mid Ulster Policing and Community Safety Partnership held on Wednesday 23 February 2022 at 2.30pm via Microsoft Teams

Present: Councillor Clement Cuthbertson (Chair), Councillor Frances Burton, Councillor Cathal Mallaghan, Councillor Dominic Molloy, Councillor Christine McFlynn, Councillor Brian McGuigan, Councillor John McNamee, Councillor Sean McPeake, Councillor Trevor Wilson

Alexandra Black (Vice Chair), Sue Chada, Grace Meerbeek, Ciaran McElhone, Pearse McFlynn, Seán MacGoilla Cheara, Julie McKeown, Hayley Wilson

Patsy Begley (NIFRS), Sergeant Simon Corr (PSNI), Sharon Crooks (NIHE), Sinead Dolan (YJA), Michelle Grant (PBNI), Inspector Alison Johnstone (PSNI), Superintendent Stephen Murray (PSNI), Superintendent Mervyn Seffen (PSNI)

Apologies: Councillor Anne Forde

In Attendance: Michael McCrory (PCSP Manager), Annette McGahan (PCSP Officer), Shauna McCloskey (PCSP Officer), Martina McCullagh (PCSP Assistant)

The Meeting commenced at 2.30pm.

PCSP222/22 WELCOME

The Chair welcomed all to the meeting.

PCSP223/22 DECLARATION OF INTEREST

Members were reminded of their obligation in relation to declarations of interest.

PCSP224/22 MINUTES OF MID ULSTER POLICING & COMMUNITY SAFETY PARTNERSHIP MEETING HELD ON WEDNESDAY 15 DECEMBER 2021

The Minutes of Mid Ulster Policing and Community Safety Partnership meeting held on Wednesday 15 December 2021 were approved by Members.

Proposed by: Councillor Trevor Wilson

Seconded by: Councillor Brian McGuigan

PCSP225/22 MATTERS ARISING

None

PCSP226/22 'NO DRINKING ZONES' – Response from Council

The Chair referred Members to the response received from Council in relation to a request by PCSP for the following information;

- The number of Police Statements received regarding drinking in 'No Drinking Zones' during the period from 1/11/2020 – 31/01/2022 was zero
- The number of fines issued for drinking in 'No Drinking Zones' was zero

Following a brief discussion, it was agreed that a meeting be arranged with Kieran Gordon, Assistant Director Health, Leisure & Wellbeing, PSNI and any PCSP Members who wish to attend. The date of the meeting will be circulated to Members in due course.

PCSP227/22 SIDs PROJECT PROPOSAL

The PCSP Manager referred to the 'Expression of Interest' submitted by PSNI in relation to the purchase of two SIDs, one for Castledawson and one for Tobermore where speeding vehicles have been identified. The total cost for the two SIDs is £5,600, the PSNI has secured 50% of funding and are seeking funding from PCSP for the balance of £2,800.

Following a discussion, Members agreed to provide the requested funding towards the cost of the two SIDs.

PCSP228/22 INTERACTIVE LINK FOR SURVEY RESULTS

The PCSP Manager updated Members on how to access the interactive link and provided an overview of all statistics garnered from Community Surveys, Agewell Surveys and EA Youth Surveys submitted to date.

Members made the following comments;

Councillor Burton referred to the reluctance of some people to report a crime, as the alleged culprit is provided with the name of the individual who has reported the crime, and on occasions have been subject to harassment for doing so. This causes people not to report and adds further to unreported crimes.

Councillor Burton – declaration of Interest – Agewell

Councillor Burton stated that it was good that Agewell were receiving recognition for the excellent work they are doing in the community.

Councillor Burton said it needs to be noted that additional police resources have been requested on surveys submitted, even though additional resources may not be possible at this time.

Councillor Burton referred to younger couples feeling more vulnerable in their homes, which may be due to the level of burglaries and/or vehicle theft, these types of crimes against this age group may need more attention.

Pearse McFlynn referred to the disparity between the large numbers of responses received from young people in the Dungannon area to that

received from other areas across Mid Ulster. He also referred to the level of confidence in policing, and how this may be detrimentally affected by the period of time taken by Police to respond to incidents.

The PCSP Manager advised that he will follow up with the Education Authority who conducted the on-line survey and revert back to Members with their response.

PCSP229/22 MID ULSTER PCSP DRAFT STRATEGY ACTION PLAN 2022/2025

The PCSP Manager referred Members to the Mid Ulster Draft Strategy Action Plan 2022/2025, advising that 'Outcome Based Accountability' (OBA) must be completed for all projects undertaken to evidence that they are making a difference and contributing to reducing crime, fear of crime and anti-social behaviour.

The PCSP Manager provided Members with details of the current projects being undertaken, describing how the Outcome Based Accountability (OBA) and Turning the Curve processes are applied to each Project, to ensure they are successfully impacting the issues being targeted, and if not, they may need further development and review. The Action Plan is a flexible document and if there is an increase in specific crimes, action can be taken to combat these. It is hoped that the Thematic Sub Group meetings for Anti-Social Behaviour, Night Time Economy and Vulnerable people will also re-commence in the near future.

Members made the following comments;

Councillor McFlynn suggested the inclusion of the following types of programmes;

- Intergenerational Programme
- Highlighting female safety
- Educating males regarding their attitude towards females

The PCSP Manager advised that these programmes could be incorporated into the Youth Programmes and Awareness Raising Initiatives.

Councillor McGuigan praised the work carried out by all agencies in relation to Youth Engagement Programmes over the Halloween period especially and supported the continuation of these initiatives.

Councillor Burton raised concerns about young people driving tractors and the associated dangers.

The PCSP Manager advised that when the Road Traffic Police are attending an event with the 'Crash Car Simulator' the dangers associated with driving tractors could also be discussed with the young people in attendance.

Councillor McNamee was very supportive of the Alcohol Awareness course and was very keen that this should remain within the Action Plan.

Councillor Burton proposed sending a letter of thanks to Trevor Benson, Street Angels from PCSP for the invaluable work carried out by their volunteers over the years. Members were in agreement.

The PCSP Manager advised that a letter of thanks will be sent to Street Angels on behalf of the PCSP.

The Chair suggested increasing internet safety awareness within the older generation, as they have been forced to use on-line social media since the onset of Covid19.

Grace Meerbeek raised concern about scams happening through WhatsApp and if this issue could be highlighted, if not already being done.

The PCSP Manager advised that internet scams are being highlighted on PSNI Facebook page, re-posted on PCSP Facebook page, and also through community safety messages being relayed on screens in Post Primary schools across the district. Awareness raising and signposting is ongoing.

Councillor Burton raised concerns about victims of Domestic Violence, both male and female and what level of support PCSP can provide to individuals who find themselves trapped in their own home, even more so since the onset of Covid19.

In response to Councillor Burton, the PCSP Manager advised we continue to work with the CPO, who decides the most appropriate security equipment to be used in each individual domestic violence case. The use of Forensic 'Smart Water' to deter perpetrators of domestic violence may also be an option in the near future, when all necessary legislations is in place.

The Chair stated it will be a very positive step to get out into the community again and referred to making contact with Neighbourhood Watch Schemes and the possibility of arranging a number of events across the district to start to re-engage with the co-ordinators and provide encouragement to get schemes operating again.

Councillor McNamee agreed it would be excellent to make contact with the Neighbourhood Watch co-ordinators in order to get an update on issues they have experienced over the previous 2 years and what support can be provided to them.

Councillor Burton also stated it would be very positive to re-engage with Neighbourhood Watch Schemes, CPLCs and the middle-aged generation within our communities who are experiencing 'fear of crime' in their homes.

The PCSP Manager advised that the Draft Action Plan will be updated to incorporate discussions today.

Members were informed that the PCSP budget will be reduced by 2% by the DoJ. The NIPB have yet to confirm if there will be any reduction imposed by them on the PCSP budget. When budgets are agreed Members will be updated.

PCSP230/22 ANY OTHER BUSINESS

Chief Inspector Seffen – leaving Mid Ulster District

The Chair wished Chief Inspector Seffen all the best in his new post, as he is set to leave Mid Ulster District in the near future and took the opportunity to pay tribute to him for all the help and assistance provided during the past number of years.

The Chair congratulated Superintendent Murray on his permanent appointment to Mid Ulster District and look forward to working together.

Sharon Cooks thanked the PSNI in general for their support and in particular Constable Hutchinson and Constable Lewis for all their help in dealing with anti-social behaviour issues in Coagh Crescent in Cookstown.

Northern Ireland Fire and Rescue Service – New Data Hub

Patsy Begley advised Members that NIFRS have a new Data Hub which will produce statistics in relation to arson fires, deliberate fire setting, wild fires, attacks on fire fighters, and primary and secondary fires across the District, which will be broken down into individual areas. Going forward statistic reports will be provided at Mid Ulster PCSP meetings for discussion.

PCSP231/22 DATE OF NEXT MEETING

The next PCSP meeting will take place on Wednesday 25 May 2022 in Council Chamber, Dungannon at 2.30pm.

The Chair thanked everyone for attending the meeting.

The meeting ended at 3.50pm.

Report on	Consultation on the Department of Health's Review of Urgent and Emergency Care Services in Northern Ireland
Date of Meeting	16 th June 2022
Reporting Officer	Claire Linney, Assistant Director of Development
Contact Officer	Martina Totten

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	X

1.0	Purpose of Report
1.1	To consider and agree the Council's response to the Department of Health's Review of Urgent and Emergency Care Services in Northern Ireland
2.0	Background
2.1	<p>Urgent and emergency care services have been under significant, and increasing, pressure for at least the past decade, with the additional pressures of responding to the COVID-19 pandemic. A Review of the services has been in development since 2018 but with a necessary pause in the work as a result of the pandemic.</p> <p>The following definitions of urgent and emergency care were adopted early in the Review process: URGENT: An illness or injury that requires urgent attention but is not a life-threatening situation. EMERGENCY: Life threatening illnesses or accidents which require immediate intensive treatment.</p> <p>Emergency care is a vital part of our health and social care service. Emergencies are serious and life threatening. We need to ensure that patients can always access immediate emergency treatment and care in the most appropriate manner. Many of those who attend Emergency Departments may have urgent conditions which, while serious, are not life threatening and could be managed better by another service elsewhere.</p> <p>The changes outlined in this consultation report highlight the plans to protect access to emergency care, whilst providing alternative services/pathways for urgent but not life threatening conditions. This will have implications for service users and it is important that these are understood</p> <p>There are 3 strategic Priorities within the review: Strategic Priority 1 - Integrated Urgent and Emergency Care Strategic Priority 2 – Capacity, Co-Ordination And Performance Management Strategic Priority 3 – Intermediate Care – 'A Regionalised Approach'</p>

	Consultation closed on 15th June . A member workshop was held on 26 th May.
3.0	Main Report
3.1	Please see Appendix 2 for full response
4.0	Other Considerations
4.1	<p><u>Financial & Human Resources Implications</u> None</p> <p><u>Professional Support</u> None</p>
4.2	<p><u>Equality and Good Relations Implications</u> None</p>
4.3	<p><u>Risk Management Implications</u> None</p>
5.0	Recommendation(s)
5.1	To consider and agree the Council's response to the Department of Health's Review of Urgent and Emergency Care Services in Northern Ireland.
6.0	Documents Attached & References
6.1	<p>Appendix 1 Department of Health's Review of Urgent and Emergency Care Services in Northern Ireland</p> <p>Appendix 2 Department of Health's Review of Urgent and Emergency Care Services in Northern Ireland – MUDC Response</p>

REVIEW OF URGENT AND EMERGENCY CARE SERVICES IN NORTHERN IRELAND

CONSULTATION REPORT & STRATEGIC PRIORITIES

16 MARCH 2022

FOREWORD: MINISTER



My vision for the future is to ensure that all citizens in Northern Ireland have equal access to safe urgent and emergency care services, tailored to their specific needs at the right time and in the right place.

When the Urgent and Emergency Care Review was launched on 26 November 2018, its stated aim was to establish a new regional care model for Northern Ireland, with a particular focus on meeting the needs of the rising proportion of older people in the population. I am determined that we meet this stated aim and the proposals set out in this consultation report is a first step towards that.

I would like to thank everyone involved in the developing this Review, from clinicians, service users and other stakeholders. A large number of people have provided input, with some 1,400 stakeholders having already influenced the proposals set out in the consultation report. I would particularly like to thank John Maxwell for leading the Review during all of its most critical phases.

This consultation report is a milestone in the development of a better urgent and emergency care system for Northern Ireland. The stated vision for the future of our urgent and emergency care services is important as it will guide efforts to implement the final proposals, once the consultation has concluded.

I firmly believe that implementation of the service reforms set out in this consultation report will achieve that vision. However, it must be recognised that this will take both time and strategic investment to achieve. It is also important to recognise that given the projected increase in urgent and emergency care needs, as set out in the population health needs assessment underpinning the proposals, we will need to ‘run just to stand still’. The fact is that our urgent and emergency care system, across all of its aspects from GP services, to our Emergency Departments, to our services in the community, will continue to face increasing pressures. In this context, reforming a complex system is going to be challenging.

I would strongly encourage everyone to respond to this consultation - it is important that we hear from a broad spectrum of citizens, stakeholders and interests to inform the future direction of urgent and emergency care.

A handwritten signature in black ink, appearing to read 'Robin Swann', with a stylized, cursive script.

ROBIN SWANN MLA

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Appendices: A: No More Silos: minimum set of standards for an integrated urgent and emergency care service Intermediate Care: minimum set of standards for an integrated urgent and emergency care service B: Summary of strategic priority recommendations C: Glossary	

1. INTRODUCTION

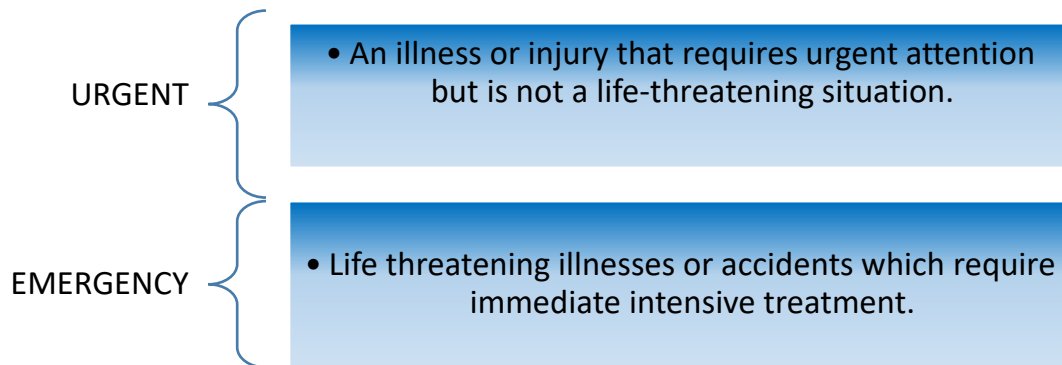
- 1.01 The Health and Social Care (HSC) system in Northern Ireland was already facing huge strategic challenges before COVID-19 hit in early 2020. Prior to the pandemic, there were significant issues in the form of an ageing population, increasing demand, long and growing waiting lists, workforce pressures and the emergence of new and more expensive treatments as outlined within ‘Health and Wellbeing 2026: Delivering Together’¹.
- 1.02 Urgent and Emergency Care was one area that had been identified as in need of reform and since 2018 a significant amount of work had been undertaken to progress the Review. As the COVID-19 pandemic engulfed Northern Ireland, HSC responded swiftly by directing all available resource towards the pandemic response. One unfortunate consequence of this necessary action was that work on the Review was paused.
- 1.03 As we came out of the first wave of COVID-19, there was a recognition in HSC that the virus would be with us in one form or another for the foreseeable future and that we would have to manage COVID-19 alongside other pressures in the system. Work on the Review, therefore, recommenced through the development of the No More Silos Action Plan and the Intermediate Care Project (ICP), which have allowed some of the emerging conclusions from the Review to be rapidly implemented. No More Silos has tested new ways of delivering urgent and emergency care services across primary care, secondary care and in the community. The ICP aims to improve outcomes for service users who receive intermediate care services, ensuring they are supported to lead the best life they can. Importantly, the service models tested and experiences gained through No More Silos and ICP have influenced the proposals set out in this consultation report.
- 1.04 While there was a necessary pause in the work of the Review, the Department of Health (DoH) remains of the view that the Review Team Report (2020) which was developed prior to the Pandemic, continues to be relevant and that the strategic direction, as set out in this consultation report, provides an appropriate response to the longstanding issues. The Review Team Report is part of the suite of consultation documents. This Review therefore continues the strategic direction set out in the No More Silos Action Plan and the Intermediate Care Project.

¹ <https://www.health-ni.gov.uk/publications/health-and-wellbeing-2026-delivering-together>

- 1.05 Public debate about urgent and emergency care often focuses on Emergency Departments as this is where the gap between demand and capacity in unscheduled care becomes manifest. However, it is so much more than that. Our primary care sector is essential to managing urgent care needs and often the most appropriate source of assessment and advice. Equally, intermediate care models such as Hospital at Home often offer the best and most appropriate service.
- 1.06 In fact, pressures in Emergency Departments are often caused by capacity failures elsewhere in the health and social care system, whether this is in the hospital, in the community or out of hospital setting. As set out in the Review Team Report, there is clear evidence that our unscheduled care system was under increasing pressure even before the onset of the COVID-19 pandemic. Attendances at Emergency Departments had increased year on year and the number of service users seen in Emergency Departments requiring admission to hospital had continued to rise. For several years performance had been on a steep downward trend with unacceptable levels of crowding in Emergency Departments, particularly during the winter months, resulting in large numbers of service users waiting more than 12 hours on hospital trolleys while waiting for assessment and admission to the correct medical setting.
- 1.07 Furthermore, the DoH Population Health Needs Assessment undertaken in 2017 to inform the Review has clearly set out the challenges posed by the projected increase in older people needing to use the service over the next 10 years. This has further been reinforced by more recent Northern Ireland Statistics Research Agency population projections, which estimates that between mid-2018 and mid-2043:
- Population aged 65 and over is projected to increase by 56.2%
 - Population aged 85 and over projected is to increase by 106.4%
- 1.08 At the same time, it is important to recognise the impact and implications of the COVID-19 pandemic. The experience of the pandemic has demonstrated the risk of overcrowding in terms of nosocomial infections. Crowded Emergency Departments are simply not appropriate environments for vulnerable service users and we have heard clearly the wish to be cared for at home where possible, by staff with the right expertise in regionally consistent services.
- 1.09 There is often confusion about the terminology used by services users, providers and commissioners of urgent and emergency care services. Different terms such as “unscheduled care”, “unplanned care”, “urgent care”, “crisis response” and “emergency care” are often used interchangeably despite the

fact that they may mean very different things according to the point of view of those delivering and using them.

- 1.10 As set out in Chapter 2 of the Review Team Report, the following definitions of urgent and emergency care were adopted early in the Review process:



- 1.11 There is a growing body of evidence to inform the design of services providing urgent and emergency care, including the experience gained locally through No More Silos. Wide ranges of guidelines and toolkits have been developed by professional bodies to improve and standardise the delivery of urgent and emergency care. Successful unscheduled care systems around the world demonstrate a high level of coordination, integration and cooperation that allows the service users to access the right care, first time, in the right place. This is often not through the emergency care system, but by directly engaging specialist teams, in and outside the hospital environment, to achieve better outcomes for service users, thus avoiding unnecessary delays and inefficient duplication.

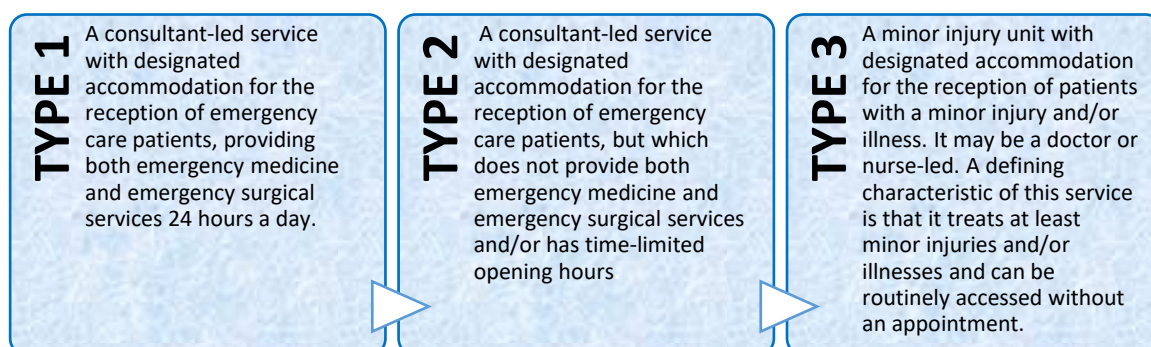
2. URGENT AND EMERGENCY CARE SYSTEM IN NORTHERN IRELAND

Primary Care

- 2.01 Whilst the General Practice (GP) contract is outside the scope of this review, General Practice is a critical element of the provision of urgent and emergency care.
- 2.02 Prior to the pandemic, GP has been experiencing increased demand. The pandemic has accelerated a move that was already underway towards a telephone-first consultation model, as a means of managing that increased demand. This model has allowed a greater number of people to access their GP than would otherwise be the case. Critically, the telephone-consultation model allows the GP to determine the most appropriate approach to safely addressing the patient's needs. Where a face to face appointment is appropriate, that will be arranged. Alternatively, the GP may decide, based on their clinical assessment, that a telephone consultation is appropriate or that the patient should be signposted or directed to other relevant services.
- 2.03 General Practice currently conduct approximately 200k consultations per week, with around 40% of these being face to face.
- 2.04 The challenge now is to build upon the work that has been done to introduce the telephone-consultation model; to ensure consistency and quality of experience across Northern Ireland and ensure the potential of this new technology is fully exploited to the benefit of patients.

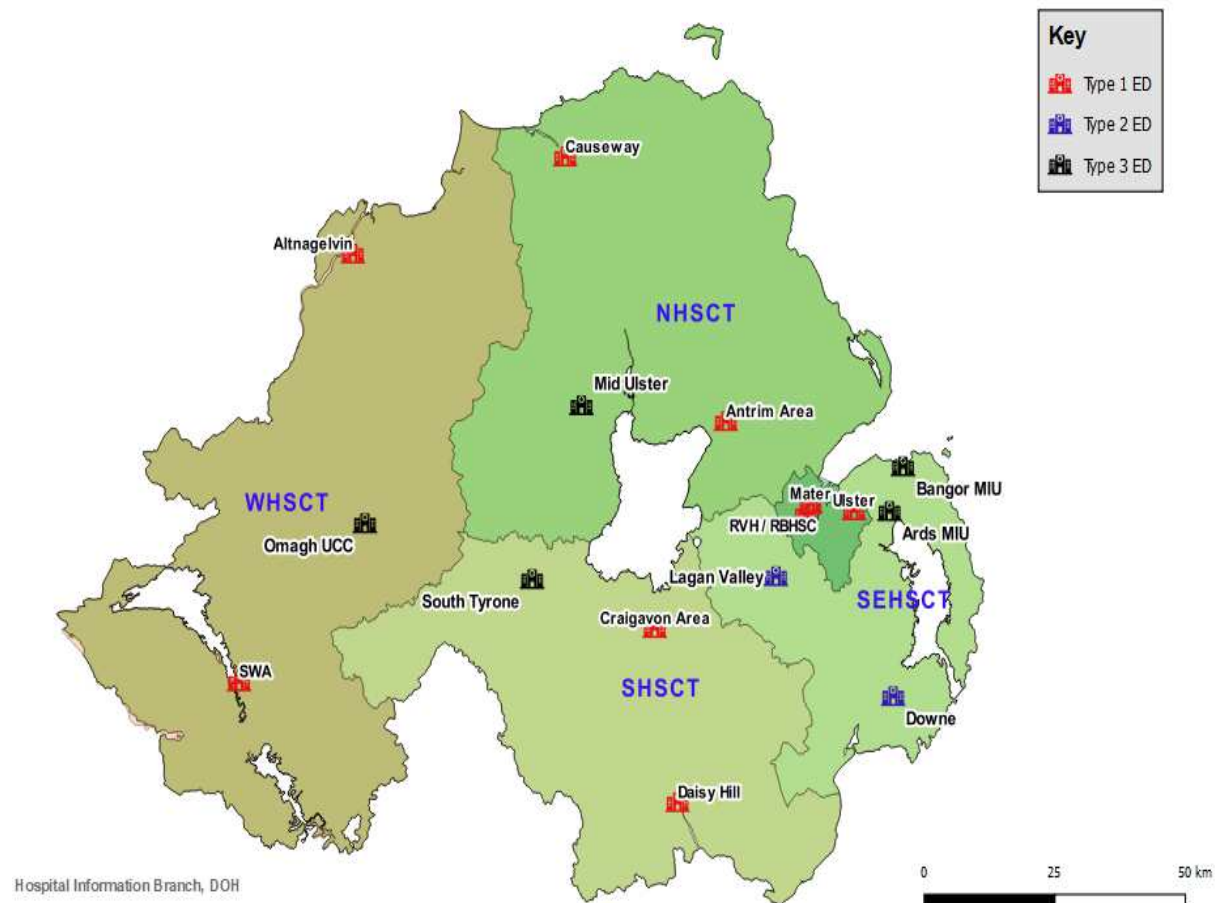
Secondary Care

- 2.05 Emergency care is provided through the acute hospitals in Northern Ireland. The type of Emergency Departments can be categorised as follows:



2.06 The distribution of our Emergency Departments is shown below:

Figure 1: Distribution of Emergency Departments

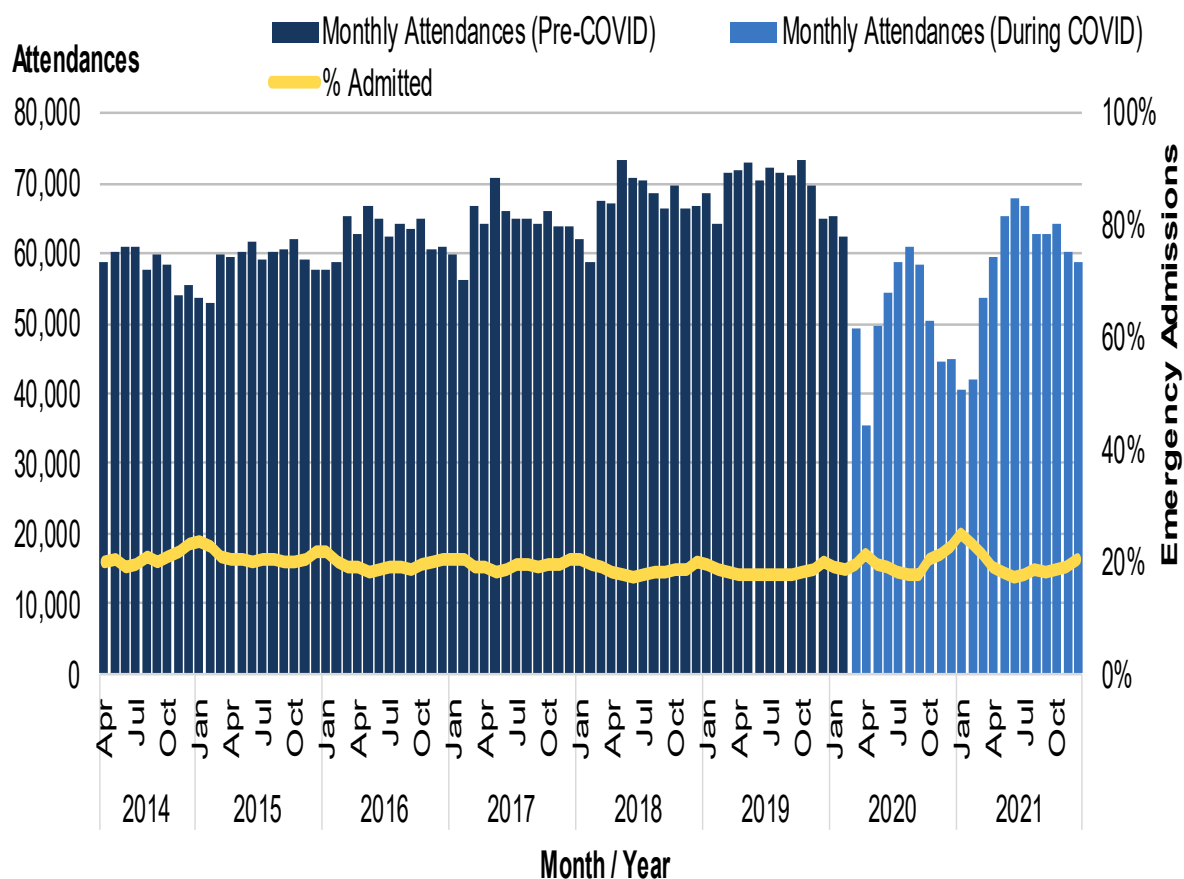


2.07 Emergency care statistics are regularly published on the DoH website, with the latest made available on the 11 February 2022². The pandemic has undoubtedly impacted on the emergency care statistics and the introduction of new models of care, such as those set out in No More Silos, will need to be reflected in the statistics as soon as possible.

² <https://www.health-ni.gov.uk/news/emergency-care-waiting-time-statistics-october-december-2021>

2.08 Figure 2 below shows both attendances at Emergency Departments and admissions to hospital in each quarter from 2014 to 2021. It is clear that the pandemic has had an impact on the level of attendances, particularly during periods of high COVID-19 transmission and lockdowns.

Figure 2: Attendances at Emergency Care Departments and Emergency Admissions to Hospital (April 2014 – December 2021)



Source: Regional Data Warehouse, Business Services Organisation

2.09 Table 1 below details the number of new and unplanned review attendances at each Type 1 Emergency Department during December 2021 and the same month in 2020. It also details the total number of attendances at Type 2 and 3 Emergency Departments during this period^{3 4 5}.

Table 1: Attendances at Emergency Care Departments (December 2020 – December 2021)

Department	New Attendances		Unplanned Review Attendances		Total Attendances	
	Dec 2020	Dec 2021	Dec 2020	Dec 2021	Dec 2020	Dec 2021
Mater	1,047	1,922	22	27	1,069	1,949
Royal Victoria	5,687	7,992	84	155	5,771	8,147
RBHSC	2,061	3,444	192	364	2,253	3,808
Antrim Area	5,202	7,415	242	366	5,444	7,781
Causeway	2,620	3,380	128	195	2,748	3,575
Ulster	6,579	7,712	203	329	6,782	8,041
Craigavon Area	4,731	5,626	386	535	5,117	6,161
Daisy Hill	2,953	3,854	234	281	3,187	4,135
Altnagelvin Area	3,978	4,939	298	368	4,276	5,307
South West Acute	2,189	2,739	203	229	2,392	2,968
Type 1	37,047	49,023	1,992	2,849	39,039	51,872
Type 2	2,646	3,023	152	246	2,798	3,269
Type 3	3,019	3,518	91	132	3,110	3,650
Northern Ireland	42,712	55,564	2,235	3,227	44,947	58,791

Source: Regional Data Warehouse, Business Services Organisation

2.10 This information shows that the vast majority of Emergency Department attendances occurred at a Type one Department (88%).

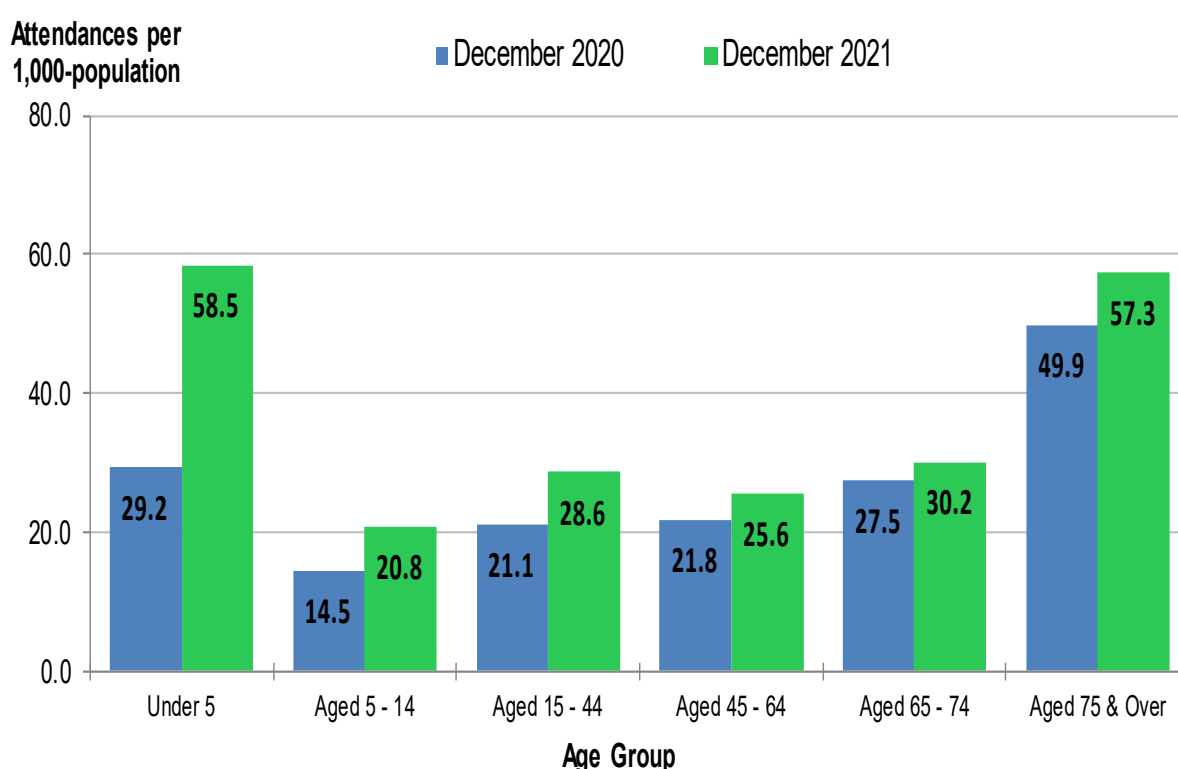
³ Readers should note that those on an ambulatory care pathway delivered outside the ED are not included in these statistics.

⁴ Readers should note that Craigavon ED includes figures for Craigavon Respiratory (COVID-19) ED (29th March 2020 - 19th October 2020), Craigavon Paediatric ED (31st March 2020 - 12th June 2020) and Craigavon Minor Injuries Unit (2nd - 14th December 2020)

⁵ Readers should note the impact on attendances and changes to EDs because of the COVID-19 pandemic from the start of 2020.

2.11 Figure 3 presents information on the number of attendances at Emergency Departments per 1,000-population, broken down by the age group of those attending^{6 7 8}. This clearly demonstrates that the largest groups attending are those aged under 5 and those aged 75 and over. As the DoH population health needs assessment demonstrated, the 75 and over age group is projected to grow in the coming years, which will drive an increase in demand for emergency care.

Figure 3: Attendances at Emergency Care Departments per 1,000-population, by Age Group (December 2020 – December 2021)^{9 10}



Source: Regional Data Warehouse, Business Services Organisation

⁶ Data on the age of those attending ED are not National Statistics, but have been published to provide users with a comprehensive view of emergency care activity and time spent in ED.

⁷ Readers should note that those on an ambulatory care pathway delivered outside the ED are not included in these statistics.

⁸ Readers should note the impact on attendances and changes to EDs because of the COVID-19 pandemic from the start of 2020, see Appendix 2 for details.

⁹ Excludes cases where the DOB could not be determined.

¹⁰ Based on the NISRA 2020 mid-year population estimate, which was published on 25th June 2021.

Intermediate / Community Care

- 2.12 Urgent care provided in the community is an integral and important part of our overall urgent and emergency care system. Intermediate care through 'Acute Care at Home' is currently being delivered in three (Belfast, Southern and Western) of our five Health & Social Care Trusts (HSC Trusts).
- 2.13 This consultation report suggests that we should build on this momentum to provide a regionalised '**Hospital at Home**' service. This will provide intensive hospital level care for acute conditions that would normally require an acute hospital bed, in a service user's home for a short episode, through multi-disciplinary healthcare teams. Service users under the care of the 'Hospital at Home' team will not normally attend hospital for clinical assessment for any care or treatment within the remit of the team. Suitable arrangements will be made to ensure access to telephone advice or virtual consultation, assessment in the community and if necessary admission to the Emergency Department or directly to the hospital based speciality. This will require partnership working across the urgency and emergency care service areas and is core to the ethos of the new models.
- 2.14 Whilst outside of the scope of this Review, the important role played by community pharmacies in managing urgent care needs must also be recognised.

3 REVIEW THEMES

- 3.01 During the course of the Review, a number of key themes emerged that should guide transformation of the urgent and emergency care model. These are set out below.

Accessibility

- 3.02 As the review team advanced work it became abundantly clear that there were problems with accessibility throughout the system.
- 3.03 Service users and carers complained that they often found themselves in a complex environment where they were unable to access the correct person, specialty, test or treatment. One described it, as a 'merry-go-round' between the GP and Emergency Department, another talked about being moved from 'pillar to post' but no one seemed able to help or to be the right person for the patient's problem.
- 3.04 Clinicians equally reported difficulties in accessing the correct person, specialty or diagnostic test to expedite the service users' care. Many clinicians complained that they could only access care via an Emergency Department and this was often not the best or correct place but was unfortunately their only option. We heard clearly of the need for standardised alternative pathways, such as Hospital at Home, with responsive multidisciplinary capacity.
- 3.05 On reviewing other health systems in the UK, Europe and internationally similar problems of access often presented themselves, however it was clear that the more efficient and effective systems had managed to improve accessibility at many levels.
- 3.06 By creating an integrated urgent care system with rapid access assessment and treatment services, service users and health professionals will have much better access to the correct person and place first time. A direct booking and scheduling service linked to urgent care centres, assessment units, Hospital at Home teams and rapid access treatment services reduces the system's dependence on crowded Emergency Departments. Service users will have better experiences and ultimately outcomes.

Co-ordination

- 3.07 Many health professionals and service users felt that our health system was at times disjointed and could be better coordinated. Members of the ambulance service particularly pointed to a lack of coordination and joined up thinking between providers when it came to urgent and emergency care. Other healthcare workers related how coordination between primary and secondary care services were not as coherent and seamless as they should be. Problems also existed in the coordination and transition from acute hospital-based care to community and social care.
- 3.08 Leading health systems exhibit high levels of coordination. Many use directories of service to make sense of and to navigate a complex system. Increasingly command and control centres with access to real-time data and direct support from clinical decision makers are being implemented to coordinate complex health systems. The theme of a need to improve coordination to deliver effective care was presented in each of the clinical task and finish groups. Furthermore, at the healthcare summit held in June 2019, 91% of attendees wanted urgent and emergency care delivered in a regional way. Coordination is essential for any healthcare system to work effectively. This is especially true for urgent and emergency care.
- 3.09 Service users and healthcare workers related how coordination between many parts of the healthcare system was disjointed. Developing an integrated urgent care system with rapid access assessment and treatment services will improve the coordination throughout the system. Key enablers such as a regional Phone First system, the directory of services and a direct connection with specialists through a single point of access will improve coordination between primary, secondary and specialty care, and intermediate care services.

Standardisation

- 3.10 At the June 2019 healthcare summit, 88% of attendees indicated that they wanted to see standardisation across the region. Healthcare practitioners, service users and carers complained of a multiplicity of terminologies and processes. Clinical pathways were also often not standardised and this was especially evident around HSC Trust boundaries where service users and general practitioners reported that one HSC Trust had a pathway for a condition and the neighbouring Trust had a different pathway for the same condition. Anecdotal stories described how elderly parents had been moved in with relatives to facilitate access to a better pathway in a different HSC Trust.

- 3.11 In healthcare we prevent harm to service users by reducing variation and standardising pathways and practice. The lack of standardisation in our system is very apparent. HSC and provider organisations should standardise as far as possible clinical pathways, functionality and terminology. A regional approach with regards to telephony and a directory of service will support a move towards a reduction in variation between areas.

Silos, barriers and poor communication

- 3.12 When discussing our health care system with clinicians and practitioners and service users at the many engagement events that were held, the subjects of siloed working, barriers to the patient journey and poor communication were frequently brought up.
- 3.13 The Northern Ireland healthcare system seems to have drifted towards a silo mentality at many levels. It was evident in the separation of primary, secondary and intermediate care, as well as between specialties and other groups of practitioners. Rigid operating policies with lengthy exclusion criteria and an attitude of protectionism to a perceived scarce healthcare resource prevented a smooth patient journey. One service user described it as a 'computer says no' attitude in the healthcare system. We need to re-establish trust, improve our communication and rid our health system of silos and barriers.
- 3.14 By creating enablers such as a regional directory of service, organisational interoperability and regionalised clinical pathways we will ensure that different aspects of the health care system work together to achieve the best experiences and outcomes for service users. The No More Silos Action Plan and Intermediate Care Project are aimed at tackling these issues and this Review reinforces that direction of travel.

Workforce and Training

- 3.15 Any changes to a health care system need to take into account workforce and the associated training needs for the future. This is especially important as it takes a considerable length of time to train healthcare professionals and support staff. We therefore have to understand many years in advance what our population health care needs may be.
- 3.16 On discussion with healthcare practitioners in Northern Ireland, many voiced frustrations regarding what they felt was a more limited scope of practice than some of their counterparts in England. Most were keen to take on extended roles and expand their scope of practice. Medical practitioners, royal colleges

and professional bodies alike propounded a view that their specialty needed to increase training numbers to prepare for future challenges and changes.

- 3.17 When visiting health care units in England it was obvious that they had invested in a variety of roles and had extended their scope of practice. Urgent Treatment Centres and assessment units were often managed by Advanced Clinical Practitioners from many professional backgrounds. It is critically important that we take into account workforce in any new model moving forward as we will need to consider well in advance the volumes of staff required and how we train and retain the staff to support our new models. Without proper workforce planning and investment, it will not be possible to deliver on the proposed strategic priorities.

Capacity and Flow

- 3.18 The efficient movement of service users through a health care system is vital for both the effective use of limited resources and the achievement of safe care. Crowding of Emergency Departments and delays in the discharge of service users to the most appropriate environments were themes that regularly came to the fore during the Review, alongside missed opportunities through admission avoidance and supporting earlier discharge through intermediate care services.
- 3.19 There is a debate on the balance between increasing the number of hospital beds, increasing capacity in the community and improving the flow through hospitals. Proponents of increasing capacity point out that we have fewer beds per thousand of the population than some other health systems. Advocates of improving the flow through the system argue that we cannot simply 'build' our way out of the crowding problem but need to concentrate on improving the efficiency of the overall health system. This may also mean additional capacity in the community to support timely discharge and flow through our hospitals. Above all, we need to understand this problem across the whole unscheduled care system in much more detail. An evidence based capacity review will assist in informing future action on these interconnected issues.

An Inefficient System

- 3.20 While engaging with both healthcare professionals, service users and carers groups there were multiple reports of inefficiencies within our systems.
- 3.21 Health professionals pointed out that there was unnecessary duplication at many stages of the service users' journey. For example, if a GP refers a service user for an opinion about an urgent problem, the individual will likely see a junior doctor in the Emergency Department who will then refer the service user onto

another junior doctor in a specialty who will then refer onto a registrar who may then speak to the consultant. At any point in the process the service user may be referred back to their GP without the medical issue being definitively resolved. Often the whole process then starts again.

- 3.22 Better performing health systems in other parts of the UK and Europe eliminated these redundant processes by ensuring the service user saw the right person, first time, in the right place. Clinicians and service users alike were frustrated by inefficiencies in the system. By involving specialties more directly in the care of service users, we remove duplication and resolve medical problems more quickly and efficiently. By facilitating direct admissions and assessments and fully exploiting community based services, fewer service users will be queued and delayed in crowded Emergency Departments. Emergency physicians will then be able to dedicate more time to those that require their immediate attention.

Building on good practice

- 3.23 On discussing our urgent and emergency care system with the healthcare professionals, service users and carers, it was also clear that there were many areas of excellent and innovative practice. Several Trusts were already beginning to model the concepts of urgent treatment centres or exploring medical and surgical assessment units. Others had invested further in the expansion of intermediate care models such as Hospital at Home and anticipatory care. New practices were also emerging in paediatrics. Prior to the pandemic, significant technological advances in the form of an electronic medical records as well as a directory of services were being developed. The implementation of the No More Silos Action Plan and the Intermediate Care Project have built on this existing good practice. The proposals in this consultation report builds on these experiences and we now need to go further.

Digital Solutions

- 3.24 In a context of limited resources and growing demand for urgent and emergency care services, we need to support reforms by harnessing digital solutions. Important lessons have been learned both before and throughout the pandemic and we now need to build these to maximise the opportunities that digital solutions affords.
- 3.25 One recent example is the 111 Pandemic Helpline. At the outset of the pandemic, this was activated in Northern Ireland. We coupled this with the introduction of a triage script for COVID to help assess the severity of

symptoms: potential for self-management; and diagnosis of symptoms. This had a significant impact in reducing onward referral to GPs and the GP Out of Hours (OOH) service.

- 3.26 At peak the helpline was managing 6,000 calls daily and was managing an average of 2,300 calls during March 2020. On 23rd March 2020, the Department released an app and online symptom checker; a smart search 'chatbot' to answer questions; and a link to COVID resources. Following the launch of the app, calls to the helpline decreased substantially, falling to under 300 per day. Use of the app rose to approximately 6,000 per day, with some 29% involving symptom checks. Only 13% of those checking symptoms were advised to seek clinical assistance. The remainder were advised self-isolate, get tested and provided with advice on how to self-manage (or advised that they didn't have symptoms).
- 3.27 Digital resources can help citizens make sensible decisions in managing their own care, reducing the need to seek professional advice on every occasion. With limited capacity and staffing in the HSC sector, a digital shift in the management chronic illness could significantly alleviate pressure on services. If this was coupled with monitoring solutions and Artificial Intelligence, care planning and community intervention with specialist nurses, the unrealised potential is very significant.
- 3.28 Likewise the Encompass programme and wider use of consistent data in monitoring and performance managing services will be important as we progress our urgent and emergency care reform agenda.
- 3.29 Once we conclude this public consultation, identify final proposals and move to the implementation phase, it is essential that digital solutions is at the forefront of our plans to support future delivery of urgent and emergency care. In doing so we will recognise the limitations for some service users, such as those who lack access or knowhow to effectively use digital services.

Mental Health

- 3.30 While much work has taken place in recent years to improve mental health crisis services, such as multi-agency pilots and the creation of mental health liaison in Emergency Departments, it was accepted that mental health crisis services in Northern Ireland were in need of reform.
- 3.31 The Mental Health Action Plan, therefore, contained a commitment to reconfigure mental health crisis services and, in late 2020, the Department commissioned a review of crisis services. The Mental Health Crisis Service Review Report, completed in April 2021, considered evidence from literature,

best practice, and service user perspectives and provided 15 recommendations.

- 3.32 A new regional crisis service was announced on 24 August 2021. This new service seeks to provide a regional approach to mental health crisis, where people of all ages get care and treatment when they need it, where they need it. It is a policy that focusses on the needs of the person rather than the system, and is a new direction for crisis services.
- 3.33 The crisis service policy recognises that whilst people do attend Emergency Departments in mental health crisis, this is often not the best place for them, as it is often not an environment that is conducive to providing a mental health assessment. This is true for all age groups, including children and young people. The new crisis service involves mental health services working with Emergency Departments and other emergency care services to provide alternatives for people of all ages. This could include mental health practitioners working in partnerships with Urgent Care Centres providing phone support for those in mental health crisis. Emergency Departments will continue to be designated as places of safety under the Mental Health Order. When alternatives to Emergency Departments are developed, other existing services must also be considered, such as Lifeline and other Protect Life 2 services.
- 3.34 The Health and Social Care Board (HSCB) and Public Health Agency (PHA) are leading on the implementation of the new crisis service, with HSC Trusts responsible for regionally consistent delivery. This work is reflected in Action 27 of the recently published Mental Health Strategy 2021 – 31, which commits to the creation of a Regional Mental Health Crisis Service that is fully integrated in mental health services and which will provide help and support for persons in mental health or suicidal crisis.
- 3.35 The HSCB is due to close in March 2022. The functions of the HSCB will transfer to a new Directorate within the Department of Health, which will be called the Strategic Performance and Planning Group (SPPG). Where the HSCB is referenced in this consultation report, the roles ascribed to it will become the responsibility of the new SPPG group.

Paediatric Services

- 3.36 The Review Team Report suggests that around a quarter of all Emergency Department attendances are children and young people. It is important to recognise that children's needs are different to adults' and require a specialist approach in relation to urgent and emergency care.

- 3.37 The Department's Paediatric Strategy¹¹ recommended and has supported the development of short stay paediatric assessment units. Currently children can be referred straight from the community to the paediatric assessment units in all HSC Trusts, except for Belfast. These short stay paediatric assessment units are a crucial part of the Urgent and Emergency Care system.
- 3.38 More generally the services envisaged in this report, including Phone First, Urgent Care Centres and the integrated Out of Hours service, will serve the whole population from the youngest to the oldest. It will be important that paediatric pathways are in place to support these service models and this will be a key part of the implementation phase of this Review.

Discharge

- 3.39 Timely discharge was raised as an important issue both during the course of the Review and during the pre-consultation engagement. Whilst discharge is outside of the scope of this Review, work has been undertaken elsewhere by the DoH, the HSCB and the PHA.
- 3.40 A Regional Discharge Group co-chaired by the HSCB and the PHA has been established. This Group has identified three key priorities in an effort to help expedite discharges from our acute hospitals. These are Nurse Facilitated Discharge; Home for Lunch; and Discharge to Assess.
- 3.41 The Regional Discharge Group is working in partnership with HSC Trusts to enable the implementation of these priorities. Monitoring arrangements have been developed to provide oversight of performance against the 3 key priorities. Targets for improvement were agreed with HSC Trusts in September 2021. To date improvements have been delivered across two of these areas. Nurse facilitated Discharges have increased from 7% to 11% since September 2021. The number of patients discharged under the Discharge to Assess pathway has doubled since August 2021.
- 3.42 The Minister also invested £23m in November 2021 to improve the terms and conditions of Independent Sector domiciliary care workers. The aim was to add capacity in to the system to facilitate timely discharge. HSC Trusts are also in the process of developing proposals on how they can support the care home sector's move towards a '7 day per week' assessment / admission model. This will assist patient flow by enabling discharges to the care home sector to take place more easily at weekends.

¹¹ <https://www.health-ni.gov.uk/sites/default/files/publications/health/paediatric-strategy-hospital-andcommunity.pdf>

Summary

- 3.43 It must be stressed at this stage that the issues in our Emergency Departments are in no way the fault of the service users who attend them. However, the fact is that our system has been far too reliant on Emergency Departments as the access point for a multitude of secondary and tertiary care services.
- 3.44 This needs to change. It is essential that we put in place systems to deal with the growing number of service users requiring urgent care, while also ensuring that Emergency Departments and hospitals are able to deliver the timely care that service users with life-threatening emergencies need.
- 3.45 The purpose of this stage of the Review is to set out and consult on a new approach to urgent and emergency care services across Northern Ireland. The ambition is to improve the service and improve the service user experience by ensuring greater accessibility to services and by making it easier to access the most appropriate service as quickly as possible in a location most suited to the service user, without necessarily having to attend an Emergency Department to do so. This builds on the experience gained in relation to new service models, through implementation of the No More Silos programme.
- 3.46 In parallel, the DoH and HSCB are advancing with colleagues from NHS England a Getting It Right First Time (GIRFT) review of emergency medicine in Northern Ireland, which will complement the work of the Urgent and Emergency Care Review. The GIRFT programme in England examined the delivery of emergency care across the country. Through the collection and analysis of relevant data, including the development of new metrics, GIRFT enabled NHS England to better understand the causes and consequences of variation. In so doing, GIRFT has been able to identify the dominant constraints relevant to each emergency care system. It is anticipated that the work on a Northern Ireland GIRFT Emergency Medicine report will continue and that emerging findings will become available during summer 2022.
- 3.47 The opportunities to improve the service users' experience of, and clinical outcomes from, urgent and emergency care is huge. We need to revolutionise the way in which unscheduled care services are provided and accessed. Digital solutions will need to play a key role, building on existing capability and lessons learned to date.

4. CO-PRODUCTION / USER ENGAGEMENT

- 4.01 This consultation report has been informed by input from over 1400 key stakeholders who have been involved through a range of co-production, involvement and engagement methodologies. Stakeholders include service users; carers; clinical professionals; the third sector; and health and social care staff.
- 4.02 Co-production has been an integral part of the Urgent and Emergency Care Review and No More Silos projects. This has been delivered in partnership with the Regional Unscheduled Care Service User and Carer Reference Group (USCRG); local Implementation groups; and HSC Trust based service user and carer reference groups.
- 4.03 Since 2018 there have been three phases where stakeholders have informed the contents and recommendations set out in this consultation report:
- The review of urgent and emergency care project – 2018-2020
 - No More Silos project – 2020 -2022; and
 - Pre-consultation - early 2022.
- 4.04 Service user and carers have been embedded into the project structures with senior doctors from primary and secondary care, nurses, allied health professionals, policy leads from the DoH, senior managers from HSC Trusts, the HSCB and PHA.
- 4.05 A healthcare summit was held in June 2019, bringing together: strategic leaders and senior professionals in primary, secondary care and intermediate care; service users; carers; and charities. The summit provided the opportunity for stakeholder discussion and input at an early stage regarding potential solutions that would inform the Review. This has been supplemented with 11 service user and carer workshops; patient and carer surveys; and engagement with the third sector. Further information can be found in the Review Team Report.

4.06 The key messages arising from this engagement can be summarised as follows:



4.07 As we move to develop a new model of urgent and emergency care based upon the findings of this Review, it is essential that these principles are applied. Co-production and involvement will continue to play a key role as we move to consult on the conclusions of the Review, and implement its findings.

Pre-Consultation engagement

4.08 Pre-consultation played an important part in the development of this consultation report. It provided the opportunity to test the content with specific stakeholder groups who have an interest in and experience of urgent and emergency care services. This process allowed DoH to identify areas for further development and highlighted issues that required further scrutiny in advance of full public consultation.

4.09 Targeted stakeholder engagement and pre-consultation took place with key stakeholders, and resulted in a number of significant amendments being made to the consultation proposals. These include:

- Drawing on experience of new service models developed through No More Silos during COVID-19.
- Greater consideration of hospital discharge.
- The importance of conducting a capacity review and to carefully consider the scope of such a review.

4.10 The formal consultation will provide an opportunity to further test the findings of the Review with the population of Northern Ireland; this will then provide the basis for future plans for urgent and emergency care.

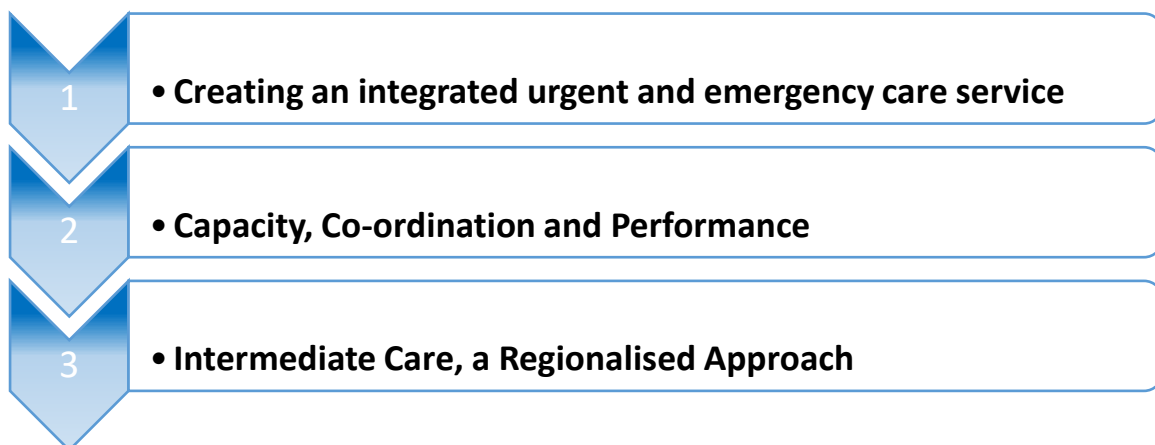
5. VISION AND STRATEGIC PRIORITIES

5.01 Each section of this Review, as detailed in the Review Team Report, has drawn a number of conclusions in respect of developing existing services and improving the provision of urgent and emergency care.

5.02 As we move to implementation, it is proposed that these conclusions should be grouped into three overriding strategic priorities, each with its own associated recommendations. These recommendations will contribute towards achieving the overarching ***Vision*** for urgent and emergency care:

‘To ensure that all citizens in Northern Ireland have equal access to safe urgent and emergency care services, tailored to their specific needs at the right time and in the right place.’

5.03 The three strategic priorities are as follows:

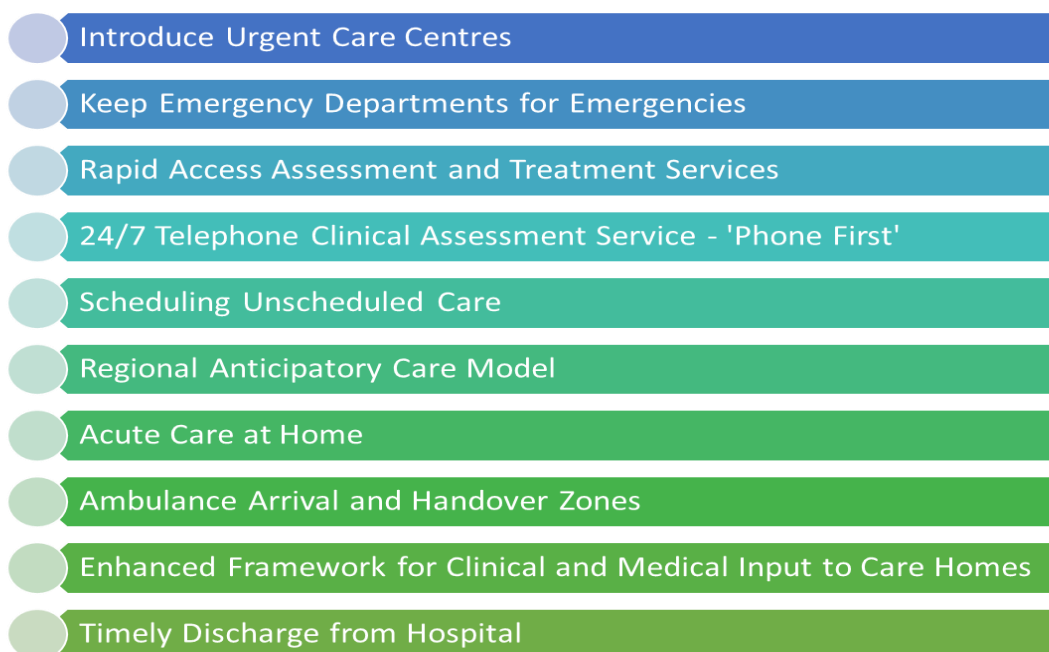


5.04 It is critically important to recognise that transformation of our urgent and emergency care system will only succeed if all three strategic priorities are implemented. They are interdependent and all essential for delivery of an improved urgent and emergency care system.

6. STRATEGIC PRIORITY 1: AN INTEGRATED URGENT AND EMERGENCY CARE SERVICE

No More Silos

6.01 In October 2020, in response to the pandemic and using the learning from the work of the Urgent and Emergency Care Review, the Department published a COVID-19 Urgent and Emergency Care Action Plan. The Action Plan was subtitled No More Silos, reflecting the overriding need for an integrated urgent and emergency care system that operates across professional and administrative boundaries in primary, secondary, intermediate and social care. The **No More Silos Action Plan** set out ten key actions that would help to ensure that urgent and emergency care services across primary and secondary care could be maintained and improved. The ten key actions were:

- 
- Introduce Urgent Care Centres
 - Keep Emergency Departments for Emergencies
 - Rapid Access Assessment and Treatment Services
 - 24/7 Telephone Clinical Assessment Service - 'Phone First'
 - Scheduling Unscheduled Care
 - Regional Anticipatory Care Model
 - Acute Care at Home
 - Ambulance Arrival and Handover Zones
 - Enhanced Framework for Clinical and Medical Input to Care Homes
 - Timely Discharge from Hospital

6.02 Whilst the Action Plan consisted of 10 key actions, it is important to note that the proposals set out under this key priority is focused on the first five actions:

- Introduce Urgent Care Centres in each Trust area.
- The continued expansion of rapid access assessment and treatment services to support urgent care centre referrals and direct access by GPs.
- 24/7 Telephone Clinical Assessment Service – a single 'Phone First' regional telephone number for Northern Ireland.

- These actions will allow for scheduling of unscheduled care; and
- Keeping Emergency Departments for emergencies.

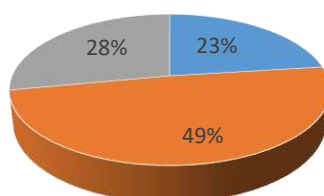
6.03 The remaining 'No More Silos' actions are included under **Strategic Priorities 2 and 3**.

6.04 The DoH has established a clinically led No More Silos network, jointly chaired by primary and secondary care clinicians, to oversee this work and drive continued improvement in urgent and emergency care.

6.05 To date, No More Silos has made significant progress against the ten key actions, with the delivery of Urgent Care Centres and a Phone First service across a number of HSC Trusts. Phone First and Urgent Care Centres provide alternatives to Emergency Departments for service users who require urgent treatment but are not facing an immediately life threatening illness. The Phone First service is currently available in the Northern, Southern and Western HSC Trusts. Lagan Valley Hospital also recently introduced Phone First on a temporary basis and an interim local service is available in Downe Hospital.

6.06 Up until 31st December 2021, almost 176,000 patients have utilised the Phone First and Urgent Care services across Northern Ireland.

Phone First and Urgent Care Services in NI



- Discharged with advice or referred back to their GP - 40,339
- Scheduled for an appointment at an Emergency Department, Urgent Care Centre or alternative pathway - 85,613
- Referred directly to an Emergency Department - 50,000

6.07 In terms of Hospital at Home, the latest monitoring data suggests a significant level of activity. For example, in Belfast HSC Trust between April 2021 and December 2021 there were more than 1,000 referrals to Hospital at Home. In Southern Trust more than 1,200 patients were referred and accepted to Hospital at Home during the period April 2021 to November 2021. The HSCB is currently working on the consistent capture of this data, including the outcomes. However, the early emerging data captured suggests a considerable

impact on Emergency Department attendances, hospital admissions and discharges.

- 6.08 Delivery of elements of the No More Silos programme has been positive to date. Whilst progress has been made in relation to the development of urgent care pathways for service users not requiring admission, we have not seen the same level of impact in relation to service users requiring urgent assessment by acute medical services. In many cases, these are also the service users who wait for long periods in Emergency Departments following a decision to admit. There is also the potential to develop an equitable standardised approach to 'out of hospital' services. This is included in **Strategic Priority 3: 'Intermediate Care, A Regionalised Approach'** and expands further on the opportunities for 'Hospital at Home' services within the No More Silos Action Plan.
- 6.09 The nature of the implementation of No More Silos, introduced during the pandemic, with a remit to move swiftly and for delivery predominantly via a local implementation group structure (ensuing collaborative leadership and co-production in each HSC Trust area), means that HSC Trusts have implemented different approaches and models to a number of the No More Silos ten key actions. There must now be a greater focus on standardisation and regionalisation across the key actions, as detailed below, acknowledging that some local variation is likely to be necessary.

Rapid Access to Clinical Assessment and treatment

- 6.10 The fundamental purpose of rapid access assessment and treatment services is to identify what the patient needs as quickly and accurately as possible, then to be able to connect them with the care they need as seamlessly as possible.
- 6.11 The new model of rapid access assessment and treatment will streamline and improve patient care across the urgent care system. It fundamentally redesigns the urgent care 'access point' to offer easy access to health care services that are fully integrated with all aspects of the system.
- 6.12 The changes will see healthcare services cooperating and collaborating to deliver a rapid, high quality, clinical assessment, advice and admission to hospital or a community based crisis response service that improves the service user's experiences and outcomes.
- 6.13 Introducing new options for assessment, admission and ambulant care with a consistently available community option will appropriately reduce the overall footfall through Emergency Departments resulting in less congestion. Reducing the number of admissions and length of stay by ensuring equitable provision of

community based alternatives such as same day care and intermediate care services that can respond to meet acute needs in the service users own home will help improve flow and ultimately patient experience and outcomes.

- 6.14 This change will deliver the ***right care, with the right person, in the right place, first time.***

An Integrated Urgent and Emergency Care System

- 6.15 It is recommended that the No More Silos Network should introduce an integrated urgent and emergency care system across all provider organisations. This will involve 'Phone First', supported by Urgent Care Centres in conjunction with rapid access assessment and treatment services. This will fundamentally change the way service user's access health services, meaning that they will receive a complete episode of care, quickly, in the right setting.
- 6.16 In establishing the new system, it is recommended that the No More Silos network should ensure all provider organisations adhere to a minimum set of standards, as set out at **Annex A**. Providers may also choose to build upon or add to these, according to their requirements.

Integrating Phone First and GP Out of Hours (OOH)

- 6.17 In setting up a new integrated urgent and emergency care model, it is important that the public can access care through a single, easily accessible number as opposed to an array of different access points. The information provided by the patient through their first contact with the system should follow them across the health and care sector throughout their episode of care.
- 6.18 GP Out of Hours (OOH) services are closely linked to other unscheduled care services across the health sector, including daytime GP services and Emergency Departments. There are currently 19 OOH centres across Northern Ireland; these are managed by 5 different provider organisations. Three of the OOH services are provided by HSC Trusts while two are provided by Mutual organisations. For a variety of reasons, including demographic change, daytime service pressure in primary care, and increasing demand for services, all of these organisations are reporting ongoing challenges filling GP sessions. During 2020, it was not possible to fill 18% of OOH planned sessions.
- 6.19 In line with the standards set out in **Annex A** to establish an integrated urgent and emergency care model, it is proposed that the OOH model will be reshaped to form part of the wider integrated urgent and emergency care service. The finance, staff and organisational resources available to the current OOH service would be mobilised within the reshaped model to deliver a service that delivers

the elements of the previous OOH service but in a more integrated and multidisciplinary approach. In the new model the GP practice remains the main contact point for triage and assessment for service users with urgent non-emergency issues during the in hours period. In addition to providing a more joined up service, it is expected that this will improve the sustainability and reliability of the service.

- 6.20 It is envisaged that the phone service would be delivered by a multidisciplinary team including staff from primary and secondary care, supported where appropriate by existing clinical support software. Referral to other services would be electronic, supported by phone call or virtual consultation as necessary. The team would have access to local acute, intermediate and community teams for advice or referral. The locality based teams would receive appropriate education and training and have access to a single regional directory. This will support the ability for them to work across geographical boundaries.
- 6.21 Face to Face consultation and home visits, when necessary, would also be provided by a multidisciplinary team reflecting the clinical need of the service user. The No More Silos network should ensure that the new service is integrated with the other urgent care services operating in the OOH period and that there are appropriate links with in hours provision of urgent care services, including general medical and pharmacy services, intermediate care, mental health services, Emergency Departments and rapid access assessment and treatment services.

Mental Health

- 6.22 As already set out, the DoH has developed a new Mental Health Crisis policy which is being implemented. For this reason, Mental Health is considered outside of the scope of this Review. Importantly, the Department will ensure that mental health policy is joined up with the wider urgent and emergency care activities through appropriate governance arrangements.

Workforce Planning

- 6.23 As mentioned in the introductory paragraphs, when changes are being proposed to healthcare systems, workforce and training needs must be considered. This is important for both future proofing and for enabling staff to maximise their skillsets and abilities.
- 6.24 As part of the implementation process for the new model, the Department will oversee the development of a regional, multi-professional workforce plan to ensure we have the appropriately skilled staff to deliver the new models in

urgent and emergency care, considered on healthcare need and based on population projections. This is critically important to the successful delivery of this Review. This work will build on the existing Urgent Care Centre staffing models in relation to this strategic priority and in relation to **Strategic Priority 3** will build on experience of current Hospital at Home staffing models.

STRATEGIC PRIORITY 1 - RECOMMENDATIONS

Integrated Urgent and Emergency Care

- 1. It is recommended that the No More Silos Network should introduce an integrated urgent and emergency care system across all HSC Trusts.**
- 2. This will include a Regional 'Phone First' model with a single number for service users requiring non-emergency urgent care. Phone first is a clinical triage advice and guidance service designed to make it easier and quicker for service users with an urgent need to get the right advice or treatment they need.**
 - It will provide advice, guidance and navigation for people who are unwell and considering attending an Emergency Department. It operates all day every day.**
 - At evenings and weekends it also provides access for people who wish to contact the GP Out of Hours services.**
 - Service users requiring emergency response (such as collapse, stroke, heart attack or major trauma) will continue to use 999 as appropriate.**
- 3. The 'Phone First' model will also need to be accompanied by establishment of Urgent Care Centres and rapid access assessment and treatment services in all HSC Trusts.**
- 4. As part of the new model, the current GP Out of Hours service will be reshaped to form part of the wider integrated urgent and emergency care service.**
- 5. In establishing the new system, it is recommended that the No More Silos network should ensure services adhere to the minimum set of standards (Annex A of the consultation report). Providers may also choose to build upon or add to these, according to their requirements.**
- 6. The Department of Health will oversee the development of a regional, multi-professional workforce plan to ensure we have the appropriately skilled staff to deliver the new models of care in Urgent and Emergency Care. This will build on the experience of Urgent Care Centres currently in operation.**

7. STRATEGIC PRIORITY 2: CAPACITY, CO-ORDINATION AND PERFORMANCE

- 7.01 Performance against Ministerial targets at Emergency Departments has been declining for many years. Waiting times for admission to hospital from Emergency Departments are rising, with older people waiting longer.

Capacity

- 7.02 During the course of the pandemic, there has been significant work to ensure that management information on bed capacity is as accurate and responsive as possible. Up until October 2020, capacity data reflected commissioned beds. While this was a suitable system prior to the pandemic, it did not take into account pandemic related factors such as staff vacancies or absence, or the reduced physical capacity in hospitals due to the required infection, prevention and disease control measures.
- 7.03 New data systems were implemented in October 2020 and are reflected in the DoH Covid-19 dashboard. As well as more regular updates on actual operational capacity, the data in the dashboard also now reflect the number of service users for whom a Decision to Admit has been made (e.g. from an Emergency Department), thereby reflecting more accurate occupancy levels across hospital sites.
- 7.04 The National Audit Office has suggested that hospitals operating with average bed occupancy of higher than 85% can expect to have regular bed shortages. The information in the dashboard shows that our hospitals have been operating above this level for the whole of the period since October 2020, and likely before then given the previous weaknesses in the available data.
- 7.05 It has been highlighted earlier in this report that there is an ongoing debate on the appropriate balance between hospital bed capacity, community capacity and greater focus on flow and discharge. In this context, it will be important to carry out an evidence based review of capacity to meet future demand. The DoH will give careful consideration as to the scope of this capacity review. This work will be informed by the independent GIRFT Emergency Medicine Review. We will also carefully consider the merits of delivering it using internal resources, or appointing an independent third party.
- 7.06 It must also be noted that whilst focus has been directed to ensure management information is accurate and responsive for Emergency Departments and acute hospitals, efforts must be continued to ensure similar levels of information are available across all elements of the integrated urgent and emergency care

system with a particular focus on out of hospital care. This allows for whole system knowledge and appropriate co-ordination.

Demand

- 7.07 While the new integrated urgent and emergency care system will help to encourage more efficiency within the system, it will not resolve the issues around capacity. There are intense pressures currently at all major Emergency Departments in Northern Ireland and these are resulting in long waits and slow ambulance turnaround times, which has an ongoing impact on the wider community. While these pressures to some degree may be attributable to the impact of the pandemic, allied to continued increases in waiting times for planned care, they are part of a long term trend.
- 7.08 It is projected that the number of admissions for the population aged 65 and over will increase by 25,800 over the next five years. The number of admissions for younger groups is projected to reduce, so that the overall increase in admissions is projected to be around 12,800 by 2026.
- 7.09 Hospitals have been struggling with these pressures for several years. While there was a significant reduction in the number of service users attending Emergency Departments during the initial phases of the pandemic, it is evident that demand is now returning to its long term trend.
- 7.10 There is also growing evidence that the unacceptable waiting times for elective care are translating into increased numbers of service users presenting to General Practice and hospitals with advanced acute needs. In order to deal with this, and future winters, the system will require the efficiencies delivered through the new integrated urgent and emergency care system; potentially an increase in inpatient bed capacity and unscheduled assessment capacity in key medical specialties; and potentially an increase in unscheduled out of hospital care.
- 7.11 Through the findings of the DoH Population Health Needs Assessment, we know already that the 'Medical Take-in' specialties of General Medicine, Thoracic Medicine, Gastroenterology and Cardiology accounted for 65% of the increase in hospital admissions between 2009/10 and 2016/17. These specialties have higher emergency admission rates among older people. In the coming months, work will be carried out by the HSCB to identify the highest priority areas for additional capacity and the pathways/models that will have the greatest impact on current pressures. The proposed capacity review will be required to provide further evidence on the capacity gap and the balance of where additional investment would best service the local population.
- 7.12 It must also be noted that when we refer to increasing capacity, this really means increased investment in additional doctors, nurses and other health professionals. Even with additional investment, there are likely to be issues in relation to the supply of trained, qualified staff to carry out these roles. It will

take time to grow the workforce to the level required to meet demand for services. However, this should not detract from efforts to understand the scale of the capacity gap; and the appropriate balance between hospital beds, community capacity and greater focus on flow.

System Capacity

- 7.13 The pressures at Emergency Departments are the symptom of pressures in other parts of the health and care system. Many of the benefits of the new integrated urgent and emergency care system will only be fully realised if there is capacity in other parts of the system. The DoH has developed detailed plans for eliminating the capacity gap for elective surgery, cancer services and mental health. If the necessary level of investment required to deliver these plans is made available, this will reduce demands on unscheduled care. The delivery of these planned services in a timely way will help reduce the number of service users requiring urgent care. In recognising this, the DoH has commenced work on the Intermediate Care Project through the No More Silos Action Plan and included it as Priority 3 within this Review.
- 7.14 The Northern Ireland Ambulance Service (NIAS) also continues to face severe pressures resulting in delays in handing over service users leading to poor experience and increased risk, and reduced capacity available in the community to respond to calls waiting. In considering the capacity requirements for the urgent and emergency care system, it is vital that capacity within the ambulance service is also addressed. NIAS is a truly regional service and is absolutely essential to ensure that people across Northern Ireland can access emergency care services.
- 7.15 NIAS has carried out an extensive demand and capacity review in relation to its services and developed a new clinical response model (CRM). The work identified significant gaps in staffing and vehicles necessary to deliver the new model and meet performance targets.
- 7.16 NIAS has developed detailed plans for the implementation of the new clinical model but additional recurrent investment is required to enable the service to meet the necessary performance standards. Until this capacity gap is addressed, this will mean more service users waiting longer to be conveyed to hospital.
- 7.17 NIAS has experienced steadily rising demand and deteriorating response time performance over the last four years. Having the right resourcing in place is critical to the ability of NIAS to improve services and outcomes for service users. The new CRM will improve the quality of service, lead to more efficient vehicle disposition, avoid unnecessary attendance at hospitals and lead to improvements in staff morale. Developments in information systems will allow improvements in the quality of service delivered to service users.

Performance Management

- 7.18 In addressing the ongoing unscheduled care pressures across the HSC, the HSCB has established an Unscheduled Care Regional Group to consider issues relating to capacity, co-ordination, and flow.
- 7.19 Ensuring effective use of available capacity will also require effective performance monitoring and performance management functions. In order to be able to improve services and benchmark performance, it is important that there is a shared understanding of performance standards and an assurance that all sites and services are working to comparable standards. The use of common metrics and data will be paramount. The completion of a GIRFT Emergency Medicine report for Northern Ireland will provide a good starting point for a greater focus on evidence based performance management.

STRATEGIC PRIORITY 2 – RECOMMENDATIONS

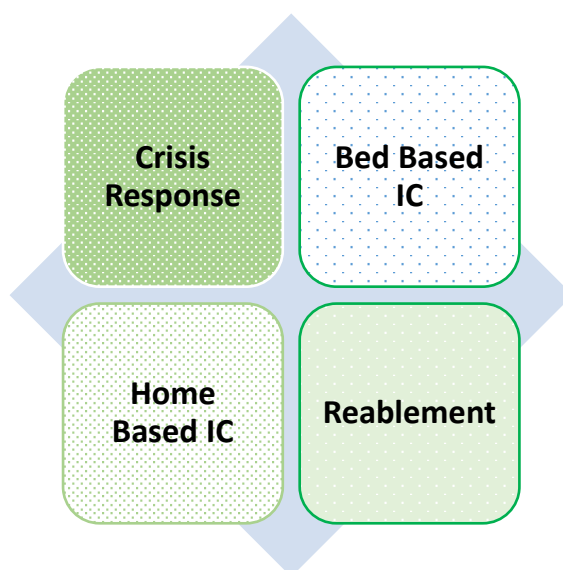
Capacity, Co-ordination and Performance Management

- 7. As part of the implementation of the recommendations of this Review, and taking into account the implementation of the strategies highlighted above, it is recommended that the Health and Social Care Board should lead an initial piece of work to establish where additional capacity would have the greatest impact in reducing pressures on urgent and emergency care services.**
- 8. Following the completion of a Getting It Right First Time (GIRFT) Emergency Medicine Report, it is also proposed that an evidence based capacity review will be carried out. Careful consideration will be given as to the scope of this capacity review and to the merits of appointing an independent party to complete it.**
- 9. In the longer term, it is recommended that the Health and Social Care Board work, the GIRFT report and the capacity review should be used to guide additional investment in unscheduled capacity both for in hospital services and also for out of hospital services, across provider organisations.**
- 10. Alongside work to increase capacity, the Health and Social Care Board has established an unscheduled care hub to monitor urgent and emergency pressures. While this will not reduce unscheduled care pressures, it is expected to improve co-ordination across the region.**
- 11. There are already plans in place to significantly increase HSC capacity in key areas such as cancer, elective care, mental health and social care. Provided the necessary levels of investment are available to implement these strategies, this will address some, although not all, of the capacity issues set out in this report.**
- 12. Implementation of the Northern Ireland Ambulance Service Clinical Response Model must be a system priority to ensure equitable access to emergency care for people across Northern Ireland.**
- 13. As part of a strengthened performance management function, the Health and Social Care Board will, informed by a GIRFT report for Northern Ireland:**
 - Agree a small amount of comparable performance parameters for acute sites;**
 - Benchmark and monitor acute performance; and**
 - Agree and monitor delayed discharge information to inform service development in acute and community services; and**
 - Further develop and standardise information available across all elements of the integrated urgent and emergency care system with a particular focus on out of hospital care.**

8. STRATEGIC PRIORITY 3: INTERMEDIATE CARE – 'A REGIONALISED APPROACH'

- 8.01 Responding to the needs of the new urgent and emergency care model along with the predicted demographic changes by delivering out of hospital services as we have done in the past will simply not be enough. As outlined in the Review Team Report, there is a significant body of evidence which suggests that when frail older people are admitted to hospital they are more likely to experience poor healthcare outcomes. These include increased delirium, inpatient falls, muscle ageing and functional decline, which will ultimately result in a poor service user experience and reduced independence post admission. There is no doubt that attending and waiting for long periods in our Emergency Departments can be a distressing and confusing experience for older people.
- 8.02 For many years the DoH policy has been to promote independence and to move care away from institutions. Intermediate care services must be seen as central in delivering this for out of hospital, unscheduled services.
- 8.03 Intermediate care (IC) is an umbrella term used to cover a wide range of community based services designed to respond to the needs of our older populations' unscheduled events, with the central aim of:
- Proactively caring for service users, thereby preventing unnecessary admission or attendance at hospital;
 - Allow individuals to retain their independence and live in their own home as long as possible;
 - Provide care outside the hospital environment, in the community or in the individuals own home.
- 8.04 National evidence gathered on IC services culminated in the production of the National Institute for Clinical Excellence guidelines, 'NG 74' which defines Intermediate Care as:
- 'A range of integrated services that: promote faster recovery from illness; prevent unnecessary acute hospital admission and premature admission to long-term care; support timely discharge from hospital; and maximise independent living.'*

8.05 The guidelines describe these integrated services under four pillars of care:



8.06 They recognise that older people's care is often better managed through intermediate care services, rather than in a hospital environment. However, for these to be truly effective within the new urgent and emergency care model it is vital they are provided equitably across Northern Ireland, that they are responsive and delivered by teams with the right skill mix and capacity to respond to the unscheduled urgent need as it arises.

8.07 *Health and Wellbeing 2026: Delivering Together*¹² set out a vision for Acute Care at Home in which service users, often frail and elderly, are treated in their own homes by doctors, nurses and other staff. Conditions such as chest infections, urinary tract infections and dehydration can all be safely treated without the need to go to hospital, which can be a worrying and anxious experience for many. Service users will have, within their own home environment, the same access to specialist tests as those in hospital and receive consultant led assessment and treatment. This is also highlighted as a priority within the No More Silos action plan.

8.08 The DoH has recognised and progressed the work needed in this area. The project team has been tasked with defining a regionally consistent framework for IC services across Northern Ireland to include the four pillars of intermediate care services. To date the crisis response, under which Acute Care at Home / Enhanced Care at Home services currently sit, has been prioritised. This has seen significant progression with the development a one model framework for 'Hospital at Home' services for Northern Ireland.

8.09 The large scope of services provided by IC along with the history of individual service design, localised implementation, embedded cultural practices and

¹² [Health and Wellbeing 2026 - Delivering Together | Department of Health \(health-ni.gov.uk\)](https://www.health-ni.gov.uk/publications/health-and-wellbeing-2026-delivering-together)

variations in management structures both locally and regionally have made true service reform and equity of provision difficult to achieve. HSC Trusts have had local successes within some services and in expansion of service provision to cover greater geographical areas. However there remains significant regional service variation and inequity of provision across Northern Ireland.

- 8.10 This Review focuses on the need to realise a new integrated urgent and emergency care model, which offers the opportunity to fully exploit the benefits of regionalised IC services. The development and implementation of a regionalised framework for IC services is therefore seen as a strategic priority.
- 8.11 In recognising the breadth of services delivered under IC, detailed work has begun to co-produce service definitions, describe the nature of the service areas and the teams required to deliver these services. This will be supported with the development of standardised information parameters, which will strengthen the performance management functions in out of hospital care, in line with **Strategic Priority 2**.

Hospital at Home

- 8.12 Work has progressed at pace on a regionalised 'Hospital at Home' service. This will provide intensive hospital level care for acute conditions that would normally require an acute hospital bed, in a service user's home for a short episode, through multi-disciplinary healthcare teams. Service delivery will be led by what matters to the service user and the realisation of benefits for them. Home should be the hub of care wherever clinically appropriate so that inpatient care is considered only when necessary. The scope and configuration of the service will be sufficient to avoid any unnecessary hospital attendances or admissions of older people. In being truly responsive to meet these needs, teams must mature to provide extended 7 day a week service provision.
- 8.13 Service users under the care of the Hospital at Home team will not normally attend hospital for clinical assessment for any care or treatment within the remit of the team. Suitable arrangements will be made to ensure they have access to telephone advice or virtual consultation, assessment in the community and only if necessary admission to the Emergency Department, or directly to the hospital based speciality. This will require partnership working across the urgency and emergency care service areas and core to the new models ethos.
- 8.14 Detailed service frameworks will continue to be developed for the other three IC pillars including Bed Based IC, Home Based IC and Reablement services.

STRATEGIC PRIORITY 3 – RECOMMENDATIONS

Intermediate Care – ‘A Regionalised Approach’

- 14. It is recommended that a regionalised intermediate care programme should be implemented to ensure equitable provision across Northern Ireland, including in the Care Home sector, to the right intermediate care services, which are responsive, efficient and effective in providing enhanced clinical care in the patient’s own home and supporting hospital flow.**
- 15. Phase one of the project is the development of the full Intermediate Care service framework covering the four areas: Hospital at Home, Bed-Based Intermediate Care, Home Based Intermediate Care and Reablement. Phase two of the project will move to support implementation and equity of provision of these services for the population of Northern Ireland.**

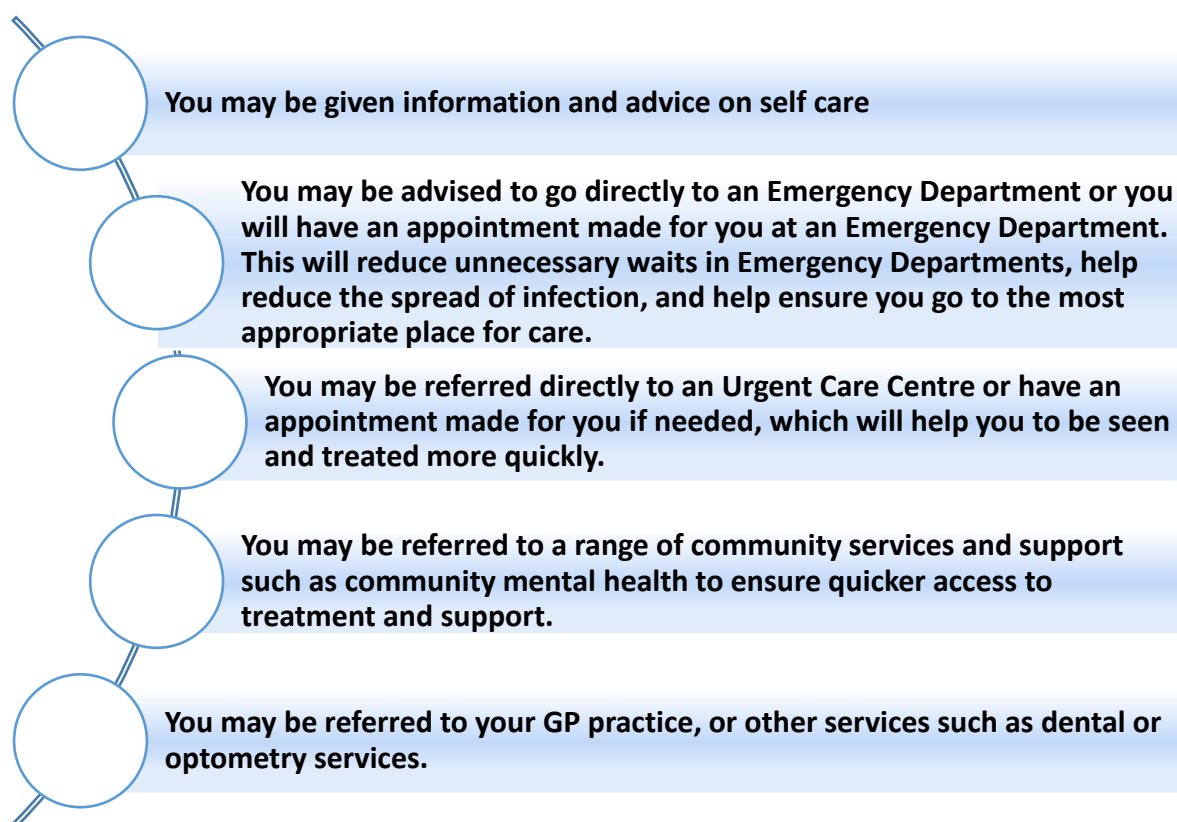
9. SERVICE USER IMPACT

- 9.01 Emergency care is a vital part of our health and social care service. Emergencies are serious and life threatening. We need to ensure that patients can always access immediate emergency treatment and care in the most appropriate manner. Many of those who attend Emergency Departments may have urgent conditions which, while serious, are not life threatening and could be managed better by another service elsewhere.
- 9.02 The changes outlined in this consultation report highlight the plans to protect access to emergency care, whilst providing alternative services/pathways for urgent but not life threatening conditions. This will have implications for service users and it is important that these are understood. This section attempts to spell out the impact on service users of the proposed strategic priorities.

Strategic Priority 1: An integrated Urgent and Emergency Care Service

- 9.03 **‘Phone First’** is a new way for the public to access urgent care. Anyone who considers they have an urgent but not life threatening illness and is considering travelling to an Emergency Department will be asked to ‘Phone First’. They will be clinically assessed on the phone by a health professional and will then be given advice and, if needed, directed to the most appropriate urgent or community service to meet their treatment or care needs. This could include an appointment to attend an Emergency Department, an Urgent Care Centre, a Minor Injuries Unit or being redirected to their GP, pharmacist or other service. This service is already live in the Northern, Southern and Western Trust areas. It is proposed that this service will be rolled out province wide to become a 24/7, 365 days a year service, supported by one regional number.

9.04 The anticipated impacts and benefits for service users of **'Phone First'** include:



9.05 Importantly **'Phone First'** does not replace 999. For all emergencies that are life threatening always call 999 immediately. This can include stroke, heart attack, loss of consciousness, breathing difficulties, severe bleeding or major trauma. In addition, Phone First does not replace the advice or direction from your own GP practice if they advise you to go directly to an Emergency Department.

9.06 **Urgent Care Centres** are one of the new ways hospital and GP/primary care staff teams are working together to assess and treat adults and children who present with illnesses and injuries which require urgent attention but are not life threatening. Access to Urgent Care Centres will be primarily through 'Phone First' and are envisaged to be rolled out across all of the five HSC Trust areas. The centres will ideally be based at, although separate from, Emergency Department locations. However in some cases they may be stand-alone dependent on local circumstances.

9.07 It is important to note that Urgent Care Centres do not replace existing Minor Injury Units.

9.08 The anticipated impact and benefits of **Urgent Care Centres** for service users include:

- Same day/next day access through Phone First appointment between 8-10pm/7 days per week for urgent care and treatment.
- Access is also available for individuals who 'walk in' to an Urgent Care Centre.
- Joined up care and support provided by a range of health and social care professionals across medical, nursing, and allied health professionals.
- Ongoing referral to the right individual/team to continue the care treatment and support you may require.

9.09 In terms of **Rapid Access Assessment and Treatment centres**, GP's will be able to make direct appointments for service users to be seen rapidly by the right specialist (nurse, consultant, allied health professional) for assessments, tests, diagnosis and, if required, ongoing support at hospital or community clinics. Examples of this include; rapid assessment services for lung, heart and stomach problems.

9.10 The anticipated impacts and benefits for service users include:

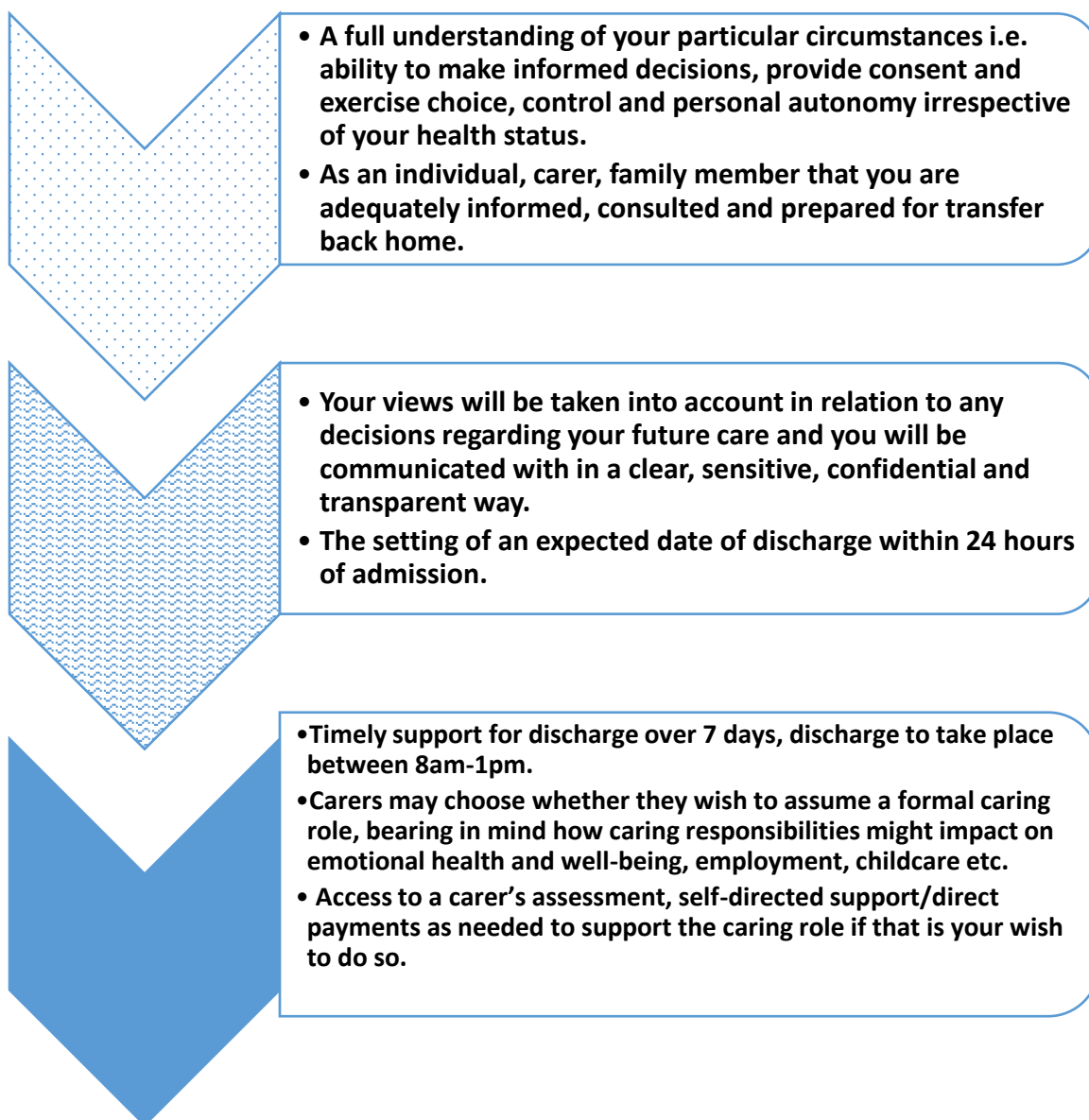
- Your GP will now be able to refer you directly to these services if there is a concern you have a serious undiagnosed condition or significant change in a pre-existing condition.
- When you attend the clinic you will be seen by the appropriate team who will have access to appropriate tests and investigations, linking closely with your GP practice.
- More urgent conditions will be seen on the same or next day and less urgent within 7 days.
- Services will mostly be available between 9-5pm on weekdays.
- Specific referral and pathway arrangements will be developed to support individuals experiencing a mental health crisis.
- Specific referral and pathway arrangements will also be developed to support children services and older peoples' services (specific arrangements to be determined by each HSC Trust area).

Strategic Priority 2: Capacity, Co-ordination and Performance

9.11 In terms of **timely discharge from hospital**, there is clear evidence that people who are deemed medically fit suffer emotionally and physically from prolonged stays in hospital. It is therefore critically important that discussions take place

early with the individual, carer or family to agree what the arrangements will be, when the time is right, to be discharged or transferred to an environment, which can provide safer and more appropriate continuing care to meet the individual's need. Discharge arrangements can mean a return to the individual's home or temporary admission to a care home. Where possible, no decisions about permanent long term care should be made in an acute hospital setting.

9.12 Impacts and benefits for service users of **timely discharge** include:



Strategic Priority 3: Intermediate Care – ‘A Regionalised Approach’

- 9.13 The third strategic priority involves developing a range of services to better support service users, in particular older people, at home and in the community. This includes support to care homes and hospital at home. Improving the care experience of older people is a key priority which must include individuals, carers and family members being actively involved in all key decisions regarding changes to care arrangements.
- 9.14 The Covid pandemic demonstrated the importance of increasing and improving support for **care homes and their residents**. The pandemic demonstrated the need for an improved HSC support and care framework for care homes. All HSC Trusts and GP practices are working together to ensure that individuals with complex needs have an appropriate assessment from a multidisciplinary team featuring a range of HSC professionals including; medical, specialist nursing, physiotherapists and occupational therapists. This includes ensuring that every individual will have a future care plan (anticipatory care plan) to support physical and emotional health and wellbeing, provide acute care and treatment as needed, and ensure the individual's wishes for continuing care are known and respected.
- 9.15 The anticipated impacts and benefits for **care home residents** and their families include:
- Recognition of your right to exercise choice, control and personal autonomy.
 - Your active involvement (family /staff) in agreeing your care plan ensuring it fully reflects your wishes and enables you and your family to be adequately informed on managing risks in the event of significant changes in circumstances (anticipatory care).
 - Timely support and treatment by relevant HSC professionals with regular two way information and communication on the progress of your treatment.
 - If circumstances arise, the opportunity to say what will be important to you and your family. This involves planning for end of life care by being involved in deciding how your needs are met, given the chance to look ahead and make advanced decisions if that is your wish.
- 9.16 **Hospital at Home** is a service that should be developed across Northern Ireland enabling people with more acute care needs to be treated and cared for in their own home. The service is focused on preventing individuals from being admitted to hospital unnecessarily and also to avoid unnecessary trips to

Emergency Departments. It is about having access to the right care, at the right time in the right place.

- 9.17 If the service user, and their family agree with the care recommendation, the Hospital at Home team will provide acute hospital type interventions in the home. The service will be able to treat a wide range of clinical and medical conditions. Should the person's health deteriorate the individual, where appropriate, they will be admitted directly to a hospital ward without attending an Emergency Department. The individual will remain under the care of the Hospital at Home team 24 hours a day until they are discharged from that team and returned to normal care.
- 9.18 The anticipated impacts and benefits for service users associated with **Hospital at Home** include:



10. CONCLUSION

- 10.01 There should be no doubt that the proposals in this report will take considerable time to implement in full and will require significant additional strategic funding. Once the public consultation has concluded, proposals will be finalised and an investment and implementation plan will be developed.
- 10.02 Each of the key areas set out in the Review are overlapping and interdependent. While dealing with the pandemic has helped to break down traditional barriers and the work on No More Silos and the Intermediate Care Project has enabled much progress to be made, there is much more to be done. We know that many parts of the system are already coping with unsustainable pressure and multiple demands, particularly in Emergency Departments and in Primary Care, where they have experienced significant increases in patient consultations in recent years.
- 10.03 The majority of people needing urgent care do not have life threatening problems so we must focus our attention on bringing the best care to people as close to home as possible, wherever they live. When service users have serious problems we must equally ensure they are treated as quickly as possible by clinical teams that offer them the best chance of recovery.
- 10.04 The strategic priorities outlined in this consultation report are nothing less than whole system transformation requiring collaboration and co-ordination of care across professional, administrative and geographic boundaries.
- 10.05 Without significant transformation we are implicitly accepting year after year of crowded Emergency Departments, long waits for service users, and continued impact on elective care services. Demand for urgent and emergency care is increasing and transformation must include a balance between targeted measures to increase capacity where it can have the greatest impact and new ways of working to make the most of the resources we have.
- 10.06 This will not happen overnight. It will take time to get this right and there is no doubt that it will require a commitment to recurrent investment to put in place new models of care. The current situation in unscheduled care make it hard for anyone working in the system to see beyond the extreme pressure and the controlled chaos of our Emergency Departments. As we move forward, it is vital that we create the right conditions and environment to allow the new services to be developed safely.

10.07 The transformation set out in this consultation report is ambitious. Throughout the Review, the team was struck by the commitment, creativity and passion of people working in all parts of the system. Ultimately, everyone wants the same thing – a service that allows service users to get to where they need to be as quickly as possible and which enables staff to provide the best possible care.

11. NEXT STEPS

11.08 Once this consultation has closed the Department will carefully consider the consultation responses before developing final proposals and an implementation and funding plan for Ministerial consideration. The final proposals will be published in due course.

11.09 In parallel, the Department intends to develop governance and accountability arrangements to provide strategic oversight during the implementation phase. Importantly, this will allow for a focus on outcomes, on data driven analysis of which service models that work best, are most cost effective and ultimately drive the best value for money for the population of Northern Ireland. The implementation will be driven by ongoing review of the proposed service models.

12. HOW TO RESPOND TO THIS CONSULTATION

12.01 We are seeking views on the consultation of the Review of Urgent Care Services in Northern Ireland and invite responses by no later than **15 June 2022**.

12.02 You can respond online by accessing the NI Government Citizen Space website and completing the **online consultation questionnaire** there. A link to the Citizen Space website can be found by following the link below:

https://consultations2.nidirect.gov.uk/doh-1/review-of-urgent-and-emergency-care-services-in-no/start_preview?token=2cdb62001044eed99e7f9a4b2f5f8c912dfa2595

12.03 The summary of all proposed Strategic Priority recommendations are provided at **Annex B** to this consultation report.

12.04 Easy read versions and an **Executive Summary** are also available on this link and a **Glossary** has been provided in **Annex C**.

12.03 We would encourage you to use Citizen Space, however, if you wish to send an email, please send to:

UECS@health-ni.gov.uk

12.04 A hard copy of your response can also be sent to our office:

Department of Health
Regional Health Transformation Directorate
Annex 3
Castle Buildings
Stormont
Belfast
BT4 3SQ

12.05 If you have any queries, or wish to request a copy of the consultation report in an alternate format (braille, larger print), or language, please contact the Department using the email address below to make your request:

UECS@health-ni.gov.uk

Please note that the Department will not respond individually to responses. However, a summary of all consultation responses will be published after the close of the consultation period.

ANNEX A

NO MORE SILOS: MINIMUM SET OF STANDARDS FOR AN INTEGRATED URGENT AND EMERGENCY CARE SERVICE

1. A single telephone access point, 'Phone First', will be available 24 hours a day, 7 days. Providers will have a robust telephony system in place to support Phone First.
2. Clinical decision support systems will be in place to aid the clinician to make the most appropriate healthcare decisions
3. Clinical workflow systems will ensure service services users are referred to or booked directly into a face-to-face service following clinical assessment if necessary.
4. Rapid access assessment and treatment services will be established by all service areas to ensure Phone First, Urgent Care Centre or general practitioner can directly refer urgent cases.
5. Providers must establish and keep an up-to-date, accurate Directory of Services.
6. Trusts must ensure their Directory of Service entries are configured to respond to specific patient requirements.
7. Healthcare Trusts will ensure there is easy, quick and direct access to specialist senior clinical advice for other Healthcare professionals, to support rapid access assessment and treatment services.
8. Rapid access assessment and treatment services will be directly bookable and accessed, when appropriate, from primary care, Phone First, urgent care centres, Emergency Departments, intermediate care services and by other community and secondary care clinicians.
9. All service services users should be considered for ambulatory management as a first line unless they are clinically unstable and require emergency intervention.
10. All specialties operating within a Trust will have an arrangement for rapid access face-to-face consultations in an assessment unit, rather than an Emergency Department.

11. Rapid access assessment and treatment services will be led by and should have immediate access to a senior doctor. They will be staffed by an appropriately trained multidisciplinary clinical workforce.
12. Rapid access assessment and treatment services should have access to same day diagnostics within a similar timeframe to service services users in an Emergency Department.
13. Trusts should ensure that regularly updated Standard Operating Procedures are in place for managing the day-to-day operation of clinical assessment services.
14. Protocols should be in place to manage service services users who become critically ill. A full resuscitation trolley and drugs, to include those items which the Resuscitation Council (UK) recommends, should be immediately available.
15. Trusts must ensure all specialties have a range of rapid access clinics available that reflect the high-volume presentations to the urgent and emergency care system.
16. Trusts must guarantee specialties have mechanisms in place to allow their service services users to contact them directly and arrange for the management of any exacerbation of their condition.
17. Providers will ensure that all specialty teams will be able to admit service services users directly to their care especially if service services users have a known chronic condition or have recently been treated by a specialty team.
18. The Provider shall develop and utilise a standardised audit system for all clinical staff which supports good governance.
19. All clinicians working within the integrated urgent care system need to be supported and appraised to provide a consistently high quality service to service users and service users.
20. A patient's registered GP should always be notified about the clinical outcome of a patient's encounter with the integrated urgent care system.
21. The Provider shall implement a systematic process to regularly seek out, listen to and act on patient feedback on their experience of using the service, ensuring delivery of a patient centred service.
22. Performance monitoring and reporting will be required at regular intervals.

INTERMEDIATE CARE: MINIMUM SET OF STANDARDS FOR AN INTEGRATED URGENT AND EMERGENCY CARE SERVICE

The following standards will be met:

1. Service protocols or standard operating procedures will ensure safe and consistent working. These will cover triage, clinical assessment and patient clerking, senior medical review (where appropriate), diagnostics and prescribing, care and support and review, including the daily ward round or multi-disciplinary team meeting.
2. Clear accountability for preventing and responding to risks, adverse events and performance reporting.
3. A supportive culture for innovation that allows testing, adaptation and development.
4. An embedded culture of reflection and learning, for example the use of Morbidity and Mortality meetings, to learn from things that have gone well and from those that have not.
5. Teams will be embedded in local governance reporting structures.
6. An effective medicines and appropriate medicine approach which puts person-centred care and shared decision-making at the heart of care planning from the outset.
7. Teams should have access to ECR and record information on an appropriate IT system (and Encompass when it comes online) as well as access to appropriate patient monitoring systems and facilities for virtual consultation.

SUMMARY OF THE STRATEGIC PRIORITY RECOMMENDATIONS

	<u>STRATEGIC PRIORITY 1</u> <u>Integrated Urgent and Emergency Care</u>
1	It is recommended that the No More Silos Network should introduce an integrated urgent and emergency care system across all HSC Trusts.
2	<p>This will include a regional 'Phone First' model with a single number for service users requiring non-emergency urgent care. Phone first is a clinical triage advice and guidance service designed to make it easier and quicker for service users with an urgent need to get the right advice or treatment they need.</p> <ul style="list-style-type: none"> ○ It will provide advice, guidance and navigation for people who are unwell and considering attending an Emergency Department. It operates all day every day. ○ At evenings and weekends it also provides access for people who wish to contact the GP OOH services. ○ Service users requiring emergency response (such as collapse, stroke, heart attack or major trauma) will continue to use 999 as appropriate.
3	The 'Phone First' model will also need to be accompanied by establishment of Urgent Care Centres and rapid access assessment and treatment services in all HSC Trusts.

4	As part of the new model, the current GP OOH service will be reshaped to form part of the wider integrated urgent and emergency care service.
5	In establishing the new system, it is recommended that the No More Silos network should ensure services adhere to the minimum set of standards (Annex A of the consultation report). Providers may also choose to build upon or add to these, according to their requirements.
6	The Department of Health will oversee the development of a regional, multi-professional workforce plan to ensure we have the appropriately skilled staff to deliver the new models of care in Urgent and Emergency Care. This will build on the experience of Urgent Care Centres currently in operation.
	<u>STRATEGIC PRIORITY 2 – RECOMMENDATIONS</u> <u>Capacity, Co-ordination and Performance Management</u>
7	As part of the implementation of the recommendations of this Review, and taking into account the implementation of the strategies highlighted above, it is recommended that the Health and Social Care Board should lead an initial piece of work to establish where additional capacity would have the greatest impact in reducing pressures on urgent and emergency care services.
8	Following the completion of a Getting it Right First Time (GIRFT) Emergency Medicine Report, it is also proposed that an evidence based capacity review will be carried out. Careful consideration will be given as to the scope of this capacity review and to the merits of appointing an independent party to complete it.
9	In the longer term, it is recommended that the Health and Social Care Board work, the GIRFT report and the capacity review should be used to guide additional investment in unscheduled capacity both for in hospital services and also for out of hospital services, across provider organisations.
10	Alongside work to increase capacity, the Health and Social Care Board has established an unscheduled care hub to monitor urgent and emergency pressures. While this will not reduce unscheduled care pressures, it is expected to improve co-ordination across the region.

11	There are already plans in place to significantly increase HSC capacity in key areas such as cancer, elective care, mental health and social care. Provided the necessary levels of investment are available to implement these strategies, this will address some, although not all, of the capacity issues set out in this report.
12	Implementation of the NIAS Clinical Response Model must be a system priority to ensure equitable access to emergency care for people across Northern Ireland.
13	<p>As part of a strengthened performance management function, the Health and Social Care Board will, informed by a GIRFT report for Northern Ireland:</p> <ul style="list-style-type: none"> ○ Agree a small amount of comparable performance parameters for acute sites; ○ Benchmark and monitor acute performance; and ○ Agree and monitor delayed discharge information to inform service development in acute and community services; and ○ Further develop and standardise information available across all elements of the integrated urgent and emergency care system with a particular focus on out of hospital care.
	<p style="text-align: center;"><u>STRATEGIC PRIORITY 3 – RECOMMENDATIONS</u></p> <p style="text-align: center;"><u>Intermediate Care – ‘A Regionalised Approach’</u></p>
14	It is recommended that a regionalised intermediate care programme should be implemented to ensure equitable provision across Northern Ireland, including in the Care Home sector, to the right intermediate care services, which are responsive, efficient and effective in providing enhanced clinical care in the patient’s own home and supporting hospital flow.
15	Phase one of the project is the development of the full Intermediate Care service framework covering the four areas: Hospital at Home, Bed-Based Intermediate Care, Home Based Intermediate Care and Reablement. Phase two of the project will move to support implementation and equity of provision of these services for the population of Northern Ireland.

ANNEX C

GLOSSARY	
Acute Care at Home	This is a short term service to support elderly patients to avoid unnecessary admission to hospital and to provide that acute medical care at home.
Intermediate Care Project	This project is developing a regional approach to intermediate care, such as hospital at home. The aim is to improve outcomes for patients who receive intermediate care services to ensure that people are supported to lead the best life possible.
Population Health Needs Assessment	NI regional population health needs assessment was carried out in 2017 to provide a sound evidential basis for the future configuration of sustainable emergency services in NI utilising available data sources, population profiles and relevant sources of evidence.
Phone First	The Phone First services operates on a 24/7 basis to ensure patients can get direct access to the right care, avoid busy Emergency Departments and stay safe.
Primary Care	It is the many forms of health and social care and/or treatment accessed through a first point of contact provided outside hospitals. It generally refers to a general physician for patients.
Review Team Report	This is the evidence based report completed in 2020 of the Review of Urgent and Emergency Care Services in Northern Ireland.
Secondary Care	This is sometimes referred to as 'hospital and community care' and can either be planned (elective) care such as a cataract operation, or urgent and emergency care such as treatment for a fracture.

Unscheduled Care Service User and Carer Reference Group (USCRG)	A group of independent service users and carers who work together to share their expertise, lived expertise and insight into a range of strategic and operational issues effecting Urgent and Emergency Care in NI.
Urgent Care Centre (UCC)	These centres are designed to assess and treat patients who present with illnesses and injuries which require urgent attention but are not life threatening. The staff in UCC consist of a multidisciplinary team but will usually be led by general practitioners.

REVIEW OF URGENT AND EMERGENCY CARE SERVICES IN NORTHERN IRELAND - Overview

Introduction

Mid Ulster District Council (MUDC) welcomes the opportunity to respond to Department's Consultation on Review of Urgent and Emergency Care Services in Northern Ireland.

The Mid Ulster Community Plan, which MUDC are the legislative facilitators of, also seeks to ensure that right services are provided in the most appropriate place, at the right time and fully endorses an urgent and emergency care model that **focuses attention on bringing the best care to people as close to home as possible, wherever they live.**

There are however concerns about the significant number of high-level recommendations being taken forward within the health sector, over the next decade, without further prioritisation at this strategic level. Resourcing of this review and corresponding recommendations needs to be secured which will determine how they will successfully delivered.

STRATGIC PRIORITY 1 – RECOMMENDATIONS: Integrated Urgent and Emergency Care

Council is greatly disheartened to find that General Practice does not form part of this review. GPs are most likely to be the first contact a person will make with regards to a health complaint and are therefore a fundamental component to an urgent and emergency care structure. Given the Departments recent commencement of work on an Integrated Care System, reviewing Urgent & Emergency Care without GP services does not bode well for the successful establishment of an truly Integrated Care System.

Like other rural districts, Mid Ulster is experiencing a chronic shortage of GPs. Mid Ulster Community Planning has been working closely with HSCB to monitor this issue and whilst we acknowledge the number of programmes developed by DoH and

HSCB to address the shortage. A concerted effort is required to ensure that they are implemented with the utmost urgency. Without a fully functioning GP Service, Council fail to see how this review will be implemented successfully.

'Phone First' model

Whilst many reports of late seem to hail the implementation of a phone first consultation model, they all seem to fail to grasp the extreme levels of dissatisfaction of citizens with many GP services, since its conception. Elected members have experienced a notable increase of their constituency work, dealing with complaints about patients being denied in-person access to a GP and other primary care services. Council members are in no doubt whatsoever that this change in service provision has contributed significantly to the unprecedented pressures experienced by all the Emergency Departments across the region. Public perceptions are of a health service that is continually moving away from a person to person service. Given the high levels of public dissatisfaction with the GP phone service, there is a great possibility that the proposed Phone First Service will be unwelcomed by the public. It is important that the public confidence and satisfaction in GP services are restored first and foremost, in order to ensure the success of this proposed Phone First model.

Urgent Care Centres and Rapid Access Assessment and Treatment Services

A key strategic outcome for the Mid Ulster Community Plan is for our citizens to have "better availability to the right health service, in the right place, at the right time." Due to the reduction of services and its peripheral location, Mid Ulster residents (and most especially Cookstown) have the poorest access to acute hospital care provision across all Health Trust areas. Mid Ulster travel time to a hospital with major injury treatment capabilities is over 8 minutes longer than the NI average. Two thirds of Mid Ulster's population of almost 149,000 are rural; and by 2037 83% will be aged 65+ (against an NI average of 68%). During Mid Ulster District Council's extensive community consultations to develop the new 'Community Plan', the issue causing most concern was the ongoing reduction of health and social care services and facilities in the area and the apparent lack of investment in alternative provision. Timely access to quality services for diagnostics, treatment and recovery should be guaranteed to all citizens. However, travel distances to services can have a huge

impact on their timeliness and quality, impacts on their quality of life and survival outcomes. Due to the rurality of the area, there is a need to have more, better quality, non-acute health services.

Whilst Council supports a service structure that offers the highest quality of service and expertise, improving diagnostic times and treatment outcomes, given what has been underlined previously regarding access to services, particularly for our most rural residents, Council would advocate that Mid Ulster is strongly considered as a location for an Urgent Care Centres and Rapid Access Assessment and Treatment Services. Opportunities now exist across sites which are already in public sector use in Mid Ulster, where other health services have been removed, which would facilitate the co-location of a broad range of provision. These sites have the potential to deliver a comprehensive range of local diagnostic facilities, primary care and elective surgery provision, which will also contribute to alleviating the pressures on acute sites.

GP Out of Hours Service

Similar to the issues raised around public satisfaction of GP services, people have also become extremely unhappy with the perceived erosion of Out of Hours GP services. Mid Ulster has lost two Out of Hours services in Moneymore and Dungannon, forcing our residents to make longer journeys to Antrim and Craigavon Hospital sites for these services. Whilst our residents have eventually accepted the fact that they will have further to travel for acute care services, this cannot be allowed to extend now to Primary Care services. Council strongly believe that Primary care should be accessible to our residents at a local level. Forcing our rural residents to travel further and further away for all levels of medical treatment will most certainly lead to poor health outcomes for the people of Mid Ulster. Council understands the challenges the Department faces in recruiting and retaining doctors to General Practice services but it must be given full priority if it is to succeed in creating the services laid out in this plan.

Workforce Plan

It is well documented that the health sector faces significant workforce challenges which has significantly impacted on its ability to deliver adequate services across the

region. Attracting and retaining health service staff is significantly challenging as a result of Brexit, the Covid19 Pandemic, pay and conditions. Many health service staff with years of experience have left the sector due to over working and burnout. Rising abuse of health staff by patients has also been noted by elected members as a growing reason for staff leaving the sector. This review makes no reference to these issues and no plans to mitigate against them, only reference to expanding the roles of health professionals. Increased opportunities for skills development and expansion of roles may be welcomed by some in the sector but for others, already struggling under the burden of current work pressures, it may not. There are a number of other factors regarding current workforce pressures that must be urgently addressed before plans for expansion of roles can be considered.

Council has serious concerns with the sectors ability to resource the Urgent Care Centres and Rapid Access Assessment and Treatment Services with the multi-disciplinary teams they require. Multi-disciplinary teams were introduced by the HSCB to radically reform GP services, reducing pressures on secondary care services. However, the programme launched in 2018 has only been rolled out in 7 of the 17 GP Federations in the region. There are none in Mid Ulster. Issues reported to Council were a lack of specialised staff, appropriate infrastructure in the Primary Care setting and financial resources. Council seeks clarification on whether the roll out of these Multi-disciplinary Teams in GP practices is planned to continue in light plans for the Urgent Care Centres and Rapid Access Assessment and Treatment Services and when they will be rolled out in Mid Ulster.

STRATEGIC PRIORITY 2 – RECOMMENDATIONS: Capacity, Co-ordination and Performance Management

Implementation of the Northern Ireland Ambulance Service Clinical Response Model

The Council supports the development of the proposed new Clinical Response Model but remains to be convinced regarding its contribution towards bringing about the required significant improvement in response times to rural areas across Mid Ulster, in line with urban populations. However, ambulance response times in the

Mid Ulster area have reached an unacceptable level and will deteriorate further; in that context Council welcomes a new solution, if it is appropriately resourced and implemented. This new Model must now be progressed with the utmost urgency by the Department.

The proposed new Response Model will only deliver the requisite results and achieve maximum impact if it is adequately resourced and implemented. Its development should be taken forward as part of a wider strategic framework using a joined up and fully integrated approach to service planning and delivery, not just across the health sector but also from the Departments of Infrastructure and the Economy. For instance, the quality of the roads infrastructure, particularly in a rurally isolated area, has an undeniable impact on travel time. Improvements to our rural roads, broadband and telecoms infrastructure contribute to improving response times; it is imperative that the relevant government departments are involved in developing this new Model from the outset, and identify what improvements they plan to make to enable NIAS to maximise this opportunity to deliver a high performing service to the entire population.

STRATEGIC PRIORITY 3 – RECOMMENDATIONS: Intermediate Care – ‘A Regionalised Approach’

Regionalised intermediate care programme

Whilst Council welcomes reform to intermediate care services, especially reforms that will bring equity across the region, it has grave concerns on the actual ability to see them come to fruition, again given the serious lack of staff to meet current and future demand. Council believes that the pay and conditions of these services needs to reflect the level of work these health care workers deliver to our most vulnerable residents. The Department must make it a priority to reform this sector to make it an attractive career option for people.

Hospital at Home

Once again, Multi-disciplinary Teams are designed to play a key role this service and Council would refer to its previous concerns on the resourcing of these teams.

Report on	Strategic Development Update
Date of Meeting	16 th June 2022
Reporting Officer	Claire Linney, Assistant Director of Development
Contact Officer	Martina Totten

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	X

1.0	Background
1.1	Members will recall that at the May meeting of the Development Committee Officers were asked to link in with colleagues at Derry & Strabane District Council and seek further information in respect a 'Cost of Living' grant which was recently highlighted in the media. Furthermore the committee resolved that a paper be presented to the Committee, outlining possibilities for a cost of living grant for the Mid Ulster District.
1.2	Members will also be aware that the Council recently facilitated the development of a Mid Ulster Anti-Poverty Plan, along with partners from across the Community Planning partnership Structure, to consider actions / lobbying to alleviate the impact of poverty on our residents, working with partners through 3 themes, Economic Growth, Education & Skills and Health & Wellbeing.
2.0	Main Report
2.1	<p><u>Support to alleviate cost of living pressures</u></p> <p>The ongoing cost of living increases continue to place pressures on families and residents across the region, including within our own district. These additional pressures are pushing more people into poverty and negatively impacting upon people and their quality of life.</p> <p>Council Officers have engaged with Derry and Strabane District Council on their proposed approach to deal with the cost of living increase, and we have been advised that whilst a notice was brought forward and agreed by the Council, this was to explore how the Council could potential provide additional support, within its vires.</p> <p>At this stage Officers are not aware of any agreed scheme within Derry & Stranbane, however we will continue to keep a watching brief on this.</p> <p>On review of the initial proposal by Derry and Strabane, Members are advised that Mid Ulster already have in place a robust network of 11 strategic foodbank / SVP partners operating across 5 geographical location, namely;</p> <ul style="list-style-type: none"> • Clogher Valley • Dungannon

- Coalisland
- Cookstown
- Magherafelt
- Maghera

This network has and continues to work with the Council, supported via funding available from the Department for Communities (DFC), to provide support across all areas of the district for individuals / families to access support, were they have been negatively impacted by COVID and /or cost of living increase.

The current services offered via the network include support with provision of food (or food vouchers), fuel costs, support to purchase white goods and other necessary household requirements.

During 2021/22 our strategic partners provided support to **6300** individuals / families and are continuing to work with the Council to highlight ongoing pressures / new pressures, which supports us to build an evidence base to lobby for additional funding and other measures to support alleviation of poverty.

The network has been funded via additional money secured via DFC and we have been advised by the department that this funding is very likely to be available for ongoing support during the 2022/23 financial year (at the same level as in 21/22), with Officers expecting to receive a letter of variance within the coming weeks.

Officers are also aware of the recent announcement by the Chancellor of the Exchequer to provide financial support to household, during the autumn, to support with increasing fuel costs, however we appreciate that consideration is ongoing in terms of how this will be delivered within Northern Ireland.

To provide a more holistic approach, through working with our foodbank partners and other support agencies, the Council has developed an Emergency Support Chart, **(Appendix 1)** which is continually circulated to a wide range of groups and networks.

It is proposed that moving forward the Council will continue to partner with DfC regarding additional funding to help alleviate emergent poverty issues and continue to deliver this through our established strategic network.

In addition Officers will continue to lobby government regarding intervention on some of the key issues impacting poverty in Mid Ulster District, as part of the Mid Ulster Anti-Poverty Network and Anti-Poverty plan.

2.2

Mid Ulster Anti-Poverty Plan

Members are advised that ongoing engagement has taken place with all Community Planning Partners through the thematic workshops, which has identified a number of key actions. Council Service leads, in addition to other key partners, have identified actions under a Council Action Plan. An update on this plan was brought to a recent Development Committee and officers are currently developing a Members workshop to discuss the plan and the proposed actions and to ensure it remains flexible withint he changing environment.

3.0	Other Considerations
3.1	<p><u>Financial & Human Resources Implications</u> Costs associated with the extension of the funding support for the Strategic Foodbank Network is due from the DFC.</p> <p><u>Professional Support</u> None</p>
3.2	<p><u>Equality and Good Relations Implications</u> None known</p>
3.3	<p><u>Risk Management Implications</u> None</p>
4.0	Recommendation(s)
4.1	Members are recommended to;
4.2	<ul style="list-style-type: none"> (i) Note the update in respect of officer engagement with Derry and Strabane District Council regarding their current consideration to provide support around pressures associated with cost of living increases; (ii) Agree that the Council continues to provide ongoing support with the cost of living challenges through our already established strategic network; (iii) Agree that any funding allocation from the Department, aimed to provide additional support, continues to be channeled through strategic network partners; (iv) Note the progress associated with the delivery of the Mid Ulster Anti-Poverty Plan and agree that this plan be used to continue to lobby government for additional support to help alleviate ongoing cost of living / poverty pressures.
5.0	Documents Attached & References
5.1	Appendix 1 Emergency Support Chart



Mid Ulster Crisis Support

Income

Jobs and Benefits Office Benefits free phone:
08000224250
Employment Services phone number:
03002007822

Finance Support
Freephone:
08005872750

Debt Management Support
Christians Against Poverty:
08003280006

Advice
STEP Community Advice Service
Dungannon: 02887750211
Cookstown: 02886761875
Magherafelt: 02879633079

Community Led Emergency Food Support

Magherafelt
Hope: 07393451504
SVP: 02879300819

Maghera
The Link Foodbank: 07759964550
SVP: 07752111032

Cookstown
SVP: 02886769400

Dungannon
Reach Foodbank:
07857071750 /
028 87752133
SVP: 07395013808

Coalisland
Foodbank: 07871800551
SVP: 02887748531

Clogher Valley
Hope 4 U: 07803301802
SVP: 07873687725

Housing

NI Housing
Executive
Support 9am – 5pm:
03448 920900
Out of hours:
03448920908

Housing Rights:
02890245640

Regional Emergency Social
Work Services (Children):
02895049999

Depaul Ireland:
02887725860
Simon Community:
08001712222

MUST Hostel:
02886762065

Mental Health (Community Counselling Services)

Lifeline 24hrs:
0808 808 8000
Samaritans 24hrs:
116 123

GP and A&E referral
to Mental Health
Hospital support
Family Works:
02891820341

Magherafelt CC
The Olive Branch:
02879633688
Hope: 07393451504

Cookstown CC
The Hub:
02886763398

Dungannon CC
Vineyard:
02887752133

Agewell Good
Morning calls
(over 65's):
02879632170

Mindwise:
028 90402323
Cruse Bereavement:
08088081677

Drugs & Alcohol Support
Start360: 07923129559
Ascort: 08002545123

Draperstown/Maghera CC
S.T.E.P.S:
07904564218

Clogher Valley CC
Hope 4 U:
07803301802

Coalisland CC
MACP:
02887746375

Abuse

Police Service:
999 or 101

Childline:
0800 1111
NSPCC Adults concerned
about a child:
08088005000

Mid Ulster &
Causeway
Woman's Aid:
02886769300

Domestic &
Sexual abuse
helpline:
0808802144

Gateway-child protection
Emergency (out of hours):
02895049999
Dungannon:
08007837745
Cookstown/ Magherafelt:
03001234333

Sexual Abuse
The Rowan Centre:
08003894424

Report on	Affordable Warmth Scheme 2022-2023
Date of Meeting	16th June 2022
Reporting Officer	Kieran Gordon, Assistant Director Health, Leisure & Wellbeing
Contact Officer	Anne Caldwell, Principal Environmental Health Officer

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	X

1.0	Purpose of Report
1.1	The purpose of this report is to update Members on communications received from the Department for Communities (DfC) on the Affordable Warmth Scheme 2022-2023, the proposed changes to the number of referrals that can be made to the Scheme and resultant implications for Council
2.0	Background
2.1	Members may be aware that officers within the Environmental Health service area have been delivering the Affordable Warmth service within the Mid Ulster District Council area on behalf of the Department for Communities (DfC) since 2014.
2.2	The Council work in Partnership with NIHE and Department of Communities to deliver the scheme. A service Level agreement is in place between Council and the Department for Communities which was approved by Council last year. The Council's role is to identify, assess eligibility and refer to the NIHE any households that would be eligible for the scheme.
2.3	The Affordable Warmth Scheme targets low income households who experience the effects of fuel poverty and energy inefficiency. It is a targeted scheme aimed at those areas where levels of fuel poverty are highest. The scheme is available to home owners, those who have their day / life interest in the house and those who privately rent their home. It is not available for tenants living in the social (Housing Executive or housing association) sector. The Affordable Warmth Scheme provides grant aid to improve energy efficiency measures within the home. From 1 July 2021 the income threshold for the Affordable Warmth Scheme rose to £23,000 and at the same time Disability Living Allowance, Attendance Allowance, Personal Independence Payment and Carer's Allowance was removed from the calculation of income.
2.4	DfC have recently written to all Councils on 6th April 2022 to outline their indicative position regarding spending in 2022/23. Councils have been advised that a reasonable planning assumption for the Affordable Warmth Scheme is for a capital budget of £16m for 2022/23. On that basis Councils are asked to submit a maximum of 30 referrals per month for April and May 2022 and then a maximum of 20 referrals per month from June 2022 onwards.
2.5	As Council is remunerated on a payment per referral, the reduction in maximum annual referrals from 360 in 2021-21 to 260 in 2022-23 will result in an approximate reduction of

	approx. £20,000 in available annual funding. The reduction in numbers of max referrals that can be made may require monthly referrals to be prioritised accordingly - this may result in delays for some applicants and the possibility that other applicants will not be referred to NIHE in 2022-23.
3.0	Main Report
3.1	The reduction of fuel poverty is an element of the Council's Poverty Plan and as such it is important that the Affordable Warmth service is continued to be provided in conjunction with other schemes such as Home Safety, Energy Efficiency Advisory Service (both supported with funding via the Public Health Agency) and also the Council's Fuel Stamp Scheme.
3.2	Where applicants or previous applicants do not meet the entry criteria for the Affordable Warmth scheme, officers will signpost them to other fuel poverty assistance schemes such as the Housing Executive Boiler Replacement Allowance, the Northern Ireland Energy Advice Line and the Northern Ireland Sustainable Energy Programme.
3.3	In total, Council have estimated to received approx. £174k in funding for the 22/23 year from various funders to deliver Affordable Warmth, Home Safety, Energy Efficiency Advisory Service and the Make a Change programme and Council currently have 6.1 full time equivalent officers covering all of these areas at an approx. annual expenditure of £202k.
3.4	Council currently allocate two full time officers to the Affordable Warmth scheme and until now, expenditure costs for all of the above schemes have been more or less been covered on a full cost recovery basis. Based on the revised funding model as communicated via DfC, this would equate to 1.5 full time equivalent officers based on a full cost recovery basis being allocated to the Affordable Warmth scheme. Therefore, Council have not anticipated this funding shortfall within its 22/23 budget.
3.5	However, as the demand for assistance under the Affordable Warmth scheme remains strong, it is therefore proposed to maintain the status quo but have the flexibility to move officers across the various programmes to meet the required demands/key performance targets of the various schemes. It is not yet known what the DfC budget position will be for the 23/24 year and if the funding arrangements will return to previous levels.
3.6	The approx. £20k shortfall in funding can be absorbed and met with in-year efficiencies however that is not a sustainable position therefore this approach is proposed to be reviewed during quarter 3 & 4 of this year and to be considered as part of the MUDC rates estimates process for 23/24 - ie. should Council need to scale back its resources in line with available funding to continue to operate at a full cost recovery basis or to contribute to these schemes and highlight shortfall in funding as a future MUDC budget pressure.
4.0	Other Considerations
4.1	Financial, Human Resources & Risk Implications
	<p>Financial:</p> <p>2021-2022 Max Affordable Warmth funding £78,051, subject to 360 referrals being made From Council to NIHE</p> <p>2022-2023 Max Affordable Warmth funding £57,959, subject to 260 referrals being made from Council to NIHE</p> <p>In total, Council have estimated to received approx. £174k in funding for the 22/23 year from funders to deliver Affordable Warmth, Home Safety, Energy Efficiency Advisory</p>

	<p>Service and the Make a Change programme. In total, Council currently have 6.1 full time equivalent officers covering all of these areas at an approx. annual expenditure of £202k.</p> <p>Council have not anticipated this funding shortfall within its 22/23 budget however with in-year efficiencies being made this shortfall in funding can be absorbed however that is not a sustainable position therefore this approach is proposed to be reviewed during quarter 3 & 4 of this year and to be considered as part of the MUDC rates estimates process for 23/24.</p> <p>Human: Staff recruitment already in place. May need reviewed in line with appropriate HR processes should funding position change.</p> <p>Risk Management: Considered in line with relevant policies and procedures.</p>
4.2	Screening & Impact Assessments
	Equality & Good Relations Implications: None anticipated at this juncture.
	Rural Needs Implications: None anticipated at this juncture.
5.0	Recommendation(s)
5.1	<p>To note the content of this report and to approve:</p> <ul style="list-style-type: none"> the current arrangements and meet the shortfall in funding through in year efficiencies carry out a review in quarter 3 and 4 in line with the annual rates estimates process on the ongoing viability of programme delivery should further funding not be achieved.
6.0	Documents Attached & References
	Appendix A: DFC Correspondence received re: Affordable Warmth Scheme Budget and Referrals 2022 - 2023



From: Donna Knowles
Head of Affordable Warmth & Energy Branch

Affordable Warmth & Energy Branch
Level 3
Causeway Exchange
1-7 Bedford Street
Belfast
BT2 7EG

Telephone: (028) 9051 5690
e-mail: AWE@communities-ni.gov.uk
Our ref:
Date: 6 April 2022

Council Senior Officials.

Affordable Warmth Scheme Budget and Referrals 2022 - 2023

At our meeting on 16 March 2022 I explained the Department's uncertain budget position going into next year and the possible impact on the number of monthly referrals required from Councils to the Affordable Warmth Scheme from 1 April 2022. As agreed I am writing in relation to a request from Councils regarding funding for the delivery of the Affordable Warmth Scheme.

The letter provides an indicative position regarding Capital spending in 2022/23 as, in the absence of an Executive, it is not possible to set a budget for 2022/23. However, legislative cover provides for contingency arrangements to allow spend to be incurred in the year ahead. In this context, a contingency planning envelope has been proposed by the Finance Minister to enable public services to be maintained.

I have therefore been advised that a reasonable planning assumption for the Affordable Warmth Scheme is for a capital budget of £16m for 2022/23. On that basis Councils are asked to submit 30 referrals each per month for April and May and 20 per month from June onwards.

I would like to take this opportunity to once again thank you for your continued support in the delivery of the Affordable Warmth Scheme.

Yours sincerely,

Donna Knowles
Head of Affordable Warmth & Energy Branch

Report on	FMT Chamber of Commerce Service Level Agreement
Date of Meeting	16th June 2022
Reporting Officer	Kieran Gordon, Assistant Director Health, Leisure & Wellbeing
Contact Officer	Paul Bailie, Parks Manager Catherine Fox, Regeneration Manager

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	x

1.0	Purpose of Report
1.1	To consider a proposal to enter into a Service Level Agreement (SLA) with Fivemiletown Chamber of Commerce for caretaker and cleansing duties within the Round Lake and surrounding facilities along with Fivemiletown Market Yard.
2.0	Background
2.1	Previously in March 2016, the Development committee considered and resolved to adopt proposals for annual service levels agreements in support of leisure and outdoor recreation services (minute reference: D075/16) and each year thereafter, a report has been brought forward for Members consideration on annual service level agreements.
2.2	In March 2020, Members resolved to approve the MUDC Five Year Outdoor Recreation Strategic Plan (minute reference: D052/20) and a key strategic action contained within this plan is to <i>"Monitor existing SLAs with Community Groups for the on-going maintenance of outdoor recreation facilities in their local community"</i> and within each year of the strategic plan there is an action to seek to <i>"develop 1 x new SLA"</i>
2.3	Previously in May 2022, Members resolved to approve the approach for the April 22 – March 23 year (minute reference: D080/22). Council review all Service Level Agreements annually based on a mixture of performance indicators and service provision - this ensures that service level objectives meet with Council's satisfaction and are monitored continuously.
3.0	Main Report
3.1	During 2021, the Roundlake facility and surrounding areas experienced significant investment and facility enhancements. Visitor numbers and camp/caravan bookings have increased significantly and this has brought about additional challenges in terms of facilitating bookings, opening/closing the site, cleaning, light maintenance and inspections.
3.2	In line with one of the strategic actions contained within the MUDC Five Year Outdoor Recreation Strategic Plan, Council officers commenced discussions with the Fivemiletown Chamber of Commerce to seek to develop a partnership that recognises

3.3	the increased accessibility of services at Roundlake and also the challenges that Council resources face in maintaining a quality service within the Fivemiletown area.
3.4	<p>It is proposed to enter into an SLA and the aim to develop a close working partnership with a recognised grouping within the area is viewed to be of significant benefit to Council in terms of local community engagement, capacity building, commitment, support and supervision of one of our main visitor attractions within the area.</p> <p>Proposals have been discussed with the group to include:</p> <ul style="list-style-type: none"> • Target areas Round Lake and Market Yard • Opening, closing of Round Lake building to accommodate bookings as required • Opening, closing of toilet facilities for general public use • Cleaning of Round Lake facilities – to include buildings and toilets • Litter picking and low level maintenance of Round Lake and Market Yard areas • Reporting of issues to Council staff – ie. antisocial behaviour, defects, etc • Relief cover/opening of caravan amenities for bookings along with meet and greet with incoming bookings (only in the event where council staff are unable to attend – aim is to give 48 hrs notice)
3.5	The proposed agreement would seek to provide on-site support services on a daily basis equating to 2 hours per day, 7 days per week on a flexible rota. The calculated cost of this service equates to £144.23 per week/ £7,500 per annum.
3.6	It would be proposed to enter in this agreement for the period July 2022 – March 2023 initially therefore the above costings would be on a pro-rata basis and subject to review - Council review all Service Level Agreements annually based on interim performance indicators, this ensures that service level objectives meet with Council's satisfaction and monitored continuously.
4.0	Other Considerations
4.1	Financial, Human Resources & Risk Implications
	Financial: Sufficient Service Level Agreement contributions have been ring fenced within the current financial year 2022/23 to accommodate the proposed service and in line with the Council's approved Five Year Outdoor Recreation Strategic Plan (minute reference: D052/20).
	Human: Officer time to administer and monitor delivery of agreed SLA's.
	Risk Management: Considered in line with relevant policies and procedures.
4.2	Screening & Impact Assessments
	Equality & Good Relations Implications: None anticipated at this juncture.
	Rural Needs Implications: None anticipated at this juncture.
5.0	Recommendation(s)
5.1	Members are asked to note the content of the report and give approval to enter into a Service Level Agreement with Fivemiletown Chamber of Commerce to provide on-site support services on a daily basis equating to 2 hours per day, 7 days per week on a flexible

	rota at an approx. cost of £144.23 per week/ £7,500 per annum. This is for the period July 2022 – March 2023 only and will be reviewed for effectiveness and extension in line with other annual Service Level Agreements in support of Council's leisure and outdoor recreation services.
6.0	Documents Attached & References
6.1	N/A

Report on	Lease Extension Requests		
Date of Meeting	16th June 2022		
Reporting Officer	Kieran Gordon, Assistant Director Health, Leisure & Wellbeing		
Contact Officer	Kieran Gordon, Assistant Director Health, Leisure & Wellbeing		
Is this report restricted for confidential business? If 'Yes', confirm below the exempt information category relied upon		Yes	
		No	X

1.0	Purpose of Report
1.1	To provide information to Members on current lease extension requests and to seek approval to progress via Council's legal department.
2.0	Background
2.1	Council have various leasing arrangements in place for lands and facilities for leisure and recreational use.
2.2	There are a number of leases that are coming to their end of their terms, therefore consideration needs to be given for future extensions to allow Council's legal department to progress the various formalities.
3.0	Main Report
3.1	Lands at Tobermore Utd Playing Fields – Council currently lease this land from a landowner. The lease was initially agreed with a start date during 1993 for 25 years (2018) with an option to extend for another 25 years to 2043. This was superseded in 1998 with an amendment which extended the initial 1993 lease by 5 years to take it to 2023 but at the same time reduced the extension period from 25 to 20 years meaning an expiry date of 2043. Council in turn sub-let these lands to Tobermore Utd FC and their initial 25 year lease has an option to extend for a further 25 years until 2045. The club have asked for the additional 25 year extension but Council are unable to execute this extension as it is beyond the term of Council's lease with the landlord (ie. 2043). Therefore, Council wish to extend the lease with the landlord to ensure it is co-terminus with the football clubs proposed extension (2045)
3.2	Benburb Community Playgroup – Council currently have a lease in place for the period 01/01/2000 for 25 years – expiry date of 31/12/2024. The group have approached Council to request a further 25 year extension.
3.3	Brocagh Playpark – previously in July 2018, Members at the P&R Committee resolved to approve the entering into a lease for lands at Brocagh for the development of a playpark as part of the Rural Development programme (minute reference: PR154/18). Previous committee approvals required a follow up committee report once terms had been agreed and

	where ready to be executed – terms are now in place between both parties and approval is now sought to execute a 25 year lease with possibility of extension.
4.0	Other Considerations
4.1	Financial, Human Resources & Risk Implications
	Financial: The Council's legal fees in the preparation and negotiation of each Lease. The Council is likely to be responsible for the payment of the various Lessors' reasonable legal fees in respect of each Lease. The Council is also responsible for LPS valuation costs and the annual rent agreed between the parties.
	Human: Officer time.
	Risk Management: Considered in line with Council policies and procedures.
4.2	Screening & Impact Assessments
	Equality & Good Relations Implications: None anticipated at this stage.
	Rural Needs Implications: None anticipated at this stage.
5.0	Recommendation(s)
5.1	To note the contents of this report and approve the following: <ul style="list-style-type: none"> • Tobermore Playing Fields – extend the lease with the landlord to 2045 to ensure it is co-terminus with the football clubs proposed extension. • Benburb Community Playgroup – execute a further 25 year extension. • Land for Brocagh Playpark – execute a 25 year lease with possibility of extension.
6.0	Documents Attached & References
	N/A

Report on	Sports Representative Grants
Date of Meeting:	16 th June, 2022
Reporting Officer	Kieran Gordon, Assistant Director Health, Leisure & Wellbeing
Contact Officer	Leigh Gilmore, Participation Manager Margaret McCammon Community Development Officer

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	X

1.0	Purpose of Report
1.1	To present to Members the proposed community grant allocations for the range of: <ul style="list-style-type: none"> Sports Representative Grant – Individuals (May 2022)
2.0	Background
2.1	The Sports Representative Grants (Individual and Team) is a continuous rolling programme.
2.2	Previously in May 2022, Members approved the recommendation for the period up to April, 2022.
2.3	Eligibility criteria compliance was completed by officers followed by grant programme assessment.
3.0	Main Report
3.1	Detailed analysis of the proposed grant awards are attached with Appendix A for information.
3.2	Summary detail is as follows: The Sports Representative Grant: <ul style="list-style-type: none"> 2 Individual application were received during this period Proposal to award a total of £450 in respect of the above 2 eligible applications.
4.0	Other Considerations
4.1	Financial, Human Resources & Risk Implications
	Financial: The Sports Representative Grant is a continuous rolling programme with an annual allocation for 2022/2023 of £15,000. £1,350 was approved in May 2022, leaving a balance of £13,650. Should the grant recommendation contained within this report be approved, £13,200 remains available to be allocated for the remainder of this financial year until March 2023.

	Human: Officer time.
	Risk Management: In line with Council policies and procedures.
4.2	Screening & Impact Assessments
	Equality & Good Relations Implications: N/A
	Rural Needs Implications: N/A
5.0	Recommendation(s)
5.1	To note the contents of this report and give approval for the sports grant allocations as recommended within this report.
6.0	Documents Attached & References
6.1	Appendix A: Grant recipients and amount of grant award.

Appendix A: Grant recipients and amount of grant award.

Sportsperson Representative on eligible cost to a max of £250

Name		Project Title	Amount Requested	Band	Amount Awarded
Jenna	Bowman	Birmingham Commonwealth Games 2022 ~ Netball	£500	2	£225
Kevin	McSorley	AFL Euro cup 2022	£425	2	£225
Total					£450

Band	Amount
1	£250.00
2	£225.00
3	£200.00
4	£175.00
5	£150.00

**Minutes of Meeting of the Development Committee of Mid Ulster District Council
held on Thursday 12 May 2022 in the Council Offices, Circular Road, Dungannon
and by Virtual Means**

Members Present

Councillor Molloy, Chair

Councillors Ashton, Black, Burton, Clarke*, Corry*, Cuddy,
Doris*, Elattar*, Kerr, McNamee*, Monteith and Wilson

**Officers in
Attendance**

Mr McCreesh**, Chief Executive
Mr Black, Strategic Director of Communities and Place
Mr Gordon, Assistant Director of Health, Leisure and
Wellbeing
Mr Kelso**, Director Public Health & Infrastructure
Ms Linney**, Assistant Director of Development
Ms McKeown**, Assistant Director of Economic
Development, Tourism and Strategic Programmes
Mrs Forde, Member Support Officer

In Attendance

Deputation: Lough Neagh Partnership

Mr G Darby
Mr A Hatch
Dr W Burke

* Denotes Members present in remote attendance

** Denotes Officers present by remote means

*** Denotes Others present by remote means

The meeting commenced at 7 pm.

The Chair, Councillor Molloy welcomed everyone to the meeting and those watching the meeting through the Live Broadcast. Cllr Molloy in introducing the meeting detailed the operational arrangements for transacting the business of the committee in the chamber and by virtual means, by referring to Annex A to this minute.

D073/22 Notice of Recording

This meeting will be webcast for live and subsequent broadcast on the Council's YouTube site

D074/22 Apologies

Councillor Milne

D075/22 Declarations of Interest

The Chair, Councillor Molloy reminded Members of their responsibility with regard to declaration of interest drawing attention in particular to agenda item on grants. He stated that if Members had already declared the interest it did not need reiterated.

Councillor Ashton declared an interest in Crilly Cultural and Youth Group

Councillor Clarke declared an interest in Broughderg Community Development Association

Councilor Kerr declared an interest in Coalisland Na Fianna GFC and also Coalisland Na Fianna Cycling Club.

Councillor Cuddy declared an interest in Aughintober Regeneration and Castlecaulfield 12th July Festival 2022.

Councillor Burton declared an interest in Bawn Development Association as family were members.

Councillor Burton declared an interest in COSTA and Caledon Regeneration.

Councillor Corry declared an interest in Moneyneena & District Development Initiative.

Councillor Monteith declared an interest in Dungannon Gaelic Forum, the GAA and Ballysaggart Area Community Association.

Councillor Molloy declared an interest in the GAA.

D076/22 Chair's Business

The Chair, Councillor Molloy stated it was his last meeting and thanked his party for the nomination for the role of Chair. He also thanked committee Members and staff for their work throughout the year.

The Chair, Councillor Molloy asked that officers review the swimming lesson application system used at Dungannon Swimming pool. He acknowledged it was difficult but if there was some way it could be broadened out rather than the usual 'free for all.'

Councillor Kerr spoke of the UNITE and GMB unions that had balloted Translink staff for strike action. He stated that the strike would have a major impact especially at exam time but Council should offer its support for the 6% cost of living pay claim of which the 3% offered falls short. He highlighted that Translink staff had worked during the pandemic providing an essential service. He proposed that Council outlines its support and asks for the wage increase to be implemented.

The Chair, Councillor Molloy said that Council's own staff had recently been on strike and they too were on the front line delivering services during the pandemic.

Councillor Monteith commended Councillor Molloy for how he had carried out his role of chair.

Councillor Monteith seconded Councillor Kerr's proposal and echoed the sentiments. He said Members were the corporate governance of Council which had significant number of staff who had effectively had a pay cut and were at their wits end as to how to make ends meet. He said as Members they had clapped front line services during the pandemic but clapping did not pay the rent.

He suggested that through the Local Joint Negotiating Forum Council should make it known that the Joint Negotiating Forum was not working for people in the six counties as people had different issues than those in England, Scotland and Wales. He said 1.75% rise to the lowest paid was somewhat different to the higher end of the scales.

Councillor Cuddy spoke of UNITE members attending the Council meeting and acknowledged that it was difficult position to try to help when tied into the UK wide negotiating forum. He asked if perhaps Council could help in other ways such as terms and conditions highlighting the example of the demand for lorry drivers he said that however it could, Council needed to follow through.

Councillor Wilson said he had no issue writing to Translink but Council had a duty to its own staff and in whichever way they could, they should be lobbying. He said he could appreciate the National Negotiating Forum but perhaps Council should be lobbying there.

Resolved That it be recommended to Council to write to Translink to advise that Council support the cost of living wage increase put forward by UNITE and GMB.

Councillor Kerr thanked Councillor Molloy for how he carried out his role as Chair.

Councillor Burton concurred and said all had been given opportunity to raise issues. She drew attention to a presentation made by the Early Years Childcare group in Clogher who run on a cocktail of funding. Councillor Burton said there was concerns about the future funding for the group and proposed that Council set up a meeting with Early Years and the group involved. She said there was a great need for childcare places in the area and action was needed to ensure the project continued.

Resolved That it be recommended to Council to progress a meeting with Early Years, Clogher

D077/22 Deputation – Lough Neagh Partnership

The Chair, Councillor Molloy welcomed representatives of Lough Neagh Partnership to the meeting and invited them to make their presentation. Mr Darby delivered the presentation and advised that Members had sight of the River Blackwater Feasibility Study and its recommendations of which the presentation was an overview. He concluded the presentation emphasizing that Lough Neagh was the largest lough in Ireland and the United Kingdom yet it had no navigational authority.

Mr Darby delivered presentation following which the Chair, Councillor Molloy commended Lough Neagh Partnership on the concise overview of the project and stated that full delivery would open many areas of tourism potential. He invited Members questions.

Councillor Doris thanked the group for the presentation and said she had brought a motion through the Council last year which all councils surrounding the Lough had endorsed. She spoke of the protest that had taken place regarding the need for dredging of the Lough and emphasized that this still had not happened. Councillor Doris referred to samples which had been taken which would determine the disposal of the waste and sought an update. She concluded by referring to news reports regarding the death of dogs at the Lough in Antrim and said she was keen to see the Lough being transferred to public ownership.

Mr Darby said that from a partnership perspective all stakeholders had been brought to the table to discuss dredging. He commended the support given by Francis Molloy MP, Councillor Doris and Keith Buchanan MLA together with support from Council who took the lead. Mr Darby said the full report was now with both Councils and acknowledged that Department for Infrastructure had not been overly enthusiastic in driving the project forward. He said the Lough Neagh Partnership would endeavour to assist Council with undertaking technical analysis and business proposals for DfI to drive the project forward. He thanked the Chief Executive and AD: ED, T&SP for their engagement and said it was imperative for all to keep the pressure on.

Dr Burke in relation to the death of the dogs in the vicinity of the Lough at Antrim said that to his knowledge water samples had been taken but that there had been no blue algae in the water. He said post-mortems had been carried out on the deceased dogs and as it was a public matter more information would be forthcoming.

The Chair, Councillor Molloy thanked the representatives of Lough Neagh Partnership following which they withdrew from the meeting at 7.40pm.

Matters for Decision

D078/22 Strategic Community Development Update

The AD: Development presented previously circulated report which provided update on the following and to note key areas of delivery under Strategic Development:

- Response to NIHE Supporting People's Strategy Consultation - note update
- Letter of support regarding Department for Economy's proposals to raise threshold limits for entry to Draft Relief Scheme – note update

Councillor Molloy commended staff on the responses compiled.

Proposed by Councillor Monteith
Seconded by Councillor Kerr

Resolved That it be recommended to Council to –

- (i) Approve that a response be sent to NIHE Supporting People's Strategy Consultation.

- (ii) Approve that a letter of support be sent regarding Department for Economy's proposals to raise threshold limits for entry to Draft Relief Scheme.

D079/22 Development Report

The AD: Development presented previously circulated report which provided update and sought approval on the following:

- Community Grants - to agree Council Community Grants
- CCTV – to agree to go to tender, and to incorporate the towns CCTV and Park N Ride CCTV contracts to one new tender
- Arts – to agree to the refurbishment of the auditorium in Burnavon Arts Centre (and electronic marketing signage) conditional on the release of funding from Policy and Resources Committee
- DFC Advice provision – to agree to release the additional funding from DfC for advice provision in Mid Ulster
- Development - to update on Development

Proposed by Councillor McNamee
Seconded by Councillor Burton

Resolved To propose the Development Report as detailed below:

- **Community Grants**

The Chair Councillor Molloy commended staff on the delivery of the current community grants programme totaling over half a million being spent in the community.

Councillor Ashton concurred stating it was marvelous to see the groups proactive following COVID. In response to the balancing of the overall budget the AD: Development said she would revert to the Member to provide clarity.

Councillor McNamee commended officers said it was great to see events taking place again and welcomed the Burnavon project.

Councillor Kerr welcomed the grants in the Torrent area and spoke of the ambitious plans of the hurling club highlighting that hurling in particular deserved support. He further welcomed the grants to Tyrone Ladies GAA.

Councillor Kerr spoke of Derry and Strabane District Council launch of a cost of living grant and said whilst he was aware Council needed to have cash reserves proposed that a report be brought to the June meeting to outline possibilities for similar grant in Mid Ulster.

Councillor Monteith seconded the proposal.

The AD: Development sought clarity as to whether the report should be considered primarily by Policy & Resources committee.

The Chair, Councillor Molloy clarified that Policy & Resources would need to consider any funding which would be required for any fund the Committee proposed.

Resolved That it be recommended to Council that an initial paper outlining possibilities for a cost of living grant be presented to June Development Committee.

Councillor Burton commended the community grant spend across the district and in particular welcomed funding to Clogher Valley Show stating that it was an important event in the calendar which drew many people to the district. She requested that roundabouts leading to Clogher Valley be enhanced together with street clean to ensure the area is at its best for visitors to the show.

Resolved That it be recommended to Council to agree the rolling community grant programmes - Good Relations and Local Community Festivals.

- **CCTV**

Resolved That it be recommended to Council to agree to go to tender, and to incorporate the towns CCTV and Park N Ride CCTV contracts to one new tender.

- **Arts**

Resolved That it be recommended to Council to agree to the refurbishment of the auditorium in Burnavon Arts Centre (and electronic marketing signage) conditional on the release of funding from Policy and Resources Committee.

- **DFC Advice Provision**

Resolved That it be recommended to Council to agree to release the additional funding from DFC for advice provision in Mid Ulster.

- **Development**

Resolved That it be recommended to Council to not the update on Development.

D080/22 Leisure and Outdoor Recreation Service Level Agreements 2022/23

The AD: Health, Leisure & Wellbeing presented previously circulated report which sought approval for the Leisure and Outdoor Recreation Service Level Agreements for the period 202/23 financial year.

Councillor Burton highlighted the service provided by Fivemiletown Youth Annex and said Council could not provide such a service alone and urged that consideration is given in supporting groups to the rising costs of oil and electricity.

Councillor Kerr sought an update regarding the shoreline erosion issues in response the AD: HLW said that there had been an on site meeting and that he would speak to the capital team and revert directly to the Member to provide an update.

Proposed by Councillor Burton
Seconded by Councillor Kerr

Resolved That it be recommended to Council to approve the Leisure and Outdoor Recreation Service Level Agreements for the period 2022/23 financial year only as outlined within the report.

D081/22 Newmills Path Creation

The AD: Health, Leisure & Wellbeing presented previously circulated report which sought approval to enter into one Permissive Path Agreement (PPA) with one landowner in relation to lands adjacent to the Torrent River for the creation of a path network, known as Newmills Community River Trail.

Proposed by Councillor Cuddy
Seconded by Councillor Ashton and

Resolved That it be recommended to Council that approval be given to:

- (i) Enter into one Permissive Path Agreements with one landowner in relation to the development of the path network along the Torrent River, Newmills known as the Newmills Community River Trail. Estimated annual path maintenance costs of £1,000 requires to be budgeted within annual maintenance allocations – subject to agreement in the rates estimates process for April 23 – March 24.
- (ii) Investigate the potential of establishing a Service Level Agreement with Torrent River Enhancement Group. A future detailed report to be submitted to Development Committee for Members consideration at the appropriate time.

D082/22 Derrynoyd and Drumcairne Forests, Funding Opportunities

The AD: Health, Leisure & Wellbeing presented previously circulated report to update Members of two Expressions of Interest made to DAERA for Tackling Rural Poverty and Social Isolation (TRPSI) funding to assist in the development of Derrynoyd and Drumcairne Forests. Approval is sought to enter into a licence and lease agreement with Forest Service NI (FSNI) for the creation of an enhanced outdoor recreation product and associated welfare facilities within Drumcairne Forest.

Councillor Doris welcomed the progress but expressed disappointment in the time involved in reaching this stage. She said she had been contacted by a primary school wishing to plant wildflowers and this had now been delayed for the second year. She emphasised that Council needed to 'keep its foot on the pedal' to bring the projects to fruition.

Councillor Burton said that Derrynoyd and Drumcairne Forests had been on the radar for a shorter period than Lumpfords Glen and expressed disappointment that it was not progressing at this time. She said that during lockdown these areas had been much used but some areas may be dangerous for walkers. She sought clarity as to how Derrynoyd and Drumcairne projects had progressed yet Lumpfords Glen which was a beautiful area had not.

Councillor Kerr welcomed the report.

In response the AD:HLW said he was actively reviewing the strategies involved and that having picked up the remit for parks was actively seeking funding opportunities to progress where and when possible.

Proposed by Councillor Doris
Seconded by Councillor Burton

Resolved That it be recommended to Council that approval be granted to enter into a licence and lease agreement with FSNi to allow for the development of Drumcairne Forest.

D083/22 Economic Development Report – OBFD

The AD: Economic Development, Tourism and Strategic Programmes presented previously circulated report which provided an update on the below -

- River Blackwater Feasibility Study
- UK Tentative List Process of World Heritage Sites
- Annual Funding Request from Irish Central Border Area Network (ICBAN) for 2022-2023
- Funding Request from MEGA Network for 2022-2025
- Data Sharing Agreement with Invest NI
- Mid Ulster Labour Market Partnership (LMP)
- Economic Development, Tourism and Strategic Projects Action Plan 2022/23
- Service Level Agreement – Sperrins Partnership

Resolved That it be recommended to Council to approve the key activities as listed below in the Economic Development Report – OBFD.

- **River Blackwater Feasibility Study**

The AD: ED, T&SP reminded Members that ABC Council would also be asked to adopt the Feasibility Study.

The Chair, Councillor Molloy said that the document should be published on the website and made available for presentations to, for example, the Department for Infrastructure. He said everyone needed to take cognisance that it is a joint approach and no organisation could work in isolation on it.

Councillor Kerr drew attention to the report and spoke of the dredging issues which raise boat safety concerns. He also drew attention to page 20 of the report, Ferry

Bridge, and said there is also great potential along the Coalisland Canal and Council should be aspiring for full regeneration. In relation to jetties at Brocagh and Castlebay he proposed that the jetties should be upgraded. He concluded by making reference to planning applications for drilling on the Lough by overseas multinational companies should be rejected as such plans as presented tonight would be scuppered. He also welcomed the strong case for dredging.

The Chair, Councillor Molloy said that Council would look at aforementioned but highlighted that Brocagh and Castlebay were different projects and not part of this Study.

The Chair, Councillor Molloy said that Council own the jetty and slipway at Moy which is too steep for canoeists and that there is opportunity through other projects to develop other access points. He also said there was good opportunities to develop walkways.

Councillor Cuddy said that he kayaks on the River Blackwater and concurred that Moy jetty is very steep. He spoke of stopping at the ABC Council facility at Saltmarine and said that the costs involved in similar was significant. He mentioned that there should be focus at Moy as it was the largest town along the route and people could stop off at Moy and Charlemont and spend the evening.

Proposed by Councillor Kerr
Seconded by Councillor Molloy

Resolved That it be recommended to Council to approve the River Blackwater Feasibility Study & recommendations on Appendix 1, subject to Members amendments being included.

- **UK Tentative List Process of World Heritage Sites**

Councillor Corry welcomed progress and said that it falls within the motion brought by herself and fellow Councillor Clarke the previous year.

Councillor Burton asked if this was the only site which fitted the criteria.

The AD: ED&TSP said that a project of this magnitude requires a significant amount of work and should it progress, Council would have to consider making financial support and resources available to drive it forward. As such, she recommended that Council only consider one project at a time. She highlighted that a neighbouring Council had worked for upwards of 20 years to get their project over the line.

Proposed by Councillor Corry
Seconded by Councillor McNamee

Resolved That it be recommended to Council to approve that Mid Ulster District Council makes an application to the UK Tentative List of World Heritage Sites and selects the 'Heart of Ancient Ulster' site located within an Area of Outstanding Natural Beauty, incorporating OM Dark Sky Park, area around Davagh Forest and Broughderg.

- **Annual Funding Request from Irish Central Border Area Network (ICBAN) for 2022-2023**

Proposed by Councillor McNamee
Seconded by Councillor Corry and

Resolved That it be recommended to Council to –

- (i) Approve Council's annual contribution to ICBAN for 2022/2023 of £15,000 and release the full payment to ICBAN subject to Council being provided with the requisite documentation as detailed in the SLA.
- (ii) Approve Mid Ulster District Council's Service Level Agreement with ICBAN for the year 2022-2023 (subject to final review by Legal Services).

- **Funding Request from MEGA Network for 2022-2025**

Councillor Monteith said that it was disappointing that the wish of Members to see trade union engagement written into the service level agreement had been omitted and Council needed to go back and ensure that trade union and workers were incorporated in the agreement. He spoke of the presentation made by MEGA in February and stated that when questioned about trade union involvement they could not answer the questions asked thus it is obvious it is not part of their remit.

Councillor Monteith proposed that Council do not progress the project at this time but re-engage to include trade union representation on the board. He said Council could not move forward with this project to encourage skills and engaging workers without trade union representation. He said if trade unions could not be included could the £15k per annum be redirected to trade unions for them to carry out similar work.

Councillor Kerr seconded the proposal and said that some of the attitudes of local manufacturing companies towards trade union representation is poor. He said members of trade unions were not welcome but public money was being used to assist financing the project to create and retain jobs. He said many local workers were moving from manufacturing towards telecommunications were workers' rights are somewhat better.

The AD: ED&TSP confirmed that there is a trade union representative serving on the MEGA steering committee from a local manufacturing company. She said that the trade union representative had the opportunity to contribute towards MEGA's new strategic action plan and outlined the breakdown of MEGA's proposed 3 year funding from 2022-23 to 2024-25 as follows;

Invest NI	£170,000
Private / Members Funding / Conferences / Sponsorship	£211,000
Mid Ulster District Council	<u>£45,000</u> (pending approval)
Total Funding	£426,000

Councillor Monteith said that within the documentation presented there was no reference to trade unions and nowhere within the action plan were they referenced.

Councillor Monteith said that within the documentation presented there was no reference to trade unions and nowhere within the action plan were they referenced.

The AD: ED&TSP said she would ensure trade union membership was written into the Service Level Agreement.

The Chair, Councillor Molloy asked that the paper be brought to June committee with the revised service level agreement.

Councillor McNamee asked if the project would be impacted by the delay.

The AD: ED&TSP said that the project had been out of pocket since 1 April. She reiterated that there are trade union representatives from one of the local companies on the steering committee.

Councillor McNamee asked if the matter could be brought before full Council as the minute had to be ratified.

The Chief Executive said that clarification could be issued following the committee which would allay concerns and asked if that would be satisfactory.

The AD: ED&TSP said that the revised version could be brought to Council meeting.

Councillor Monteith was emphatic that trade union representation was written into the agreement.

Councillor Kerr concurred with Councillor Monteith and said that some of the organisations involved were massive and thus the delay in the impact of the funding was laughable.

The Chief Executive said that other councils were replicating the MEGA concept and that Council was fortunate to have the project and should be conscious of its position. He said that MEGA was predominantly made up of human resources officers from the companies and together all were endeavouring to address skill shortages. He reiterated that Council was fortunate to be involved in its creation and that trade union input was involved.

Proposed by Councillor Ashton
Seconded by Councillor Black

Resolved That it be recommended to Council to

- (i) Provide confirmation of revised Service Level Agreement to include Trade Union participation.
- (ii) Approve annual contributions to the MEGA Network of £15,000 in each of the next 3 years, totalling £45,000;
 - Year 1 - April 2022-March 2023 £15,000

- Year 2 - April 2023-March 2024 £15,000
- Year 3 – April 2024-March 2025 £15,000

The release of Year 1 funding (£15,000) to MEGA from Council's economic development budget is subject to Council being provided with the requisite documentation as detailed in the SLA. Funding in Years 2 & 3, being released annually, subject to satisfactory completion of agreed actions and Council being furnished with the necessary information in a timely manner.

- (iii) Approve Mid Ulster District Council's revised Service Level Agreement with MEGA for the period April 2022-March 2025 (subject to final review by Legal Services); with the proviso that an additional clause be added to stipulate the MEGA Network must have Trade Union representation during the three year period to March 2025.

- **Data Sharing Agreement with Invest NI**

Proposed by Councillor McNamee
Seconded by Councillor Corry

Resolved That it be recommended to Council to approve the Data Sharing Agreement with Invest NI, dated 16 March 2022.

- **Mid Ulster Labour Market Partnership (LMP)**

The AD: ED&TSP advised that a letter of offer was pending but that additional correspondence had been received from the Department for Communities to advise a reduction in the operational budget of approximately £100k, and stated at this time it is unclear whether this funding will be received later in the year. She advised that a revised action plan had to be submitted to Department for Communities to reflect this and sought delegated authority for the Chief Executive to sign off the revised plan and submit back to Department for Communities.

Proposed by Councillor McNamee
Seconded by Councillor Corry

Resolved That it be recommended to Council to –

- (i) Note update report.
- (ii) Approve to proceed at risk to tender for programmes and initiatives included within the Mid Ulster LMP Action Plan 2022-23, and to hold-off on appointing delivery organisations until Council is in receipt of an official letter of offer from the Department for Communities; and
- (iii) That following receipt of correspondence from Department for Communities advising Mid Ulster LMP's annual budget for 2022-23 was reduced from £374,700 to £274,334, that council officers liaise with representatives of Mid Ulster LMP to scale back the operational programme and associated budget, following which delegated authority be granted to the Council Chief Executive to approve and

return the revised Action Plan for 2022-23 to Department for Communities.

- **Economic Development, Tourism and Strategic Projects Action Plan 2022/23**

Proposed by Councillor Corry
Seconded by Councillor Cuddy

Resolved That it be recommended to Council to approve projects and indicative costings within the Economic Development, Tourism and Strategic Projects Action Plan 2022/23.

- **Service Level Agreement – Sperrins Partnership**

Proposed by Councillor McNamee
Seconded by Councillor Corry

Resolved That it be recommended to Council to approve Mid Ulster District Council's Service Level Agreement with Sperrins Partnership for the financial year 2022-2023 (subject to final review by Legal Services) and release the full payment of £22,000 subject to Council being provided with the requisite documentation as detailed within the SLA.

Matters for Information

D084/22 Minutes of Development Committee held on 6 April 2022

Members noted Minutes of Development Committee held on 6 April 2022.

Councillor Kerr sought an update on the WISE contract. He also welcomed the additional bins along the Coalisland Canal.

Councillor Doris expressed her thanks for the bins installed along the Stewartstown Road and stated that similar was now needed on the Brackaville and Clonoe approach roads.

Councillor Doris reiterated her request for a paper to be brought to committee regarding the transfer of lands from Department for Communities to Council at Stewartstown carpark. She said the paper had not been brought to Environment Committee and she would like to see this progressed in June.

D085/22 Health and Wellbeing Programme

The AD: Health, Leisure and Wellbeing presented previously circulated report which provided an update on the current programmes available to residents within the District through Council's Health, Leisure and Wellbeing service.

D086/22 Economic Development Report - OBFI

The AD: Economy, Tourism & Strategic Programmes presented previously circulated report which provided an update on key activities as detailed below –

- Meet the Buyer 2022
- Tourism Development Group Minutes – 3 February 2022
- Cookstown Town Centre Forum Minutes – 19 January 2022
- Events to Celebrate the Achievements of Women

Councillor McNamee on behalf of the Cookstown Town Centre Forum commended the recent street clean-up which restored the Cookstown Public Realm works to its original stance. He said he would welcome this as an annual programme.

Live broadcast ended at 8.25 pm.

Local Government (NI) Act 2014 – Confidential Business

Proposed by Councillor Burton
Seconded by Councillor Kerr

Resolved In accordance with Section 42, Part 1 Schedule 6 of the Local Government Act (NI) 2014 that Members of the public be asked to withdraw from the meeting whilst members consider item D087/22.

Matters for Decision

Matters for Information

D087/22 Confidential Minutes of Development Committee held on
Wednesday 6 April 2022

D088/22 Duration of Meeting

The meeting commenced at 7 pm and concluded at 8.26 pm.

Chair _____

Date _____

Annex A – Introductory Remarks from the Chairperson

Good evening and welcome to the Council's [Policy & Resources/Environment/Development] Committee in the Chamber, [Dungannon/Magherafelt] and virtually.

I specifically welcome the public watching us through the Live Broadcast. The Live Broadcast will run for the period of our Open Business but will end just before we move into Confidential Business. I let you know before this happens.

Just some housekeeping before we commence. Can I remind you:-

- If you have joined the meeting remotely please keep your audio on mute unless invited to speak and then turn it off when finished speaking
- Keep your video on at all times, unless you have bandwidth or internet connection issues, where you are advised to try turning your video off
- If you wish to speak please raise your hand in the meeting or on screen and keep raised until observed by an Officer or myself
- Should we need to take a vote this evening please raise your hand in the normal way and keep raised until advised to lower it
- When invited to speak please introduce yourself by name to the meeting
- For any member attending remotely, if you declare an interest in an item, please turn off your video and keep your audio on mute for the duration of the item
- If referring to a specific report please reference the report, page or slide being referred to
- Lastly, I remind the public and press that taking photographs of proceedings or using any means to enable anyone not present to see or hear proceedings, or making a simultaneous oral report of the proceedings are not permitted

Thank you and we will now move to the first item on the agenda.

Report on	Clean Neighbourhood Action Plan
Date of Meeting	16 th June 2022
Reporting Officer	Kieran Gordon, Assistant Director Health, Leisure & Wellbeing
Contact Officer	Anne Caldwell, Principal Environmental Health Officer Conor Breslin, Principal Environmental Health Officer

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	X

1.0	Purpose of Report
1.1	This report is to provide an update on the Council's Clean Neighbourhood Action Plan and the ' <i>Walk This Way Initiative</i> ' in partnership with the Dogs Trust and Keep Northern Ireland Beautiful (KNIB).
2.0	Background
2.1	Previously in April 2022, Members were presented with an update on the progress of the recent commencement of the 12 month pilot for targeted dog fouling and litter enforcement by WISE and Members also resolved to approve Council's participation in the ' <i>Walk This Way Initiative</i> ' in partnership with the Dogs Trust and Keep Northern Ireland Beautiful (minute reference: D062/22)
3.0	Main Report
3.1	Previously in October 2021, Members at the Environment Committee resolved to approve the terms of engagement and the associated Service Level Agreement for the 12 month pilot for WISE to be engaged for additional support in the area of addressing dog fouling and littering within the Mid Ulster District Council area. A team of Council authorised WISE officers commenced operations within the District on 18 th January 2022 and Mid Ulster District Council became the 4 th Council in Northern Ireland to engage WISE for a 12-month pilot. The team of authorised WISE officers working within the District are now largely settled and all come from a process of local recruitment. The team of 5 litter enforcement officers undertake patrols, working in shifts and provide a 7 day a week operation including mornings and evenings.
3.2	Through the pilot, WISE officers are focussed on providing a visible deterrent and the detection of offences, which also incorporates intelligence and complaint led patrolling across the District. In addition to targeted visits from WISE staff, the areas continue to be monitored by Mid Ulster District Council Enforcement Officers in addition to their other duties.
3.3	The first updated report presented to the Development Committee in April 2022 noted the numbers and types of Fixed Penalty Notices (FPN's) issued within the first 9 weeks. Whilst it is accepted that all " <i>litter is litter</i> ", Members also commented on a range of items to include the need for enhanced focus on dog fouling and litter other than cigarette waste. Additionally

further information was requested on a breakdown of time spent in areas of the District and an increased focus on targeted hotspot areas along with rural areas.

3.4

Following Members comments at the April 2022 Development Committee, Council officers met with members of the WISE account management team to relay Members comments and the need for enhanced focus on dog fouling and litter other than cigarette waste. Council officers continue to work with WISE by targeting litter hotspots and promoting anti-litter initiatives. Over the last 7 weeks, there has been a tangible increase in food & drink related FPN's, an increase in dog fouling FPN's and a reduction in cigarette related FPN's.

Table 1 below provides a summary of the FPN's served from the 18th January 2022 to 27th May 2022:

Type of litter	Period 1 (18.01.22 – 22.03.22)	Period 2 (23.03.22 – 27.05.22)
Cigarette Related	538	429
Food Related	38	55
Drink Related	21	22
Dog Fouling	5	7
Chewing Gum	9	3
Other	39	26
Total	650	542

Total FPN's issued 18.01.22 – 27.05.22 – 1192 (883 paid to date: 74% payment success)

3.5

For the recent 9 week period, the total number of FPN's issued has reduced from period 1 however this could be viewed that this is possibly an indication that the public are now becoming more aware of the pilot and feedback received from the WISE team indicate that they can witness more public awareness on the ground and that it could be argued that the issuing of the FPN's are starting to affect a behavioural change. It is hoped this trend continues. Joint patrols between WISE and Council Enforcement staff have been organised for w/c 6th June in various parts of the District.

3.5

The approved Service Level Agreement ensures that WISE will patrol the whole Council area which includes the rural areas and rural roads. They have estimated that this would be between 10-15% of the overall patrol hours - any additional patrols and time spent on rural areas/roads can be facilitated and will be dependent on submitted intelligence and complaints from Members and the public

3.6

As presented previously in the April 2022 update report to Committee, should members of the public be dis-satisfied with any element of the service, their first line complaint will be via WISE customer service agents with information being reported back to Council where relevant.

In the recent 9 week period i.e. from 23rd March to 26th May 2022, a further 22 representations were received by WISE, 19 of which were not upheld and 3 have been accepted with the FPN's duly rescinded. These were mostly relating to a request for extra time to pay an FPN that they had been issued, or saying that they didn't understand the specifics of the offence committed.

3.7

Should members of the public still be dis-satisfied with the outcome of their complaint via WISE, the matter is referred back to Council to implement the process as per stage 2 of the Council's complaint policy. To date, no stage 2 processes have had to be instigated by Council.

3.8

A range of communication messages and a variety of media will be used to continue to advise the public of the pilot and that littering is an offence. The Environmental Health team are currently liaising the Council's Equality Officer along with the Marketing & Comms service in respect of the Council's accessible communications policy and to arrange for the translation of literature enclosed within the appendix into a number of alternative languages to help promote the anti-littering message to non-English speaking sections of the Mid Ulster community

3.9

Whilst operating on behalf of the Council visibly patrolling the District, the officers from WISE have been able to offer support to members of the public in various situations alongside their enforcement duties. For example, on 28th May 2022, WISE supported a community litter pick event in the Castlecaulfield Village and will continue to make this service available for any groups that may require assistance. Also recently while out on patrol in Cookstown, WISE officers came across a member of the public who had suffered a bad fall and helped support the person and remained with them until the paramedics arrived.

3.10

Members are reminded that should they wish to accompany any of the officers on patrol to observe first-hand how they engage with the public that may be arranged.

Walk This Way Initiative

3.11

As reported in April 2022, "*Walk this Way*" involves creating a dog-friendly walking route in a park, nature reserve, coastal, or woodland area. The route aims to facilitate more opportunities for owners to suitably dispose of dog waste by improving the sites bin-infrastructure and prominence.

3.12

The dog-walking route is plotted, and highlighted on welcome maps at entrances. Prominent signage and colourful route markers are fixed at regular intervals along the route. Bin stickers are placed on all bins on the route to remind owners that any litterbin can accept dog waste.

3.13

Route markers are positioned every 200 metres to ensure walkers are on the correct path. It is ensured that bins are available at every kilometre along the route, allowing ample opportunity for correct disposal.

3.14

The Lough Fea walk near Cookstown was selected as the site for this initiative. The walk is centrally located and is a popular dog walking spot. It is also one of the more significant dog fouling hotspots in the District. The initiative involves a 4-week baseline study of the amount of fouling along the route.

3.15

This took place in May 2022. The results of the first few weeks baseline monitoring are shown in Table 2 below. It should be noted that the dog fouling was cleaned up at each monitoring visit. '*Walk this Way*' signage was erected following the May monitoring period, and monitoring recommenced on 6th June with the signage installed.

Table 2

Date	Bagged Dog Foul	Unbagged Dog Foul
02/05/22	2	23
04/05/22	5	47
06/05/22	3	36
09/05/22	6	65
11/05/22	5	51
13/05/22	10	67
16/05/22	6	53

3.16	As can be seen from the table above, Lough Fea suffers from a persistent dog-fouling problem largely due to its popularity with dog walkers and its relatively secluded nature that makes detection of this offence very difficult. It is hoped that the recent addition of high visibility signage and extra bins every 200m of the designated route will encourage dog walkers to dispose of the foul appropriately. The Council's Marketing & Comms team continue to raise public awareness of the initiative via the relevant communication channels.
3.17	Council Enforcement Officers are also undertaking joint patrols with WISE officers for this location in conjunction with this initiative and an update will be brought for member's attention upon the completion of the study.
4.0	Other Considerations
4.1	Financial, Human Resources & Risk Implications
	<p>Financial: WISE will retain 90% of the income generated and pay Mid Ulster District Council 10% of all income generated at the end of months 3, 6, 9 and 12. There may be additional legal costs incurred for prosecutions in the event of non-payment of fixed penalty notices however, it is anticipated that the income proportion to Council from the issue FPN's by WISE can meet the cost of the administration of legal proceedings.</p> <p>The cost of the "Walk this Way" initiative is £300.</p>
	<p>Human: Staff liaison time with the external enforcement contractor.</p> <p>Staff time for the "Walk this Way" initiative – planning, erecting the signage/route markers and bin stickers. The site is currently cleaned three times per week so there will be no additional staff resource although there will be additional time to monitor fouling for the duration of the study.</p>
	Risk Management: Considered in line with relevant policies and procedures.
4.2	Screening & Impact Assessments
	Equality & Good Relations Implications: None anticipated at this juncture.
	Rural Needs Implications: None anticipated at this juncture.
5.0	Recommendation(s)
5.1	To note the contents of this update report on the Clean Neighbourhood Action Plan.
6.0	Documents Attached & References
6.1	<p>Appendix A: Targeted Enforcement Pilot Update 22rd March 2022 – 27th May 2022</p> <p>Appendix B: Sample Artwork</p>

Appendix A – Targeted Enforcement Pilot Update 22rd March 2022 – 27th May 2022

The below table depicts the numbers of Fixed Penalty Notices issued per DEA area and as anticipated, the majority of these are within the busier urban centres where footfall is much higher which thereby translates in higher likelihood of an offence occurring. These tend to be the areas where large numbers of individuals visit for retail, dining, relaxation, education and therefore a high amenity value should be placed on the cleanliness and appearance of these areas.

It should also be noted that where a particular town/village does not appear with having a Fixed Penalty Notice recorded, this does not mean that the area is not subject to patrols, but rather, that during the time patrolling took place, no offences were detected.

DEA	FPN's Issued (18.01.22 – 22.03.22)	FPN's Issued (23.03.22 – 27.05.22)
Carntogher	6 (0.9%)	2 (0.37%)
Clogher Valley	4 (0.6%)	24 (4.43%)
Cookstown	307 (47.2%)	219 (40.41%)
Dungannon	266 (40.9%)	231 (42.62%)
Magherafelt	56 (8.6%)	57 (10.52%)
Moyola	3 (0.4%)	6 (1.12%)
Torrent	9 (1.5%)	3 (0.55%)
Total:	651	542

Total FPN's issued 18.01.22 – 27.05.22 – 1192 (883 paid to date: 74% payment success)

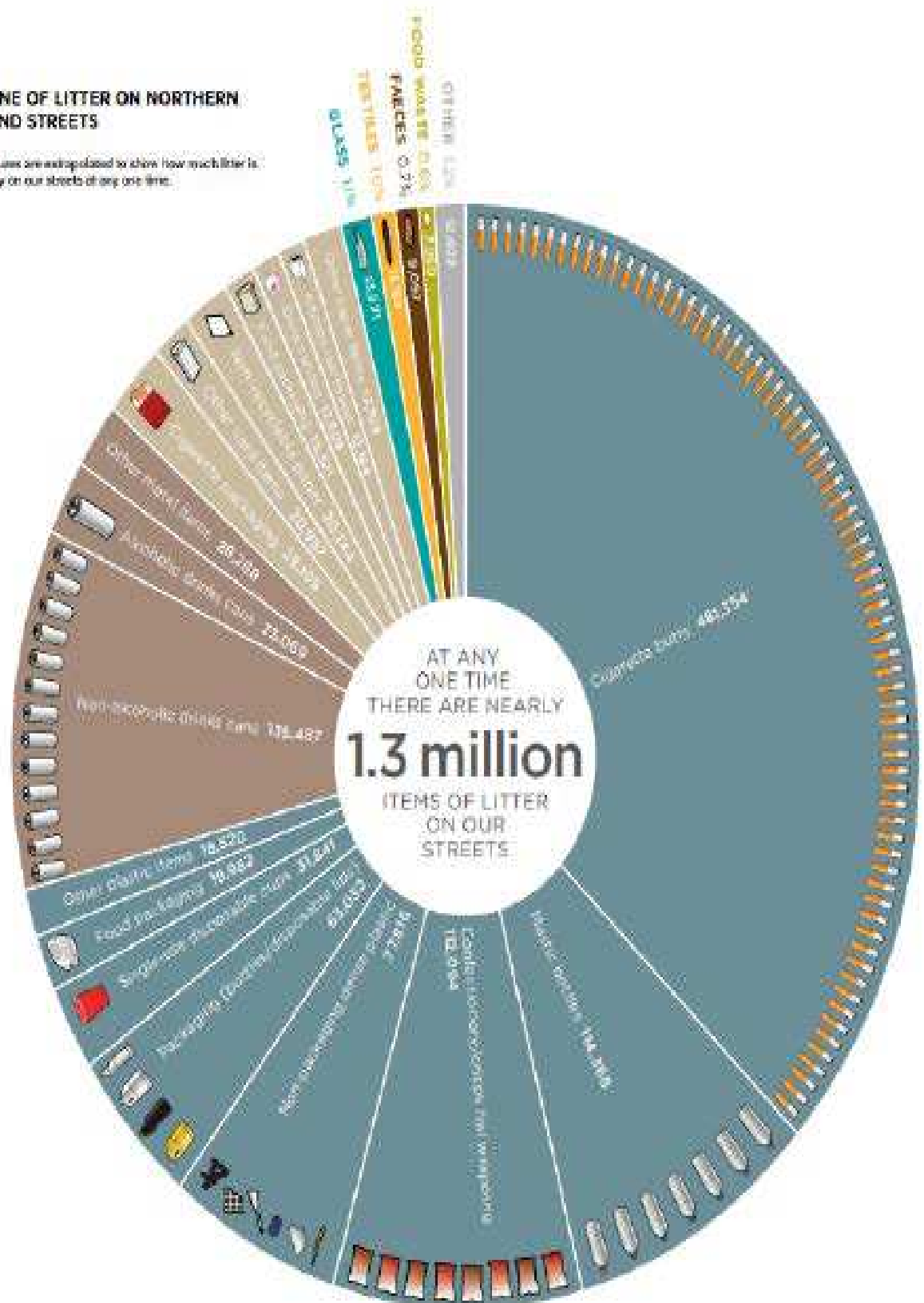
The types of litter that offenders are observed dropping or leaving comprises a wide range of different types with the majority relating to smoking. Factors such as the ban on smoking in indoor locations, the tendency towards being a stationary activity, the readily observable nature of the activity itself, failure by smokers to realise that smoking components are in fact litter are all likely to be factors. It is important to recall that cigarette litter including butts are a significant source of plastic-based litter which detracts from the cleanliness of the District, may be ingested by wildlife and/or may degrade into micro-plastics which ultimately causes wider environmental damages.

Type of litter	Period 1 (18.01.22 – 22.03.22)	Period 2 (23.03.22 – 27.05.22)
Cigarette Related	538	429
Food Related	38	55
Drink Related	21	22
Dog Fouling	5	7
Chewing Gum	9	3
Other	39	26
Total	650	542

The Litter Composition Report 2019/20 compiled by Keep Northern Ireland Beautiful produced the graphic below which highlights the categories of littered items and the amount of litter that could be on our streets at any one time and these benchmarked figures are broadly in keeping with the proportion and type of Fixed Penalty Notice issued with the WISE Officers to date within Mid Ulster District Council.

OUTLINE OF LITTER ON NORTHERN IRELAND STREETS

These figures are extrapolated to show how much litter is potentially on our streets at any one time.



Don't Mess Up **Mid Ulster**

Litter costs.
You **pay** the price

£80

**FIXED PENALTY
NOTICE**



Find out more
www.midulstercouncil.org/litter



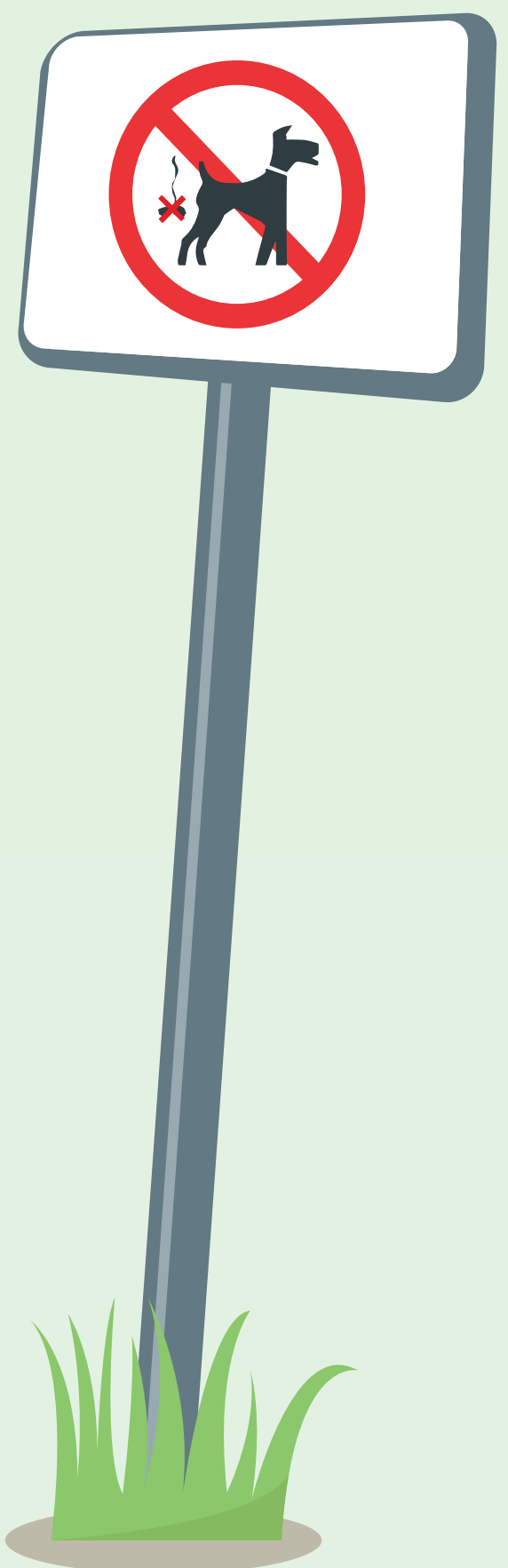
Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

Don't Mess Up **Mid Ulster**

Bag it
and **BIN** it

£50

**FIXED PENALTY
NOTICE**



Find out more
www.midulstercouncil.org/litter



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

Report on	Leisure Participation
Date of Meeting	16 th June 2022
Reporting Officer	Kieran Gordon, Assistant Director Health, Leisure & Wellbeing
Contact Officer	Leigh Gilmore, Participation Manager

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	x

1.0	Purpose of Report
1.1	To update Members on the progress of the Active Recreation Plan April 2022 – March 2023 and to provide feedback on a pilot scheme that was delivered from October 2021 – 30 th April 2022.
2.0	Background
2.1	Previously in September 2021, Members considered the Council's Participation team ongoing activity and resolved to approve a new pilot programme as part of the annual Active Lifestyle Plan (minute reference: D161/21)
2.2	The over-arching aim is to ensure that targeted increases in active participation are achieved across the Mid Ulster District among traditionally underrepresented groups.
2.3	This annual plan incorporates a range of activities that take place throughout the year along with opportunities to develop further programmes and initiatives that can seek to provide greater opportunities to get physically active.
3.0	Main Report
3.1	The Participation unit within Health Leisure and Wellbeing service area wish to increase opportunities for Mid Ulster District Council residents to participate in a range of scheduled structured and non-structured recreational activities and to meet objectives as set out with the Council's Community Plan 2017-2027 along with contributing towards the Council's Anti-Poverty Action Plan and continuing to encourage more residents to get active.
3.2	During summer 2021, a £1 summer activity programme for under 18's was trialled during July and August with 5,743 participants availing of discounted swims, soft play, teen gym, athletics track, tennis, sports pitches, golf driving range and short par 3 course. (minute reference: D161/21). Due to the success of these initiatives, they will once again be available during July and August 2022. Further details are enclosed within the appendix.
3.3	Summer camps will be scheduled during July and August 2022 and it is anticipated there will be approx. 1150 spaces available within the camps over the summer. Members are reminded that any customers that are currently enrolled in the Council's leisure household membership scheme can avail of 1 weeks attendance at their chosen summer camp for their children as part of their membership. Also available will be golf lessons along with a range of water based activities including swimming lessons and NPLQ qualifications. Further details are enclosed within the appendix.

3.4	<p>The new pilot activity programme to support existing services was launched during October 2021 within the following areas:</p> <ul style="list-style-type: none"> • Walk and Run Coordination • Cycle Coordination • Inclusive Coordination • Pre & Post Natal Coordination • Active Aging Coordination <p>The majority of the programmes proved very popular and were well received, particularly with the discounted rate of £1 per session. Approx 2,130 participants took part during October 21 – April 22. A review has been carried out on the effectiveness and uptake of the programmes and it is intended to once again make programmes available during September 22 – March 23 with the support of an external delivery partner that seeks to focus on the following areas:</p> <ul style="list-style-type: none"> • Inclusive activities including autism and disability clubs • Pre and post-natal including yoga and pilates • Active aging including water aerobics and strength and balance • Walking and running – Couch to 5k <p>In total these new programmes are intended to bring opportunities for approx. 572 individual classes during September 22 – March 23 and will again be available at £1 per session. Note that Walking groups, Couch 2 5k and Couch 2 3k programmes are still to be finalised and this will further enhance the numbers of sessions and choices available – details will be launched via Council's communication channels on social media, website and within Council leisure facilities.</p> <p>Further details are enclosed within the appendix.</p>
4.0	Other Considerations
4.1	<p>Financial, Human Resources & Risk Implications</p> <p>Financial: Planned activity can be derived via existing revenue budgets for 2022/2023.</p> <p>Human: Officers time to co-ordinate, implement and monitor the planned activities. Can be delivered within existing resources with support from specialised coaches via appointed activity providers (costs of which can be derived via existing revenue budgets for 2022/2023 and within Council procurement guidelines).</p> <p>Risk Management: Considered in line with Council Policies and Procedures.</p>
4.2	<p>Screening & Impact Assessments</p> <p>Equality & Good Relations Implications: Considered in line with Council Policies and Procedures.</p> <p>Rural Needs Implications: Considered in line with Council Policies and Procedures.</p>

5.0	Recommendation(s)
5.1	To note the outcome of the pilot participation programme for October 2021 – April 2022 along with noting the progress of the Active Recreation Plan April 2022 – March 2023 to include plans for summer programmes and the continuation of the targeted programmes for the period September 2022 to March 2023.
6.0	Documents Attached & References
6.1	Appendix A – Pilot programme outcomes and update on the Active Recreation Plan April 2022 – March 2023.

Appendix A

Pilot Activity Programme October 2021 – 30th April 2022.

Previously in September 2021, Members considered the Council's Participation team ongoing activity and resolved to approve a new pilot programme as part of the annual Active Lifestyle Plan (minute reference: D161/21)

The Active Lifestyle Plan walking and running programme had 2,130 participants registered attending the various 8 week courses that took place across various locations in Aughnacloy 3G, Cookstown LC, Dungannon LC, Drumcoo 3G, Fivemiletown 3G, Gortgonis, Greenvale LC, Maghera LC, Meadowbank Sports Arena, Moneymore Recreation Centre and Mid Ulster Sports Arena.

Review of Activity for the Pilot Activity Programme October 2021 – 30th April 2022:

Participation Area	Additional Details	Approx. Attendance Figures
Active Lifestyle Plan:	Approx. number of users that paid and took part in Active Lifestyle Plan classes and courses.	Oct 2021: 82
Couch 2 5K		Nov 2021: 328
Couch 2 3K		Dec 2021: 246
Walking Group		Jan 2022: 43
Cycling		Feb 2022: 534
Buggy Fit		Mar 2022: 650
Mums and Tums		April 2022: 247
Tai Chi / Chi Mi		Total: 2,130 participants
Active aging 65+		
Autism Club		
Disability Hub		
Autism Play		
Developmental coordination disorder (DCD)		

Proposed Programme: Planned Activity within Mid Ulster District Council Leisure Facilities Sept 2022 – March 2023

All activities including dates/times/booking/payment arrangements to be advertised via social media, website and also within leisure facilities. Note that the below sessions are in addition to normal services as part of leisure centre services - group exercise programmes will continue as normal.

Inclusive		
Activity	Location	Session
Autism Club:	DLC, GLC, MLC, MSA	Sept 2022 - April 2023 (26 sessions in each facility)
Disability Hub:	MUSA	
		TOTAL SESSIONS : 130
Pre & Post Natal		
Activity	Location	Session
Mums and Tums:	MRC	Sept 2022 - April 2023 (26 sessions in each facility)
Water Aerobics:	DLC, GLC	
Beginners Yoga / Postnatal Yoga / Post Natal Pilates :	CLC, DLC, GLC, MLC, MRC	
		TOTAL SESSIONS : 208
Active Aging		
Activity	Location	Session
Ti Chi / Chi Mi:	CLC, DLC, GLC, MLC, GLC	Sept 2022 - April 2023 (26 sessions in each facility)
Active aging 65+ activities:	GLC	
Strength & Balance:	CLC, DLC, GLC, MLC	
		TOTAL SESSIONS : 234

Walking groups, Couch 2 5k, Couch 2 3k still to be finalised.

Summer 2022: Schemes / Camps and £1 Activities

Activity	Target Group	Location	Session
Summer Scheme			
Summer Scheme 850 spaces	8yrs-11yrs	CLC DLC GLC MSA MLC	18 th July 2022 - 12 th Aug 2022
	6yrs-11yrs	MRC	25 th July – 12 th Aug
Summer Camps			
Gymnastics 160 spaces	5 -11	GLC	4 th – 8 th July
	5 -11	MLC	18 th – 22 nd July
	5 -11	MRC	1 st – 5 th
	5 -11	CLC	15 th – 19 th August
Tennis 60 spaces	7-14	MUSA	20 th – 22 nd July
	7-14	D Park	3 rd – 5 th August
	7-14	MRC	17 th – 19 th August
Canoeing 36 spaces	11-16	Ballyronan	4 th -8 th July 25 th – 29 th July 8 th – 12 th August
Golf 36 spaces	7+	TGC	6 th – 8 th July 14 th – 15 th August 26 th – 28 th July 9 th – 11 th August 17 th – 18 th August 23 rd – 26 th August
£1 Summer Activities			
£1 swims £1 soft play £1 teen gym £1 courts £1 golf par 3 & driving range £1 athletics £1 tennis courts £1 3G pitches	Under 18	Across all sites	1 st July – 31 st August

In addition to the activities detailed above during July and August, those Leisure Centres with swimming pools (Cookstown, Dungannon & Greenvale) will be hosting a wide range of water based activities which are bookable via Leisure Hub and at facility receptions, this includes:

- Intensive swimming lessons
- National Pool Lifeguard Qualification
- Rookie Lifeguard

Report on	Departmental Service Plan 22/23: Communities & Place
Date of Meeting	Thursday 9 th June 2022
Reporting Officer	Ryan Black, Strategic Director of Communities & Place
Contact Officer	Claire Linney, Assistant Director of Development Kieran Gordon, Assistant Director of Health, Leisure & Wellbeing

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	X

1.0	Purpose of Report
1.1	The purpose of the report is to present to Members the Communities & Place Departmental Service Plan 22/23.
2.0	Key Issues
2.1	Members will be aware that following a senior management restructuring exercise, which was completed in the later part of 2021, a new Communities & Place department was developed.
2.2	The new department delivers services within its agreed net operating budget of £12,210,959 and is made up of 369 full and part time staff, organised into 2 service units; <ul style="list-style-type: none"> • Development; • Health, Leisure & Wellbeing.
2.3	The Development Unit is responsible for the Councils Community & Arts portfolios, which includes; <ul style="list-style-type: none"> • Community Development Support; • Good Relations & Peace • Policing & Community Safety Partnership (PCSP) • Strategic Community Development • Burnavon Arts Centre • Ranfurly House & Hill of the O'Neill • Seamus Heaney HomePlace • Languages
2.4	The Health Wellbeing & Leisure Unit is responsible for; <ul style="list-style-type: none"> • Environmental Health; • Leisure Centres; • Parks, Open Spaces and Playareas;

	<ul style="list-style-type: none"> • Sports Arenas • Health & Wellbeing • Events
3.0	Main Report
3.1	In line with corporate guidance, the Communities & Place Departmental Plan is set in the context of the Councils agreed Corporate Plan 2020-2024 and the Mid Ulster District Community Plan 2017-2027.
3.2	The plan was also developed within the agreed budgets, as set as part of the 2022/23 estimates process, and current agreed staffing establishment.
3.3	<p>Some of the key deliverables included are;</p> <ol style="list-style-type: none"> 1. Development of Mid Ulster Poverty Plan & lobbying around social / affordable housing; 2. Community resourcing (Grant aid) and Advice Provision; 3. Physical regeneration through agreed capital programmes; 4. Delivery of Health & Wellbeing outcomes through our indoor / outdoor assets; 5. Deliver and develop on the Councils Corporate Event schedule; 6. Continued implementation of the Clean Neighborhood Action Plan; 7. Developing and maintaining key partnership to support delivery.
3.4	<p>As the new Communities & Place department evolves, the departmental management team will focus on a number of key service improvements, including;</p> <ol style="list-style-type: none"> 1. Explore improvements around use of data and improved intelligence; 2. Review and update service standards and quality accreditations (Green Flags, ISO etc.) 3. Review the Community Grants system, including the current digital platform; 4. Review capital / regeneration projects to maximise on external funding opportunities.
4.0	Other Considerations
4.1	<p><u>Financial & Human Resources Implications</u></p> <p>The Communities & Place Departmental Service Plan 22/23 will be delivered within agreed budget resources and staffing complement* (* currently subject to review)</p> <p><u>Professional Support</u> None</p>
4.2	<p><u>Equality and Good Relations Implications</u> None known</p>
4.3	<p><u>Risk Management Implications</u> As detailed within the plan</p>

5.0	Recommendation(s)
5.1	Members are asked to note the Communities & Place Departmental Service Plan 2022/2023.
6.0	Documents Attached & References
6.1	2022/2023 Communities & Place Departmental Service Plan.



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

COMMUNITIES & PLACE

DEPARTMENTAL SERVICE

PLAN - 2022 / 2023

VERSION 2.0

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1.0 OVERALL PURPOSE AND SCOPE OF THE DEPARTMENT

1.1. Purpose and Scope of the Department

The Communities and Place department is responsible for the development, programming and animation of Council owned local amenities, parks, open spaces and leisure provision. We work with communities and businesses, and collaboratively across sectors, to protect the public from environmental health risks, promote health and well-being, develop and preserve our rich arts, culture and local heritage and support local people to participate in, co-design and develop sustained, empowered, safe and inclusive communities.

1.2 Responsibilities

The department is organised into 2 departments, Development and Health, Leisure & Wellbeing, both of which are responsible for a number of services areas.

Development Department

Community Development

The Community Development Service, provides capacity building and funding to the community and voluntary sector across Mid Ulster. The team manage and administer the Council grant aid programme, which includes community venues, community development strategic support, community development small grant, festivals and events. The team also provides support and guidance to groups on identifying other sources of funding to support localised community development and planning for the development of their local areas. The team oversee and facilitate the advice provision for the district and Neighbourhood Renewal Programme, Dungannon West and Coalisland, both of which are part funded by the Department for Communities.

Good Relations & Peace

The Good Relations service is part funded through the Northern Ireland Executive and Special European Union Programme Body to oversee the development and delivery of local actions plans, aligned to the regional Together Building a United Community (T:BUC) and Peace programmes. The key focus of the Good relations work is on creating shared space, developing good relations between children and young people and developing cultural expression between our communities. Good Relations, as part of the T:BUC commitment also seeks to promote cultural expression across our District with a focus on both traditional communities and new communities. The team deliver the Peace action plan for the district, which seeks to promote peace and reconciliation across our communities, particularly focusing on children and young people and development and usage of shared space.

Policing & Community Safety Partnership (PCSP)

PCSP is an independent body to Council with its own governance regulation. The PCSP consists of Councillors, Independent Members, bodies designated by the NI Assembly, and locally designated bodies. They consult and engage with communities on issues of local concern and develop solutions to tackle crime, fear of crime and anti-social behaviour. The PCSP also monitors the performance of the Police against the Policing Plan. The Partnership is funded by the Department of Justice (DoJ), and the NI Policing Board (NIPB), through the Joint Committee.

The PCPS team provides management support to the Partnership and oversees governance in relation to delivery of the Partnership agreed actions through appointment and management of staff and governance in relation to value for money and financial management.

Strategic Community Development Service

Mid Ulster District Council is responsible for the facilitation of the Mid Ulster Community Planning. As part of the Community Plan, partners have identified a remit for strategic delivery of key areas. Strategic Community Development co-ordinates the Council input to these areas, which includes Mid Ulster Poverty and Social Housing plans, both looking at partnership delivery and lobbying for greater provision across the district; lobbying on key issues within community planning, and consideration of areas of investment for Council under a partnership approach.

Mid Ulster Arts

Mid Ulster Arts is delivered through our Mid Ulster Arts Centre, The Burnavon. This 350 seat performance space provides for a major arts venue for the district alongside a conference space. The Arts Service also offer an arts outreach community programme, working in partnership with our 6 strategic community partners who manage smaller community performance spaces across the District, and deliver an outreach programme to key groups to support the engagement and experience of arts for all in our community.

Hill of The O'Neill & Ranfurly House

Hill of The O'Neill, provides for a heritage experience highlighting the period of the site from early old Ireland through the clans of Ulster and The O'Neill to the Plantation of Ulster. The facility includes the site of Hill of The O'Neill and an exhibition space in Ranfurly House, which also provides space for wider usage including small arts craft & community activity; and the management of the Tullaghoge site (inauguration site of O'Neill).

Seamus Heaney HomePlace

The Seamus Heaney HomePlace is a regional facility located in Mid Ulster. It is the centre for the promotion of the works of Seamus Heaney in its natural home setting of Bellaghy village. It houses an exhibition of the works of Seamus Heaney and a small performance space hosting events and activities associated with the promotion and engagement of the works of the great poet Laureate. The development of Open Ground; consisting of 6 key sites that can now be accessed to allow people to seek to relive some of the experience which inspired Seamus Heaney is now available and managed by Development.

Regional Minority Language

The Development unit is responsible, along with other departments, for the Regional and Minority Language Development programmes throughout the Mid Ulster region. This includes both Irish and Ulster Scots.

Health, Leisure & Wellbeing Unit

Previously the functions associated with Environmental Health, Leisure and Parks were all led as separate service areas. Additionally district wide corporate events were also part of the previous Tourism service area. Following the Council's re-structure during 2021, all the above functions will now fall within the new Communities and Place Department and be delivered together as one new broad service area - Health, Leisure and Wellbeing.

In general, this new combined service area aims to:

- Promote and support innovative ways of achieving Mid Ulster District Council's service aims and objectives through the Corporate and Community Planning process and development, delivery and review of business plans and strategies.
- Contribute to the development of Council's corporate governance framework and ensure it is consistently implemented.
- Ensure the provision and delivery of high quality and cost-effective services, facilities, programmes and events.
- Contribute to the development of Council's policies and procedures which promote high standards of service delivery.
- Provide guidance and professional advice to Stakeholders and elected members, ensuring clear communication, and delivery of agreed Council objectives.
- Work with and consult members of the public, partners, and stakeholders, to ensure the provision of appropriate, effective and integrated services.
- Communicate to staff the strategic objectives and targets for the Department.
- Identify sources of external funding opportunities for service development, formulating fund bids and liaising with funding bodies to maximise benefit for Mid Ulster.

Health

The Environmental Health Service is fundamentally about improving the health & wellbeing of local communities supported by a regulatory function. Our work makes important contributions towards all of the Council's key themes and objectives, but in particular, through aiming to keep our environment safe and where possible, promoting healthier choices.

The purpose of Environmental Health's remit within Council continues to be the control of factors in the environment which can affect public health and safety within the realms of the Council's statutory obligations. This is mainly achieved by enforcing environmental health legislation in both a reactive and proactive manner. The Environmental Health team are split across the Council's three main civic buildings in Cookstown, Dungannon and Magherafelt.

Leisure

The Leisure team work to provide quality leisure, recreation, parks and sports facilities offering recreational and sporting opportunities both indoor and outdoor. It seeks to provide opportunities for citizens and visitors to improve their health and wellbeing

through physical and recreational activities, in safe, quality environments in the most efficient and effective ways using highly trained, engaged staff.

The service is committed to the achievement of quality standards across parks and open spaces in line with the Green Flag status through the attainment of additional Green Flag Awards for suitable sites. The service will support achievement of sustainable development in line with approved management and maintenance plans delivering on the protection and enhancement of the natural qualities of parks and open spaces, embracing positive biodiversity for the benefit of future generations.

The service seeks to actively encourage greater community involvement and additional partnership working between agencies, groups and organisations, exploring opportunities (where compatible with corporate priorities) to provide high quality accessible facilities that are enjoyed by all who visit or live within our shared community.

This team manages 6 indoor leisure facilities, 2 sports arenas, 1 golf centre, 16 public parks, and 112 park/playground amenities across the towns, villages and hamlets of the district.

Additionally, the team deliver key corporate events across the District that aim to help contribute to increased footfall and visitor numbers which can help stimulate the growth of tourism and other businesses in our town centres and villages. Our corporate events also deliver a range of social benefits for local communities, including raising community pride, teach people new experiences, strengthen relationships and bring communities together.

Wellbeing

This new combined service area works across many internal Council departments in addition to many of our external stakeholders and statutory agencies and aims to play a transformative, supportive, informative and advisory role in all aspects of health and well-being. In many cases, the programmes are directly linked to the ongoing funding and partnership working with key external agencies and many arrangements and associated targets/KPI's with each being reviewed on an annual basis to determine effectiveness and continuation. These help deliver wider physical activity participation promotion through programmes such as Macmillan Move More, Physical Activity Referral, Make a Change, Age Friendly and the Agewell partnership. This service also provides an advisory and support services for the citizens of our District through the fuel stamp scheme along with services such as Home Safety, Energy Efficiency and Affordable Warmth. This service also helps support general business development across the leisure, recreation and parks service.

The Communities & Place Department is responsible for the following facilities;

- Cookstown Leisure Centre
- Dungannon Leisure Centre
- Greenvale Leisure Centre
- Maghera Leisure Centre
- Moneymore Recreation Centre
- Tobermore Golf Centre
- Davagh OM Dark Skies Park

- Meadowbank Sports Arena
- Mid Ulster Sports Arena
- Gortgonis Centre and Playing Fields
- Fairhill Bowling Green and Tennis Courts including playing fields
- Drumcoo Bowling Green including playing fields
- King George V Bowling Green including playing fields
- Magherafelt Bowling Green
- Outdoor Facilities to include Football Pitches, MUGA's, Pavilions Tennis
- 16 Public Parks including Ballyronan Marina and Dungannon Park
- 112 Play Areas
- Countryside Access
- Forest & Water Recreation
- Camping, Caravanning & House Boats
- Burnavon Arts Centre
- Hill of the O'Neill & Ranfurly House
- Seamus Heaney Homeplace
- Gardeners Hall
- Former Clogher School
- Tullahogue Fort

1.3 Customers & Stakeholders

Customers & Stakeholders
<p>Internal:</p> <ul style="list-style-type: none"> • Elected Members • Staff to include other Council service areas
<p>External:</p> <ul style="list-style-type: none"> • Citizens, businesses & visitors • Community/Voluntary & Social Enterprise Sectors • Schools & Colleges • Funding Bodies • Public Health Agency • Sport NI and National Sporting Governing Bodies • Health Trusts • Tourism Northern Ireland • Tourism Ireland • National Trust • NI Executive Departments, including DAERA, DFC, DFI. • Food Standards Agency • Health and Safety Executive Northern Ireland • Northern Ireland Housing Executive • Police Service of Northern Ireland • Office of Product Safety and Standards • Event promoters

1.4 Performance Overview in 2021/22 (Retrospective Review)

2021/2022 Performance Response/ Overview	End of Year Progress Status: Activity was - Completed /Commenced/ Other
Support for business in changing COVID-19 situation. Ensure that businesses have ready access to Food Hygiene & Food Standards advice and guidance. 90% of all queries responded to within 5 days.	97% responded to within 5 days
To support businesses affected by the Covid-19 situation to plan for a resumption of their work activities and to assist those businesses who continue to operate by providing both with targeted health and safety advice or signposting to relevant resources (or other agencies where appropriate). Requests to be responded to within 5 days	95% responded to within 5 days (target 85%). 810 requests for advice were actioned (83% within the same day of request). Of the total, 486 were health and safety queries, with the remaining 324 being advice given to businesses or individuals on licensable activities.
Provide support for business in changing COVID-19 situation through a revised service delivery model to ensure continuity of service provision to the 74 registered Pollution Prevention Control premises. 90% of all related Environmental Protection complaints to be responded to within 3 days.	All Registered PPC premises contacted as scheduled. 100% of PPC premise related complaints responded to within 3 days
Adequately monitored the District for air quality issues and take suitable steps where exceedances of air quality objectives are noted. Investigation of air quality nuisance complaints, with appropriate action to resolve the problem. 85% of complaints responded to within 3 days	NO2 Tubes changed on schedule. 100% of air quality nuisance complaints responded to within 3 days
Health & Wellbeing key messages delivered taking into account the COVID -19 situation. Exploration of extended customer journeys through enhanced integration of services with leisure and parks teams to maximise benefit for customers. Clients on the existing programme re-engaged with to provide support on key messaging and to provide onward signposting as appropriate through integration with the parks and leisure services.	Ongoing funding and partnership working with key external agencies and many arrangements and associated targets/KPI's with each being reviewed on an annual basis to determine effectiveness and continuation

With respect to EU Exit, assist and advised businesses regarding changes in regulatory checks and controls which fall under EH remit. 90% of all complaints to be responded to within 5 days.	Food Control – 97% of service requests responded to within 5 days Consumer Protection – 97% of service requests responded to within 5 days.
Respond continuously to Public Health complaints as per Public Health & Housing unit plan. Respond to 85% complaints within 5 working days	94.75% Public Health and 97.28% Housing responded to within 5 working days.
Review and develop new methods of service delivery to minimise H&S risks from COVID-19 across EH	Development of new ways for delivering services through remote means and minimising onsite inspection time. Risk assessments in place.
Development of new delivery models for how Health & Wellbeing key messages can continue be delivered to the target audience during the various stages of COVID-19. Work with internal partners to update and maximise referral pathways	New delivery models in place for delivery of H&WB messages during COVID -19. Internal partners had to close at points throughout the year due to covid-19 so pathways not available throughout.
User satisfaction and mystery visits survey for key indoor leisure and parks facilities	Completed
Leisure capital project – Maghera LC outdoor enhancement	Completed June 2021
Partnership with Disability Sport NI and facilitation of a Get Out Get Active Officer	Completed
Implement proposals for future leisure delivery model	Completed Leisure review in March 2020 - ongoing monitoring continuing. Commenced delivery of agreed model including review and implementation of new opening hours within leisure facilities in March 2020 - ongoing monitoring continuing.

Implement App for Leisure facilities.	Phase 1 completed with launch of Leisurehub in July 2021. Ongoing review for future proposals for an enhanced app.
Indoor Leisure membership options aligned	Completed with launch in July 2021
Implement investment programme for leisure equipment	Completed Years 1-4 with Greenvale LC completing in October 2021.
Implement appropriate Leisure Marketing Strategy and action plans for facilities, programmes and events	Completed Social media evaluation. Action plan now resumed following emergence from covid restrictions.
Five Year Parks and Play Strategy 2020 – 2025	Council approved Five Year Strategic Plan in December 2019. Delay due to covid 19. To date, 28 projects have been completed at an estimated value of £1.7m. A further 3 projects are in current progress at an estimated value of approx. £175k in line with the prioritised phasing of the approved strategy.
Five Year Outdoor Recreation Strategy 2020 – 2025	Council approved Five Year Strategic Plan in March 2019. Delay due to covid 19 but action plan now resumed following emergence from covid restrictions.

2022/2023 Performance Response/ Overview (What we achieved- Measured Activities)	End of Year Progress Status: Activity was - Completed /Commenced/ Other
<ul style="list-style-type: none"> Connecting Pomeroy project commenced 	<p>PQQ tender stage for all schemes Delay in tender due to cost inflation – submission to SEUPB for additional funding Programme of activity 60% complete</p>
<ul style="list-style-type: none"> Community Grants delivered under 14 themes 	<p>Over 600 groups supported £1mn distributed to groups – for community development activity</p>
<ul style="list-style-type: none"> Community Support across Mid Ulster 	<p>Support to community groups across Mid Ulster to support their development and in achieving funding and investment. Partner working with DFC to distribute additional funding to support the opening up of the community sector and continuing to support community respond to Covid 19 – Additional funding £200,000</p>
<ul style="list-style-type: none"> Facilitation of PCSP re support to delivery for the Partnership 	<p>PCSP supported re governance in human resources, finance and procurement – independent partnership decision making re plan delivery</p>
<ul style="list-style-type: none"> Delivery of Good Relations Programme (TBUC Plan), including cultural development 	<p>Good Relations Plan delivered - over 12 programmes with a number of projects in each area, hybrid approach online and direct delivery</p>
<ul style="list-style-type: none"> Peace IV delivery 	<p>Programme delivery and claims completed Finalisation of 6 capital shared space projects on site Towns shared space projects at design stage due to go on site May 2022 Total spend allocated £3.1mn budget £3.36mn</p>
<ul style="list-style-type: none"> Management of General Advice Services 	<p>General advice delivery across Mid Ulster with annual targets/KPIs exceeded of 25,000 contacts and 32,500 enquiries per annum – additional Welfare Reform Support was secured via DFC for the provision of 3 supplementary WR advisors and Appeal/Tribunal representation.</p>
<ul style="list-style-type: none"> Oversee and engage Neighbourhood Renewal Partnership and community in each of the areas Dungannon West and Coalisland 	<p>Engagement of the Partnership and community group in DFC led projects. Current capital developments – Gortgonis update EA being completed due to cost increase – additional funding being sought Clarkes GAC PQQ complete and ITT documents ready to release to commence project</p>

<ul style="list-style-type: none"> • Coordination of Strategic Community Development 	<p>Poverty plan in place & overseeing & coordinating delivery – Council and Mid Ulster Social Housing initiatives and development - Place Shaping Plan, Council remit in social housing provision, Mid Ulster Women’s Aid scheme, lobbying for social housing – facilitation of working groups, consultation responses</p> <p>Consultation responses general re lobbying on key strategic issues for Council</p>
<ul style="list-style-type: none"> • Delivery of arts through Burnavon Arts Centre & Arts outreach 	<p>Due to Covid restrictions in place until February/March 2022. Users numbers at the Arts & visitor facilities were limited, there were a total of 6477 attendees at performances/workshops/meetings at Burnavon. Overall at all 3 facilities, Burnavon Arts Centre, Hill of The O’Neill and Ranfurly House, and Seamus Heaney Homeplace there were 38,422.</p> <p>Arts outreach continues with our strategic arts partners, who are delivering in communities across the District. Planning for a Mid Ulster Arts festival has commenced to take place March 2023.</p>
<ul style="list-style-type: none"> • Management of Seamus Heaney Homeplace and Open Ground 	<p>SHHP opened up under social distancing and then fully to its customers, full programme now in place</p> <p>Development and opening up of Open Ground – now operational and provides experience for people</p> <p>Limited education programme – now being expanded for 2022 – 2023</p> <p>Engagement taking place with Arts Council NI regarding regional support for the centre as a strategic facility</p>
<ul style="list-style-type: none"> • Management of Hill of The O’Neill and Ranfurly House 	<p>Hill of The O’Neill tours and exhibition space reopened</p> <p>Arts crafts commenced, Square Box utilised to support schools engagement</p> <p>Education programme re commenced</p> <p>New masterplan for Hill of The O’Neill and Ranfurly House commenced</p>
<ul style="list-style-type: none"> • Minority language development & Irish language 	<p>Continued delivery of the Irish Language development programme with local community, bursaries to schools recommenced this year as ended for period due to Covid</p> <p>Seachtan na Gaeilge has recommenced, mainly online with a view to linking it with the new arts festival 2023</p>
<ul style="list-style-type: none"> • Manage Tullaghoge Fort 	<p>Coordinate the management of Tullaghoge Fort – ensuring maintenance with Technical Services, liaising with NIEA, encouraging greater use by community and schools, links to Hill of the O'Neill.</p>

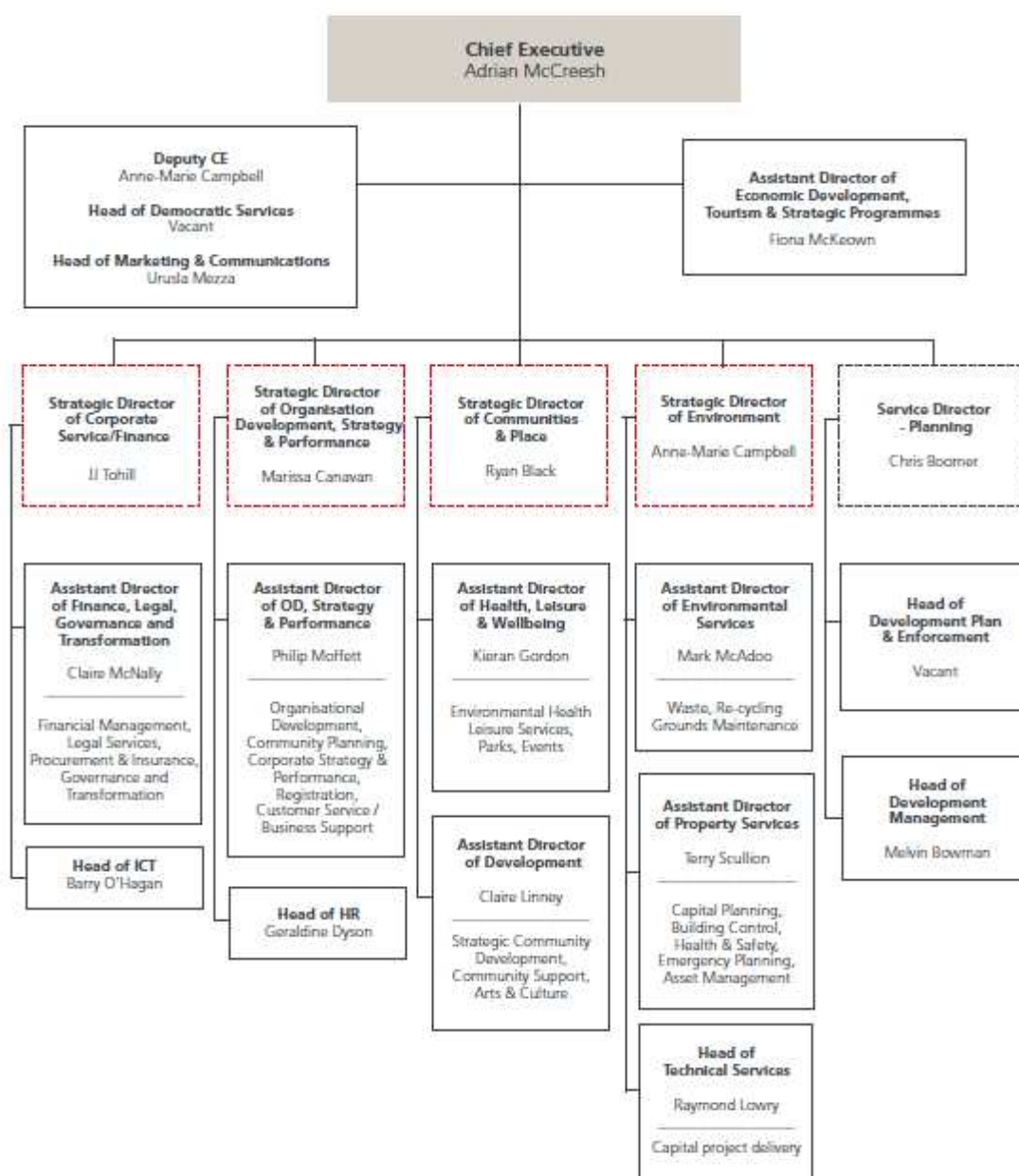
2.0 IMPROVING OUR SERVICES AND MANAGING PERFORMANCE - 2022/23

The following tables confirm the resources, financial and people, which the Department has access to throughout 2022-23 to deliver its actions, activities and core business.

2.1 Budget 2022/23

Budget Headings	£
Directorate Support	£585,887
Development	
Good Relations	£310,000
PCSP (including CCTV)	£328,000
Community Services (inc Strategic CD , Community Grants, support, Centres & advice)	£895,000
Arts & Heritage	£2,151,250
Minority Language Development	£263,960
Health, Wellbeing & Leisure	
Environmental Health	£2,115,209
Events	£186,706
Leisure Services	£7,920,730
Parks & Open Spaces	£1,527,672
Gross Budget	£16,284,414
Development Income	£687,000
Health Wellbeing & Leisure Income	£3,386,455
Net Budget for 2022-23	£12,210,959

2.2 Departmental Services - Council Structure - 2022/23



Staffing	No. of Staff
Strategic Director	1
Assistant Director	2
Managers	27
Officers	34
Remaining Team	305
Total	369 (FT & PT) *Does not include Casual staff

DEPARTMENTAL WORK PLAN 2022/23

Service Objective (What do we want to achieve?):		To oversee the development of Strategic Community Development		
Link to Community Plan Theme:		Align to Corporate Plan Theme		
<i>CMP 5.3 Vibrant & Safe Communities - We have fewer people living in poverty and fewer areas of disadvantage.</i>		<i>Communities: 5.3 We will, along with our community planning partners, work to address poverty & deprivation across Mid Ulster Region.</i>		
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Support Council in lobbying, & partnering in the delivery of social and affordable housing for the Mid Ulster district, working in partnership with key place shaping partners.	31/03/2023	Assistant Director of Development & Management Team	Increase in the provision of quality social and affordable housing in Mid Ulster	Number of initiatives being progressed via partnership Level of provision
Facilitate the delivery, through partnership working, of a poverty plan for Mid Ulster & Council	31/03/2023	Assistant Director of Development & Management Team	Seek to partner to alleviate the causes of poverty	Number of initiatives being progressed via partnership Monitor with all partners via Community Plan and PFG
Respond to strategic consultations and lobbying on key issues for Mid Ulster District Council as identified within the Mid Ulster Community Plan	31/03/2023	Assistant Director of Development & Management Team	Increased investment in Mid Ulster community planning priorities	No. of Consultation responses Level of partner engagement Level of investment Level of policy influence

Service Objective (What do we want to achieve?):		To deliver community development and social engagement in our communities		
Link to Community Plan Theme:		Align to Corporate Plan Theme		
<i>CMP 5.3 Vibrant & Safe Communities - We have fewer people living in poverty and fewer areas of disadvantage.</i>		<i>Communities: 5.6 - We will continue, through our community development programmes, grant aid schemes & our partnership-working, to support local communities & to build capacity in the community & voluntary sector.</i>		
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Implement the provision of community resourcing under the Councils Community Grant scheme, aiming for the delivery of 80% of grant allocations by end of Qrt 2 and support groups seek other alternative funding to support local community programmes & strategies.	31/7/2022 31/03/2023	Assistant Director of Development & Management Team	Increased engagement of people within communities in Mid Ulster	Number of groups supported by Council and investment Level of activity Number of groups supported for other funding sources
Manage the General Advice Service for Mid Ulster with quarterly reviews	Quarterly 31/03/2023	Assistant Director of Development & Management Team	Increase in income support Seek to reduce hardship	Number of people & level of supported with advice and
Facilitate the Neighbourhood Renewal programme for Mid Ulster and lead the client team and secure and manage funding for the delivery of the Neighbourhood Renewal capital development schemes at <ul style="list-style-type: none"> • Clarkes GAC • Gortgonis Leisure and community hub & Railway Park developments • Coalisland Canal walkway • Ballysaggart Lough 	31/02/2023 31/11/2022 30/8/2022	Assistant Director of Development & Management Team	Seek via partnership to alleviate deprivation in NR areas Dungannon West and Coalisland	Level of investment to the area Deprivation statistics

Service Objective (What do we want to achieve?):		To deliver on Good Relations & Cultural Diversity and Peace across Mid Ulster (TBUC, Peace)		
Link to Community Plan Theme:		Align to Corporate Plan Theme		
<i>CMP 5.2 Vibrant & Safe Communities - We have a greater value and respect for diversity</i>		<i>Communities: 5.4 We will support & promote respect for diversity & the integration of our minority communities.</i>		
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Develop, deliver and monitor the Mid Ulster Good Relations Plan in partnership with the Executive Office (T:BUC)	31/03/2023	Assistant Director of Development & Management Team	Increase in the level of understanding between communities & engagement of diverse communities & people	Number of people participating in programmes and activities Level of plan complete
Manage and deliver on the Peace IV regional (Connecting Pomeroy – by Dec 22) and develop the new Peace Plus action plan, under theme 1.1, and establish and agree new governance in line with programme requirements	31/3/2023	Assistant Director of Development & Management Team	Building relations between communities in Pomeroy. Deliver Peace Plus for Mid Ulster in line with SEUPB guidance	Level of Activity plan complete Level of capital build complete New Plan in place and activity commenced Funding secured
Deliver on cultural diversity across Mid Ulster, including the Decade of Anniversaries for Mid Ulster –Spring/Summer and Autumn Lecture Series	Quarterly	Assistant Director of Development & Management Team	Greater shared understanding of key historical events during 2012 – 2022/23	Number of activities Number of people participating

Service Objective (What do we want to achieve?):		To delivery community development and social engagement through grants		
Link to Community Plan Theme:		Align to Corporate Plan Theme		
CMP 5.1 Vibrant & safe Communities - We are a safer Community		Leadership: 1.3 We will work collectively to meet the identified needs and priorities of our citizens & connect the people of Mid Ulster		
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Facilitate PCSP re governance support – human resource management, finance and procurement ; satisfactory independent audit review	30/9/2022	Assistant Director of Development & Management Team	Improve community safety by tackling actual and perceived crime and anti-social behaviour Increased community confidence in policing	Levels of Crime and Antisocial Behaviour Levels of Community Confidence in Policing
Manage CCTV provision in the main towns of Mid Ulster and at Park and Ride Sites in the District – develop a new contract of delivery	31/10/2022	Assistant Director of Development & Management Team	Increased confidence in safe places	Recorded instances of crime

Service Objective :	To deliver an Arts and Cultural Programme of events and venue programme of activity, for the inhabitants of and visitors to the Mid Ulster Region			
Link to Community Plan Theme:	Align to Corporate Plan Theme			
<i>CMP 5.2 Vibrant & Safe Communities - We have a greater value and respect for diversity</i>	<i>Communities: 5.5 - We will develop, promote and sustain Arts In Mid Ulster</i>			
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Mid Ulster Community Arts - To deliver an arts community outreach plan across Mid Ulster in partnership with our 6 strategic community partners	31/03/2023	Assistant Director of Development & Management Team	Engagement of community in the arts	Level of delivery of the Plan Number of people engaged
Burnavon – to continue to deliver a programme of performances in our Mid Ulster arts centre and facilitate conferences – 1/4ly programme developed	Quarterly	Assistant Director of Development & Management Team	Engagement and provision of arts to the people of Mid Ulster	Number of performances Number of people attending Number of conferences Income level to the sustainability of the facility
Mid Ulster Arts Festival - To deliver the first Arts Festival across Mid Ulster in March 2023	31/3/2023	Assistant Director of Development & Management Team	Showcasing of Mid Ulster Arts Engagement of people in the arts	Number of sessions in the festival Number of people participating in the festival
Seamus Heaney Homeplace - To continue to develop the Seamus Heaney Homeplace facility as a regional & national visitor facility with regional Arts Council funding secured	31/12/2022	Assistant Director of Development & Management Team	Tourism NI & Arts Council NI recognition of SHHP and Open Ground as a regional & national visitor facility	Arts Council NI funding secured
Delivery of Regional and Minority Language Action Plan in partnership with local community groups	31/03/2023	Assistant Director of Development & Management Team	Promotion and support for regional minority language development across Mid Ulster	Level of plan complete Number of people engaged

Service Objective :	To deliver an Arts and Cultural Programme of events and venue programme of activity, for the inhabitants of and visitors to the Mid Ulster Region			
Link to Community Plan Theme:	Align to Corporate Plan Theme			
<i>CMP 5.2 Vibrant & Safe Communities - We have a greater value and respect for diversity</i>	<i>Environment: 4.3 We will increase the protection of, access to and development of our heritage assets, both natural and man-made, including our strategic visitor sites.</i>			
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Hill of The O'Neill & Ranfurly House – Maximise engagement of local people and community of Mid Ulster at Hill of The O'Neill – heritage facility, green town park, and community space through events and activities – deliver bi-monthly events at Hill	Bi-Monthly 31/03/2023	Assistant Director of Development & Management Team	Maximise engagement of local people and community at Hill of The O'Neill & Ranfurly House– heritage facility, town park, community space	Number of people using the facility Number of activities and events Educational plan delivery
Hill of The O'Neill – Develop a new Masterplan for Hill of the O'Neill and Town Centre car park and event space (support to Hill) secure funding bids for Levelling Up and Growth Deal	31/11/2022	Assistant Director of Development & Management Team	Maximising the Asset of Hill of The O'Neill as a visitor attraction	Masterplan and concept agreed and bids submitted for funding.
Tullaghoge - Continue to ensure Tullaghoge is a quality space for people both local and visitor and seek to promote and maximise engagement	31/03/2023	Assistant Director of Development & Management Team	Promote and maintain Tullaghoge Fort as a heritage asset for Mid Ulster and visitor	Number of visitors Number of groups & schools engaging

Service Name:					
Link to Community Plan Theme:			Align to Corporate Plan Theme		
CMP 4.2 Health & Wellbeing - We have better availability to the right service, in the right place at the right time.			Service Delivery: 2.1 We will improve services for our citizens through the development and delivery of an innovation agenda		
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Provide Indoor & Outdoor leisure services taking in account impact of Covid 19 pandemic.	Deliver leisure and parks objectives and recognise and comply with any relevant covid restrictions: <ul style="list-style-type: none"> • Deliver Health and wellbeing programmes. • Deliver facility activity programmes and promotions. • Maintain quality service provision. • Develop the role of leisure and parks in the health agenda through enhanced partnerships with PHA/Health Trusts/Charities 	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team	Better access to indoor recreational facilities and improved health and wellbeing for children and adults.	1,600,000 users* Mystery visitor average ratings over 85% 80 programmes* <i>*Figures reduced as a result of Covid 19 Pandemic</i>
Deliver upon the objectives of the Leisure (2020) and Parks (2021) service reviews – consider in light of covid 19 and recent Council re-structuring. Review and seek to bring forward and implement further recommendations	<ul style="list-style-type: none"> • To carry out a review in light of recent council re-structuring and merging of services into new area of Health, Leisure & Wellbeing • Where necessary, review job descriptions and implement and changes 	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team in conjunction with the OD Department	Modernise the new Health, Leisure & Wellbeing service area to be able to embrace new opportunities and be the best Council provider of services that it can be.	Tier 4 & 5 structure in place. All job descriptions at all tiers addressed, in place and initial recruitment completed

	subject to relevant engagement and approvals				
Develop and agree a new Council Pitches Strategy and continue to deliver on the agreed actions on both the Play and Outdoor recreation strategies.	<ul style="list-style-type: none"> • Seek Council agreement and capital investment for a new Pitches Strategy; • Deliver on the agreed playground development / improvement programme. • Develop implementation plan for the agree Outdoor Recreation Strategy. 	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team in conjunction with the OD Department	Continued investment in Council asset to maximise outcomes; Further partnership opportunities developed to develop and grow usage; Improved health and wellbeing outcomes and user satisfaction.	Level of financial investment and number of projects delivered; No of SLA's maintained and developed; Customer satisfaction feedback.
Progress implementation of proposals for key capital projects	<ul style="list-style-type: none"> • Consultancy and construction teams appointed • Design programmes of work established and agreed • Source and agree funding to include considered whole life costs and revenue implications (if any) 	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team in conjunction with the Environment Department	Production of high quality, responsive indoor and outdoor leisure and recreation facilities.	Funding sources to be agreed and in place Implementation of programme of work at relevant construction stages by March 2023.
Deliver successful return of agreed Corporate Events following 2 year absence as a result of Covid 19	Deliver agreed programme of corporate events for the town centres across the district that consider appropriate risk mitigation measures with appropriate themes for delivery.	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team in conjunction with all departments within Council	<p>To deliver inspiring, engaging events to enhance Mid Ulster Council's town centres and other event spaces.</p> <p>To be accessible to all visitors of all ages, backgrounds and abilities all taking into consideration relevant risk mitigation measures.</p> <p>Maximise participation of our residents.</p>	<p>Delivery of agreed corporate events from May – December.</p> <p>Carry out events review and bring forward considerations/proposals for period 2023 – 2027.</p> <p>Benchmark and obtain baseline figures for numbers/audience</p>

				To further develop, promoted and deliver high quality events.	<p>numbers attend corporate events.</p> <p>Achieve a 75% customer satisfaction.</p>
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Service Name:					
Link to Community Plan Theme:			Align to Corporate Plan Theme		
CMP 2.2 Infrastructure - We increasingly value our environment & enhance it for our children			Environment: 4.2 We will continue to promote and protect our environment through our environmental and anti-littering programmes of education, awareness-raising and enforcement.		
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Enforcement of the litter legislation through responding to complaints and monitoring the district	Ongoing monitoring and review of agreed Council pilot for enforcement via a 3 rd party. Monitoring schedule in place across the main areas of footfall.	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team in conjunction with the Environment Department	Increased enforcement with a zero tolerance approach	Monitoring schedule in place across the main areas of footfall Number of fixed penalty notices (growth achieved year on year)
Work with our partners and other departments to achieve improvements in the cleanliness of the District, including continued implementation of the Clean Neighbourhood Action Plan	Ongoing monitoring and review of agreed Clean Neighbourhood Action Plan	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team in conjunction with the Environment Department	Cleaner neighbourhoods	The number of promotional campaigns / initiatives delivered including regional campaigns and community small grants processes Initiatives developed to work with communities in dog fouling and litter hot spot areas New processes developed to enforce

					environmental crime across the District
<p>Provide information events/ workshops/seminars to groups of business whose compliance would benefit</p> <p>Provide support to business by establishing links with Economic Development and Building Control. Attendance at town centre and community forums where relevant.</p> <p>Provide written advice and information to new business</p>	Regulation duties dis-charged as per council statutory remit.	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team	Local business will have more information to assist achieving compliance with legislative requirements and information of how to support the health and wellbeing of their organisation and local communities/stakeholders	<p>Number of mailshots</p> <p>Number of events/seminars</p> <p>Number of joint activities with economic development and building control to promote business compliance</p> <p>Number of new business communicated with</p>

2.4 Service Improvements for 2022 to 2023

What Service Development/Improvement will we undertake in 2022/2023? (Actions):	By When (Date?)	Service Name/ Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Exploration of improved intelligence into the EH in relation to detection of offences and resultant enforcement action.	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team	Increased enforcement with a zero tolerance approach	Increased year on year numbers of Fixed penalty notices served
Promote a “digital first” approach with staff and customers Increased destination digital presences, website, and social media.	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team	Increased accessibility of services. Reduced in environmental impact – less printing.	Increased year on year bookings and online transactions. Reduction in stationary costs.
Service Quality and Efficiency – increase the number of indoor and outdoor leisure & recreation facilities with quality accreditations (ie. ISO, Green Flag)	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team	Increased number of indoor and outdoor leisure & recreation facilities with quality accreditations (ie. ISO, Green Flag)	Increased year on year
Consult on and launch the Age Friendly Strategy and Action Plan with Short term actions underway and also support the Age Friendly Alliance for the District	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team	Increased accessibility of services and embed ethos of age friendly being linked to all decisions	Strategy and Action Plan approved and launched
Promote health, safety and well-being, and safeguard the environment by supporting communities and businesses through education and enforcement	From April 2022 to March 2023	AD Health, Leisure & Wellbeing and Management Team	Modernise Health, Leisure & Wellbeing Services to be able to embrace new opportunities and be the best Council provider of services that it can be.	Delivery of key KPI's and targets associated with funded programmes and partnerships Achievement of officer teams specific unit plans across each of the core

			Support for local economy and businesses through clear advice, guidance and good regulation.	areas in environmental health, events, leisure and parks. Achievement of targets/KPI's associated with service requests and response times
Development of a masterplan for Hill of The O'Neill & Ranfurly House	31/3/2023	Assistant Director of Development Claire Linney	Set direction for the heritage and park asset & centre	Plan concept in place
Development of a an upgraded system for processing grants	31/12/2023	Assistant Director of Development Claire Linney	Reduce processing	System in place

2.5 RISK MANAGEMENT OF DEPARTMENT/SERVICES

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

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

This table illustrates the risks identified to deliver the Department's/Services business as outlined in service plan for 2022-23.

Risk Ref Number	Description of Risk	Risk Rating	Mitigation Activity
1.	Food Control and Brexit	6	Keep up to date with FSA/ DAERA and related guidance at local, regional and national level. Provision of adequate levels of EHOs (Food control) for support to relevant businesses.
2.	GDPR	6	Reminders at staff meetings
3.	Health and safety especially in line with risks of infection especially COVID-19	9	Risk assessment ongoing review for all staff and working practices kept under review for COVID-19. Reviewed methods of delivery.
4.	Failure to comply with legislation / regulatory guidance (eg. Disability legislation) & adherence to policies / procedures	6	Policies & procedures updated. Regular /ongoing communication with staff. Training rolled out to LS staff & all relevant staff. Checklists. Audits.
5.	Significant reduction in funding / income	9	Ongoing budget reviews, Regular engagement with funding stakeholders, Marketing & communications plan.
6.	Failure to prevent fraud, bribery & corruption	5	Cash handling / management procedures, Anti-fraud / corruption policy in place. Employee code of conduct. Income held in safe with access restricted to limited individuals. Safe limits set & contents regularly checks. Management authorisation required for refunds / credits. Cash collection services.

			<p>Computerised booking management system which is password protected, authority actions & restricted levels within.</p> <p>Regular staff communication, training & review / updating procedures, Inspection protocols, Regular reporting & escalation if required.</p>
7.	Loss of key supplier / goods	6	<p>Regular ongoing review of Contracts Register.</p> <p>Ongoing engagement with Suppliers.</p> <p>Adhering to procurement processes.</p> <p>Monitor complaints on products.</p>
8.	Ineffective governance arrangements in place	6	Regular staff communication, Inspection protocols, Regular reporting & escalation if required.
9.	A lack of, or untimely, maintenance of Leisure, Parks and Open spaces with the possibility of creating an unsafe environment for public users with potential for injury claims.	6	Currently managed through Property Services. This function of the Council has an extensive remit, responsible for the maintenance of all council lands and property.
10.	Accident occurs on play area	8	<p>Majority of playgrounds are inspected weekly by council staff. Independent annual inspections by ROSPA or RPII Inspectorate. Significant number playgrounds have been replaced or upgraded in recent years and evidence of current good and safe practices reflect in low claim levels.</p> <p>Comprehensive Audit has been completed Play Strategy being developed by Parks Service. Council approval pending</p>
11.	Limited resources to develop strategic events.	6	Continued engagement and delivery needed on a cross departmental basis. All council staff to be involved in delivery of council events where relevant. Continue to monitor and identify needs and external financial opportunities.

Rating	Descriptor
16 - 25	Extreme Risk (immediate action required)
10 - 15	High Risk (urgent action required)
7 - 9	Moderate Risk (action required)
1 – 6	Low Risk (keep under review)

3.0 OUR STATUTORY CONSIDERATIONS

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

3.1 EQUALITY DUTY

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

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

3.2 RURAL NEEDS DUTY

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

Report on	<p>1. Economic Development and Tourism Achievements 2021/2022</p> <p>2. Hidden Heritage Tours</p>
Date of Meeting	16 June 2022
Reporting Officer	Assistant Director of Economy, Tourism & Strategic Programmes

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	X

1.0	Purpose of Report
1.1	To provide Members with an update on key activities as detailed below.
2.0	Background
2.1	<p>Economic Development and Tourism Achievements 2021/22 A significant volume of economic development and tourism projects have been delivered during the 2021/22 financial year, much of which has included a range of new interventions, as well as continued delivery of existing programmes, to support Mid Ulster businesses and promote the District's tourism offering. It is an opportune time to summarise these and reflect on our achievements.</p>
2.2	<p>Hidden Heritage Tours Hidden Heritage tours are organised annually across the District to encourage locals and visitors to explore heritage sites and destinations on their doorstep, which often go unnoticed.</p> <p>There will be 3 events all departing from The Burnavon, Cookstown.</p> <p>The cost to attend the tours is £20 per person, which includes transport, tour guide, entry into the attraction (if applicable) and refreshments.</p>
3.0	Main Report
3.1	<p>Economic Development and Tourism Achievements 2021/22 A high level summary of Council's Economic Development and Tourism Achievements for 2021/22 is outlined below. The full report is contained on Appendix 1.</p>

Economic Development Achievements 2021/22

- ✓ **163 new jobs created through the business start programme**
- ✓ **ESF Programmes supported 391 participants**
 - Helped **133** people gain employment
 - Assisted participants to achieve **1,288** new qualifications
 - Helped **82** participants progress to Further Education/Training
- ✓ **18 business events delivered to 903 attendees**, including **11 events** run as part of Mid Ulster's 3rd Enterprise Week in 2021
- ✓ **4 business programmes have:**
 - supported **556** businesses
 - created **131 jobs** (equating to a value of £2,709,816)
 - helped **16** businesses win **19** tenders (total value of £7,777,400)
 - referred **22** businesses to Invest NI
- ✓ **£1,339,067** of Covid 19 Business Grants delivered to **587** businesses across the district
- ✓ **10 villages** being supported to develop projects with a total cost of **£1,711,000**
- ✓ **£4.7m Public Realm Scheme** delivered in **Coalisland** with **£3.5m Public Realm Scheme** being developed for **Maghera**

Tourism Achievements 2021/22

- ✓ **Spring Marketing Campaign from 7th March – Mid April 2022**
 - Online campaign had a reach of over 250,000
 - 100,000 engagements of click through, comments and shares
- ✓ **Tourism NI Market Led Programme**
 - TNI's Market Led Product Development Programme launched on 2nd July 2021, made a call for programme submissions. The devised programme submitted to TNI was successful to the value of £265k
 - Assisted in the enhancement of 14 emerging tourism experiences
- ✓ **Taste Mid Ulster**
 - Banquet event delivered to 100 people, including tour operators and trade.
 - Recruitment of 17 restaurants as part of Taste Mid Ulster

3.2	<p>✓ Business Engagement</p> <ul style="list-style-type: none"> - Mid Ulster Whatsapp group contains up to 150 Hospitality and Tourism businesses who are receiving current updates from the industry, and from TNI and Hospitality Ulster. - To date 47 webinars have been hosted targeting issues relating to our Tourism and Hospitality sector, with an average of 25 businesses dial in to each session. <p>✓ Banquet on The Hill</p> <ul style="list-style-type: none"> - In total, 78 individual pieces of content were shared over the 7 day period on the day of and after the event - A total of 64 Instagram stories were shared from the Mid Ulster Council Instagram account - . Reach and impressions (number of times the story appeared on a screen) for each story varied from a low of 217 unique impressions to a high of 859 impressions. - Account Growth During 27 – 30 April, the account had 33,311 impressions in total (+26,548%), 216 profile visits (+839%). <ul style="list-style-type: none"> • The Council account gained an additional 32 followers • The account reached 7,341% more accounts during 27-30 April than in previous 4 days. Of these 2,307 accounts, 1143 were non-followers, and 1,164 were followers) • The content led to an increased reach across a total of 4,869% more accounts that weren't following us. <p>Hidden Heritage Tours</p> <p>Introducing three new unique visitor experiences, which allow you to step back in time and discover what's on your doorstep.</p> <ol style="list-style-type: none"> <p>1. Saturday 18th June 2022</p> <p>Killymoon Castle All-American WW2 Tour</p> <p>Cookstown</p> <p>9.30am -2.30pm</p> <p>Meet Lady Molesworth of Killymoon Castle for morning refreshments before she leads you on a tour of her charming Castle. You will then be introduced to Private Tony Vickery who will show you the original cellars from his days in the 505th USA Parachute Regiment stationed at Killymoon Castle during WW2.</p> <p>Follow in Tony's footsteps through the original castle cellars as he tells you a little of what life was like for the soldiers and recounts stories of what some of them got up to while in Cookstown over a traditional light lunch in the Officers Mess.</p> <p>2. Saturday 2nd July 2022</p> <p>A Village of Ages– an historical walking tour of Donaghmore</p>
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	<p>Donaghmore Village 9.30am – 2.30pm The picturesque village of Donaghmore in County Tyrone has been watched over by an ancient Celtic cross for over a thousand years. The Cross, from its lofty position at the top of a busy main street, has witnessed everything from famine and war to enterprise, music and celebration – but what would it say if it could talk? What tales would it tell? Come and find out as you meet distinct characters from the past as you dander through Donaghmore.</p> <p>3. Saturday 8th October 2022 The Emigrant's Walk Maghera 9.30am – 3.15pm Walk in the footsteps of an Emigrant leaving Famine stricken Ireland... local famine expert Cathy O'Neill will guide you up Carntogher Mountain, where the famine-struck emigrants once walked their final footsteps on Irish soil. You will place your own stone on the "Carn" and feel what the emigrants felt as they departed their beloved homeland. At the site of an original soup kitchen, Friel's Bar & Restaurant, you will see an authentic Famine Pot, taste the Nettle soup they would have been served and learn more about local emigrants.</p>
	Other Considerations
4.1	Financial, Human Resources & Risk Implications
	<p>Financial: Hidden Heritage Tours Within existing Tourism budget</p>
	<p>Human: Officers time Hidden Heritage Tours Tourism Staff will deliver and attend the 3 events</p>
	<p>Risk Management: N/A</p>
4.2	Screening & Impact Assessments
	<p>Equality & Good Relations Implications: N/A</p>
	<p>Rural Needs Implications: N/A</p>
5.0	Recommendation(s)

	It is recommended that Members;
5.1	Economic Development and Tourism Achievements 2021/22 Note Report on work completed in 2021/22.
5.2	Hidden Heritage Tours Note the series of hidden heritage tour events as detailed in the report.
6.0	Documents Attached & References
	Appendix 1 – Economic Development and Tourism Achievements 2021/2022

ECONOMIC DEVELOPMENT & TOURISM ACHIEVEMENTS 2021/2022

This Report provides a thematic overview of the comprehensive range of work delivered across the Economic Development and Tourism section in 2021/2022, highlighting some of the year's achievements.

THEME 1: ENABLING ECONOMIC GROWTH

- Business Programmes

NI Business Start Up Programme 'Go For It'



In the challenging twelve month period to March 2022, there were 272 local entrepreneurs supported to develop Business Plans, promoting 163 jobs in the Mid Ulster area.

Suite of Four Business Programmes 'Advance your business in Mid Ulster'

Launched in August 2020, these are designed to build the capacity, resilience and growth prospects of 690 Mid Ulster micro and small businesses (<49 employees) to Dec 2022.



Gearing for Growth Programme ... offers up to 5 days' support in key business areas (business planning, effective pricing, financial management, steps to exporting, marketing, social media, customer care and industry standards)

Tender Ready Programme ... provides up to 5 days' assistance for businesses to win new work, develop compliant tendering documentation to industry standards, respond to live tendering opportunities, and mobilise contracts



Digital First Programme ... provides up to 4 days' support to build businesses' digital capacity, grow their online presence and sales through adopting new digital strategies and technologies

Transform Programme ... delivers support of up to 5 days' to help businesses enhance their attractiveness to the labour market and implement tailored and sustainable measures to recruit and retain staff and also flex in response to the impact of Covid.

By March 2022:

- 556 businesses are participating
- 131 jobs created (equating to a value of £2,709,816)
- 16 businesses have won 19 tenders (total value of £7,777,400)
- 22 businesses have been accepted by Invest NI as Quality Referrals



Mid Ulster Social Enterprise Programme (2021/23)

In May 2021, Council appointed Workspace Enterprises to deliver the new Social Enterprise Programme, which is currently providing support to 16 new and existing social enterprises in Mid Ulster (to support 40 by September 2023).

Mid Ulster Rural Business Development Scheme 2020 (RBDS)

The Rural Business Development Scheme is funded under the DAERA Tackling Rural Poverty and Social Isolation (TRPSI) initiative and aims to support the sustainability, survival and development of rurally based micro businesses across Northern Ireland by offering a small capital grant at 50% up to £4,999.



In 2021/22:

- 93 rural micro businesses received a letter of offer from Mid Ulster District Council to the value of £306,959
- Match funding by project promoters resulted in a minimum of £600,000 investment by rural micro businesses in business development and recovery activities

Mid Ulster Trailers – one of the businesses supported under Mid Ulster's Rural Business Development Grants Scheme

Business Events

Digital First Webinars

April/May 2021 & Feb/March 2022, the Digital First Programme delivered four Digital Webinars to **160 participants**. The Webinars focussed on the topics of Website Development, Social Media, Ecommerce and SEO.



Tender Ready Webinars

Three webinars were delivered on 16, 18 and 23 November 2021, as part of the Tender Ready Programme to offer practical guidance on procurement issues for businesses, and were attended by **143 participants**.

Mid Ulster Enterprise Week 2021 (8 – 12 November 2021)



Ten free webinars and one in-person event were delivered to just over 600 people; a further 380 have viewed recordings of the webinars via the Council's YouTube channel. The week kicked off with David Meade's 'Lead with Your Head'; other webinars included 'Inspiring Innovators' (a Mid South West event), 'Enhancing Your Personal Brand using Social Media' and 'How to succeed in a Virtual World'.

Council's E-zine Service to Businesses

Over the year, Council issued **42 detailed e-zines** to registered businesses on Mid Ulster's Business Directory. This service is provided free to businesses and details information, as it emerged, on key issues such as latest government advice and guidance on Covid regulations and recovery grants, EU Exit changes, as well as any other events, opportunities and sources of support for Mid Ulster businesses.

THEME 2: ENABLING SKILLS & EMPLOYABILITY

MEGA (Manufacturing and Engineering Growth & Advancement) Collaborative Network



MEGA has grown from its original 8-member collaboration into a network that is actively engaged with over 60 manufacturing and engineering companies across the Mid Ulster area. During 2021-22, MEGA undertook a Strategic Review, which set out a new three year Strategic Action Plan (2022-25) for MEGA as a response to the evidenced needs of Mid Ulster's manufacturing and engineering sector.

Key achievements of particular note include:

- The establishment of the Industrial Training Centre (ITC) in partnership with South West College (SWC);
- The establishment of the MEGA degree apprenticeship in partnership with University of Ulster (UU) Magee campus - 14 Degree Apprenticeship positions.
- The raising of additional investment in MEGA-related activities to support the Manufacturing and Engineering sector;
- The establishment of 218 new apprenticeship positions available with MEGA companies in 2022;
- The co-ordination of sectoral communications, industry collaboration, and community response during the early stages of the Covid-19 pandemic; and
- Winning the 2021 Mid Ulster Business Excellence Award for Excellence in People Development;

Mid Ulster Labour Market Partnership (LMP)

Council has agreed to participate in the development and delivery of a Local Labour Market Partnership (LMP) under the Employability NI Programme. The aim of LMPs is to improve employability outcomes and labour market conditions locally by working through coordinated, collaborative, multiagency partnerships. In October 2021, the Council formed a **Mid Ulster Labour Market Partnership (LMP)**, which is industry-led comprising senior business leaders representing all of our key industry sectors across Mid Ulster as well as representatives from the Education Sector, Invest NI, DfC, Trade Union, Mid Ulster Strategic Community Forum and elected members.



The Mid Ulster LMP completed a strategic assessment of the local labour market and following a period of robust stakeholder engagement developed an Interim Employability Action Plan 2022-23, which was approved by the Regional LMP Board in March 2022.

ESF Employability & Skills Programmes

Following the success of the three-year ESF1 Programmes (2015/18), Council committed to a providing match funding for a further four years (2018/22) towards:

- Step Up to Sustainable Employment Programme (SUSE+)
- Exploring Enterprise 4 Programme
- Up for Work Programme
- Job Match Programme

At the end of the **7 years** of match funding towards ESF Projects, Council funding of £329,713 has leveraged £9,824,090 and resulted in a total investment of £10,153,803:



- Supporting 3,300 participants
- Helping 1,127 people into employment
- 6,548 qualifications being achieved by participants
- 598 participants progressing to Further Education / training

THEME 3: ENABLING URBAN & RURAL REGENERATION

Mid Ulster Village Renewal Scheme

Council continued with the roll out of the Village Renewal Scheme throughout 2021/22 funded by DAERA with match funding from Mid Ulster Council. The programme was managed and administered via Mid Ulster Rural Development Partnership and the Local Action Group (LAG). £3.75m in grant aid from DAERA was received, with additional match funding from Council, which resulted in a total investment of £5.9m across the 50 village renewal projects in Mid Ulster. Some notable flagship projects completed in 2021/22 including Ballyronan Marina refurbishment, Maghera 4G pitch and Fivemiletown Round Lake redevelopment, as well as other schemes in Galbally, Broughderg, Tamnamore, Eglish, Clonoe, Brocagh, Stewartstown, etc.



**Stewartstown
Galbally**





Eglish



Maghera 4G Pitch



Ballyronan Marina Refurbishment



Round Lake Redevelopment, Fivemiletown

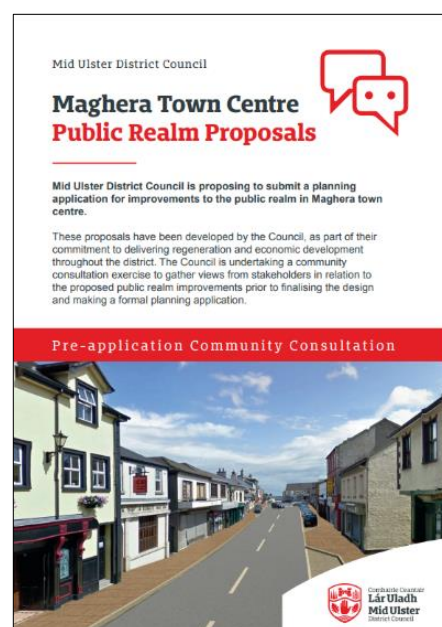
Public Realm Schemes

Coalisland Public Realm Scheme was completed and launched in March 2022 by the Minister for Communities, Deirdre Hargey.



Council's Public Health and Infrastructure Dept has worked alongside Council's Economic Development team to progress a public realm scheme in Maghera.

The outline design for Maghera Public Realm Scheme has been agreed. The Pre Application Notification for Planning has been carried out and the designs are ready to be submitted to Planning.



Coalisland Revitalisation Project

Following the Public Realm Scheme in Coalisland, a further funding was received from DFC to carry out a Revitalisation Scheme in the town. The project involved the development of a new town centre brand for the town, the purchase of branded promotional materials, festive lighting and Christmas tree as well as improvement works to the Canal Walkway.

Redevelopment Maghera High School Site

The former High School site is owned by Council has been identified as a strategic site for economic development purposes within the Maghera Development Framework Plan 2017-30. Planning applications are currently being considered by DfI with regard to the construction of a number of industrial units on fully serviced sites and the creation of a new access road and installing associated utility services.

Gas to the West

Council representatives engage with Gas to the West representatives to be kept informed of the significant works being carried out in the towns of Coalisland, Cookstown, Dungannon and Magherafelt. Works to connect homes and businesses to the network in the towns is ongoing.

Mid Ulster Town & Village Business Spruce Up Scheme (2019-2022)

62 schemes were completed through Phase 3 with a total investment of £214,485.57. Council Grant Aid of £214,485.57 has leveraged a total of £117,875.35 private sector investment.

A further 9 schemes are expected to be completed by June 2022 as part of Phase 3. The total project cost of the remaining schemes is expected to be £52,595.20 with Council Grant aid of £35,872.15 leveraging private sector investment of £16,723.05.



Through the delivery of Phases 1, 2 & 3 of Mid Ulster Town & Village Business Spruce Up Scheme (2019-2022) 175 properties were enhanced, resulting in a total of £995,984.07 spent on improving properties in towns and villages. This included a total of £626,450.27 of Council grant aid and £369,533.81 of private sector investment.

Mid Ulster Covid 19 Marketing Scheme

The Mid Ulster Business Marketing Grant Scheme was launched in August 2021 to support and aid the economic recovery of local businesses in the district. During this time, businesses could apply for a marketing grant, up to a maximum of £300, to help assist their recovery from the COVID-19 pandemic. In total 670 businesses were awarded a total of £141,776.27 in funding from the Council.

Marketing & Promotion

Marketing Campaigns were delivered for the town centres at key periods as part of the town centre recovery plan using print media, outdoor advertising and social media as the key channels.

Mid Ulster Gift Card

The new Mid Ulster Gift Card was launched on Monday 8 November 2021. To date 191 businesses are registered across the District, with £25k worth of cards purchased, including Council leisure facilities and cultural venues, with more expected to register over the next few months. Mid Ulster Gift Cards can be collected free of charge from Ranfurly House, Dungannon, The Burnavon, Cookstown and The Bridewell in Magherafelt. Members of the public can then choose their card amount (£) and upload the value by visiting www.midulstergiftcard.com. Alternatively, cards can be purchased online at the website address shown above.



Music in Town Centres

Music was provided in Cookstown, Dungannon and Magherafelt Town Centres every weekend in September 2021.

Shop Local Campaign – Christmas 2021

To coincide with the virtual Christmas lights switch on a two week “Shop Local” campaign ran with outdoor advertising. This campaign also promoted the Mid Ulster Gift Card.



Christmas Activities 2021

Due to government guidelines the traditional Christmas Switch-On events could not be held. A virtual Christmas Lights switch on video was posted on social media on Friday 26 November. To encourage people visit the towns entertainment was provided in the three main towns on three Saturdays before Christmas. This included pop up entertainment in Cookstown and Dungannon in vacant shops. Local musicians played in the three towns and interactive festive trails were developed in all five towns.



Reduced Christmas Car Parking Charges

As in previous years Dungannon & Magherafelt benefitted from reduced Christmas Car Parking charges from 20 November 2021 – 1 January 2022.



Town Centre Wi-Fi

Town centre Wi-Fi is installed and maintained in each of the five town centres.

Mid Ulster Women's Events

Two events to celebrate the achievements of women highlighting accomplishments throughout the past 100 years right through to the present day. The events took place on Tuesday 29 March 2022 at Corick House Hotel and Spa, Clogher and Thursday 31 March 2022 at the Terrace Hotel, Magherafelt. The events raised £1,820 for the NI Air Ambulance.



THEME 4: ENABLING INFRASTRUCTURE & CONNECTIVITY

Project Stratum

Project Stratum is the largest Full Fibre broadband project across NI. In Mid Ulster it is expected to deliver improvements to over 13,000 rural premises. It is a four year project with on average 20,000 premises being connected across NI each year. This is year 2 of the project. Mid Ulster District Councils Broadband Working Group has met several times this year (and continues to do so) with DfE and Fibrus mainly to discuss addressing the gaps and raise residents' concerns with the provision within Mid Ulster.

Full Fibre Northern Ireland (FFNI)

Mid Ulster District Council was successful in drawing down £3.2m of funding to as part of a consortium that included 10 Councils and Business Services Organisation (BSO) to provide full fibre broadband to public buildings. In all 80 Mid Ulster District Council buildings have been full fibre connected. The FFNI project has been funded through the Department for Digital, Culture, Media & Sport (DCMS). This project is now expected to provide improved broadband connectivity to those properties along the routes where the fibre will travel between the exchange and the end destination.

TOURISM SECTION

THEME 1: PROGRAMMES

DEARA PROGRAMMES

OM Dark Sky Park & Observatory

OM Dark Sky Park and Observatory, Mid Ulster's newest £1.2M visitor attraction, was formally opened by Minister Poots MLA and MUDC Chair in June 2021.



The Embrace A Giant Spirit Experience – Stars and Stones was developed to provide bespoke tours and is proving very successful with international markets, receiving significant exposure through Tourism NI, Tourism Ireland Industry Opportunities, TV and media.

Davagh Solar Walk

A 3.4km Solar Walk links the OM Dark Sky Observatory to Beaghmore Stones Circle, with augmented reality bringing the experience alive. The AR app can provide a digitally immersive scale model of the solar system to connect the sky directly with the surrounding land. DAERA funded 75% of the total project cost of £527,250.



Davagh Archaeology Walk

Augmented Reality also brings Davagh Archaeological Walk alive by telling the story behind the sites and planets and its cultural importance and allows the visitor to understand the significance of the sites in human history at local, national and international levels. Mid Ulster LAG provided 75% funding of the total project cost £138,720.

Ballyronan Marina

DAERA funded 75% of total project cost £651,293 to provide four on-water floating luxury glamping pods complimented by state-of-the-art interpretive displays to promote the rich heritage and mythology of Lough Neagh.



Appalachian Way

An initiative between six partners - LAG's in Derry City and Strabane, Donegal, Fermanagh & Omagh, Causeway Coast and Glens and Mid and East Antrim.

- A long distance walking/hiking route started in US and Canada and extended to Europe.
- The IAT Ulster Ireland section formally launched in 2013. There is 9 miles now proposed to pass through Mid Ulster for 2022/23.
- Activities proposed include installation of IAT branded trail head markers, directional way markers and fingerposts as well as a joint marketing
- Total cost £14,397.





Sperrins Sculpture Trail

A joint tourism initiative being developed by MUDC, FODC and DCSDC to embed three iconic public art installations by international artist Thomas Dambo, based on the theme 'The Giants of the Sperrins'.

The project, aimed at promoting rural tourism, reflects the rich cultural and natural heritage of the region and will form the Sperrin Sculpture Trail with artwork at Davagh Forest, Cranagh and Mullaghcarn.

Total project cost of £568,337.33 received 75% funding under DAERA's Rural Tourism Scheme.

DAERA Experience Development Programme

Secured 100% funding from DAERA to deliver on the Rural Tourism Collaborative Experience Programme. This project comprises 2 elements namely, Mid Ulster Heritage and Lough Neagh Shoreline in conjunction with Antrim & Newtownabbey Council.

This £66,000 programme helped develop 2 clusters and a series of experiences based around the Embrace a Giant Spirit brand. The programme facilitated by Taylor Training ran to the end of March 2022 and helped identify skills and training gaps amongst the businesses, delivered both a marketing and action plan and finally identified key stakeholders and partners who can support the clusters and bring the experiences to market.

Mid Ulster Heritage Cluster resulted in 5 very strong, collaborative tourism experiences:-

- 1) **The Emigrant's Walk** – Fully developed, branded, trialled, bookable
- 2) **An Apple a Day** – Fully scoped, awaiting infrastructural completion, promises to be a highly sought after experience once bookable.
- 3) **The Milky Bar Commando** – Fully planned, scoped and branded with new Interpretation at Killymoon Castle.
- 4) **"If the Cross Could Talk"** – In final stages of development, semi trialled, due to be market ready by Summer
- 5) **Poems & Paintings** – Fully developed, branded, trialled, bookable



Poems & Painting



The Emigrants Walk

The Lough Neagh Shore line Programme resulted in 4 very strong, brand new, collaborative tourism experiences:-

- 1) Poetry & Prayer** – Fully developed and trialled (Final stages of EAGS brand alignment)
- 2) Authentic Eel Fishing Experience** – Fully developed and trialled (approved in theory for EAGS)
- 3) High Cow Tales** – In final development phase - for launch summer 2022
- 4) Sail Away on Lough Neagh** – Delayed due to funding approval – for launch summer 2023



Poetry & Prayer at
Antrim Round Tower



Authentic Eel Fishing at Lough Neagh

Tourism NI Market Led Programme

Tourism NI's Market Led Product Development Programme launched on 2nd July 2021 and MUDC were successful in securing £265k.

The Market Led Programme enhanced and animated the visitor experience for NI/ROI visitors which has encouraged opportunities to spend and thus supporting economic growth. Support was given to Tourism and Hospitality businesses across Mid Ulster under the following themes:

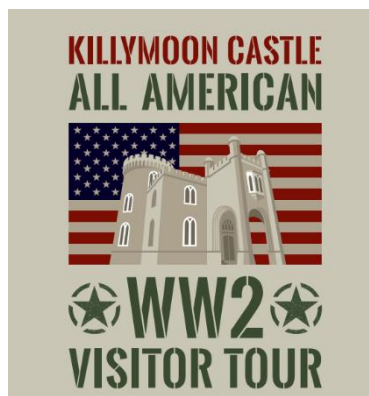
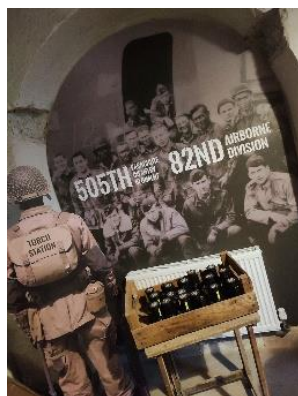
- 1) Fed & Watered – 3 Cookery demonstrations, development of Taste Mid Ulster with 17 participating restaurants all provided mentoring, mystery shopper reports, professional photography and video, promoted on visitmidulster.com, showcase large banquet re-enacting Hugh O'Neill and Mabel Bagnell wedding and promoted to tour operator groups commercially
- 2) Living history costumes, scripts and voice amplifying equipment. £50k of Tourism NI's Market Led Product Development Programme was allocated to the Archaeology, History and Heritage Cluster.

The sites which received support were:

- Springhill House
- Cookstown Town Centre
- Magherafelt Town Centre
- Killymoon Castle
- Hill of the O'Neill
- Tullaghoge Fort
- Emigrant's Trail Famine Study
- U.S. Grant Homestead
- Ardboe Cross
- Donaghmore Cross
- Beaghmore Stone Circles



- 3) Experience Development - Interpretation, exhibition props, signage, equipment, tour guide training and events to enhance experiences enhance both existing and emerging visitor experiences.



- 4) OM Experience Show – 2 new visual experience shows, also boosting night time economy

Taste Mid Ulster

The rollout of Taste Mid Ulster continues successfully as part of the Tourism NI Funded Market Led Programme. To date we have delivered the following:

- 1) 3 Christmas Market Cookery Demos across Mid Ulster in Dungannon, Cookstown and Magherafelt
- 2) Recruitment of 17 restaurants as part of Taste Mid Ulster
- 3) Development of at least 17 signature Mid Ulster dishes across the businesses
- 4) Chefs training programme (2 workshops initially) delivered by Sean Owens
- 5) Mystery shopped all restaurants included in the Taste programme
- 6) Photography to include interior, exterior and dining experience in each business
- 7) Filming of a selection of producers and restaurateurs to give a real Mid Ulster flavour
- 8) All businesses and signature dishes included on a new Taste Mid Ulster Section of Visit Mid Ulster website
- 9) New Taste Mid Ulster Food Trail map in development online



Dorman's Signature Dish



Friel's Signature Dish



The Food Doc's Signature Dish

The Wedding Banquet

Mid Ulster District Council hosted 100 guests on Wednesday 27th April from the regional travel and tourism trade for an evening designed to bring the past to life and recreate the marriage of Hugh O'Neill and Mabel Bagenal. This event showcased the event space and Hill of The O'Neill as a very flexible space and targeted in particular the MICE (Meetings, Incentive, Conference and Exhibitions) market as well as leisure tourism and of course weddings.



This is very much Phase 1 of our work with these businesses, we plan to further develop and promote Taste Mid Ulster in this current year and into the future.



DEPARTMENT FOR COMMUNITIES (DFC)

U.S. Grant Ancestral Homestead

Relaunched following an investment of £58,000 refurbishment works. USG was officially reopened on Saturday 3 July 2021.

The latest refurbishment was to the value of £33,000 and 100% funded by The Ulster Scots Agency and the Department for Communities, has enhanced the site further with the introduction of welcome signage at the entrances and exits, directional signage to help visitors navigate around the site and brand new interpretive displays within and around the buildings.



U.S Grant Homestead Exhibition

ACCESS AND INCLUSION PROGRAMMES (DFC)

U.S. Grant Ancestral Homestead

A further £24,000 was allocated from DfC to refurbish the new play park on the site, making it more accessible and inclusive through the installation of a pod swing, a wheelchair accessible ground level roundabout and a wheelchair accessible in ground trampoline and 4 sensory panels.



Playground at US Grants

Ballyronan Marina & Newferry

£26,300 was awarded to improve access to water based recreation activities at Newferry and Ballyronan Marina by installing a bespoke lowered pontoon with ramp and non-slip surface, along with a portable hoist, making activity fully accessible to all. Provision of the hoist will also support private enterprises such as the River Bann boat tours, and Portglenone Paddlers.



At Ballyronan Marina an accessible hoist was installed that allows Ballyronan Boat Club to offer Sailability - the RYA's national programme for disabled people who want to go boating regularly. It will also improve accessibility for the new Lough Neagh Boat Tours on Lough Neagh, and the Mid Ulster Canoe & Kayak Club.

Changing Places Facilities at the Bridewell, Magherafelt

In April 2020, £28,172.84 was awarded to refurbish the toilets on the ground floor of the Bridewell, which included male and female toilets.

In June 2021, a further £38,000 (£30k from DfC) was spent to install a Changing Places facility with the refurbishment of two unisex toilets. This will be the first Council owned Changing Places Facility located within one of Mid Ulster Councils Town Centres. A corner accessible toilet is already in situ. £9,450 was awarded for works on the installation of automated doors to the main hall and a hearing loop system – is expected to be completed by May 2022.



Changing Place facilities at the Bridewell

Carleton Cottage



Carleton Cottage

Mid Ulster Council facilitated the roof repair at Carleton Cottage through successful discussions with Historic Environment Division of Department for Communities. £10k was awarded to put a temporary roofing structure on the cottage.

THEME 2: BUSINESS ENGAGEMENT

Winner Best Digital Initiative at Mid Ulster Business awards November 2021

The Council Tourism Business Engagement programme continues with a high level of engagement from the Tourism and Hospitality sector.

Webinars

To date we have hosted 47 webinars targeting issues relating to our Tourism and Hospitality sector, with an average of 25 businesses dial in to each session.

Also profiled over a series of webinars relating to:

- Covid grants
- Economic Development Programmes
- Marketing grants

What's App group

This group was established in response to the pandemic. Membership of our group currently stands at 145 business representatives, it has proved successful in highlighting news, updates, and what is new in a fast and convenient manner for businesses.

Mentoring

Tourism have also rolled out two mentoring programmes in the past year:

- **Road to Recovery**

14 small businesses are involved with a focus on the development of experiences, some of which have opened for the summer or are developing programmes and itineraries.

- **Instagram Programme**

This programme aims to upskill businesses on Instagram and help promote their businesses. 19 businesses have completed this programme.

THEME 3: TOURISM CLUSTERS

Tourism Development Group

The Tourism Development group is comprised of Council, business representatives and representatives from education and training plus statutory agencies including TNI. This group work with officers to manage the delivery of Council tourism strategy and act as an advisory body for the industry.

This group also comprises representatives from the following cluster groups:

Archaeology, History and Heritage Cluster

Under the DAERA Experience Development Programme within the Rural Tourism Theme

The Archaeology, History and Heritage Cluster resulted in 5 very strong, collaborative tourism experiences as mentioned above under the **DAERA Experience Development Programme**.

Heaney Cluster

This cluster of 15 Tourism and Hospitality businesses completed their Invest NI Phase 1 Collaborative Growth scoping study to the value of £25,000. Phase 1 provided the foundation for the group to apply for the Invest NI Phase 2 Collaborative Growth Programme in April 2021 and were successful in securing £165,000 for the recruitment of a facilitator to deliver the following five work streams over two and a half years.

1. Governance & Initial Project Planning
2. Branding and Marketing
3. Commercialisation & Business Development
4. Internationalisation
5. Upskilling

Lara Goodhall Consulting - appointed as the facilitator and has commenced working on the work streams.

McCadden Design - appointed to deliver the branding exercise on behalf of the cluster members.

Hotel Cluster

This platform allows for all nine designated hotels within the district to meet and work collaboratively together, facilitated by Councillor Officers.

Hotels were affected significantly by COVID closers - April 2020-March 2021 hotels were closed for 245 days (67%), 82 days (22%) operated under tight restrictions, and 38 days (10%) operating under restrictions with a curfew.

The tourism department supported the hotels within the district who are registered with Tourism Northern Ireland, to produce virtual tours, creating a 'virtual' walk through of the hotel to help sell to customers with a budget of £4,500 approved by council.

A three minute video was produced for each participating hotel which contributes to the necessary collateral for content on the new Mid Ulster Tourism Website, which will be essential to help promote the wedding and conference business in Mid Ulster post COVID.



Cohannon Inn

Outdoor & Events Cluster

A suite of videos, drone footage and photography stills was produced for 15 outdoor activity businesses, of which will be used on Visit Mid Ulster website, social media platforms and marketing opportunities. Each business will also receive copies to promote. The following businesses were included:



Ballyronan Marina



Go Karting at Moneymore

Hill Walking Events

Summer 21 saw a series of guided walks across the district to promote walking routes, complemented by a promotional campaign across social platforms. Two local qualified hillwalking guides delivered the walks across the district at the following sites:

1. Slieve Gallion from Iniscarn Forest
2. Moydamlaght Forest and Eagles Rock + (Moneyneany)
3. Carntogher
4. Crockmore / Crockbrack (Moneyneany)
5. Knockmany Forest Ascent (Augher)

Due to COVID restrictions participation numbers were capped to 13 per walk with social distancing guidelines in place. Bookings were taken through the Bridewell at a cost of £10pp.



Carntogher



Knockmany

Bridewell, Magherafelt

The following essential upgrades were made to the Bridewell in line with Health and Safety:

- New fire alarm
- New intruder alarm
- New boiler system
- Understairs cupboard built to store bins etc. safely

Bridewell Events

Traditional music masterclasses in the bodhran, fiddle and flute were delivered by well-known artists Gino Lupari, Clare McCrystal and Donna Campbell. The lessons ran over a 4 week period and was attended by both adults and children from across the district.

Christmas at the Bridewell

There was a Meet and Greet with Santa in his grotto on Saturday 4 and 11 December 2021 to complement workshops, baths bombs and festive clay decorations.

THEME 4: MARKETING AND PROMOTION

Touch Screens

Tourism NI Tech Refresh Scheme awarded £10,000 funding to place the following IT equipment for visitors use: touchscreen at the Bridewell and 4 iPads across VIC sites, Hill of the O'Neill, Seamus Heaney HomePlace, Burnavon and OM Observatory.



Touchscreen at Hill of The O'Neill

Summer Marketing Campaign 2021

Aimed at the ROI and staycation market. The campaign was £33k with £25,000 funding from TNI Co-Operative Partnership Fund.

Autumn Marketing Campaign 2021

This highlighted the wide offering across Mid Ulster focusing on the flagship winter attraction, the OM Odyssey Light Show and OM Solar Walk. It ran over a 2 week period from 1st November to 14th November 2021, targeting markets in NI and ROI.

Both campaigns used a mix of outdoor media (outdoor advertising on billboards and bus shelters etc), cinema and digital platforms for promotion.

Spring 2022 Marketing Campaign and Launch of New Brand Unwinding Time

Tourism's Spring Campaign highlighted the launch of our new brand "Unwinding Time", website and social platforms.

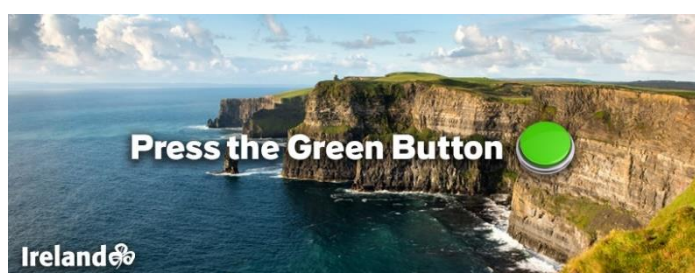


Campaign included:

- TV advertising and radio promotion in Northern Sound and Q Radio
- A competition with Q-Radio which included a 2 night staycation at the new Ballyronan Glamping Pods, Lough Neagh Stories boat tour and hamper from The Scullery which included entries from NI and ROI.

Accommodation providers indicated a busy Easter period with high occupancy across the district.

OM Dark Sky Park and Observatory featured in BBC Home Ground Television show in May 2022, and will feature in the new Tourism Irelands green button campaign.



Development of new suite of Outdoor videos and photography, including a new Hill Walking video promoting Sperrins and surrounding tourism attractions.



Carntogher Sperrins Hillwalk



The Sperrins

New Mid Ulster Tourism Website

MUDC availed of 100% financial funding from Tourism NI for the development of a new destination tourism website **visitmidulster.com** at a cost of £41,886. This will deliver a collaborative and synchronized online presence for NI tourism across the regions.



HEADLINE ECONOMIC DEVELOPMENT & TOURISM ACHIEVEMENTS 2021/22

The activities the Council's economic development and tourism sections have undertaken over the past 12 months have resulted in the achievement of some key outputs, which include:

ECONOMIC DEVELOPMENT

✓ 163 new jobs created through the business start programme
✓ ESF Programmes supported 391 participants <ul style="list-style-type: none"> - Helped 133 people gain employment - Assisted participants to achieve 1,288 new qualifications - Helped 82 participants progress to Further Education/Training
✓ 18 business events delivered to 903 attendees, including 11 events run as part of Mid Ulster's 3 rd Enterprise Week in 2021
✓ 4 business programmes have: <ul style="list-style-type: none"> - supported 556 businesses - created 131 jobs (equating to a value of £2,709,816) - helped 16 businesses win 19 tenders (total value of £7,777,400) - referred 22 businesses to Invest NI
✓ £1,339,067.81 of Covid 19 Business Grants delivered to 587 businesses across the district
✓ 10 villages being supported to develop projects with a total cost of £1,711,000
✓ £4.7m Public Realm Scheme delivered in Coalisland with £3.5m Public Realm Scheme being developed for Maghera

TOURISM

<p>✓ Spring Marketing Campaign from 7th March – Mid April 2022</p> <ul style="list-style-type: none"> - Online campaign had a reach of over 250,000 - 100,000 engagements of click through, comments and shares
<p>✓ Tourism NI Market Led Programme</p> <ul style="list-style-type: none"> - TNI's Market Led Product Development Programme launched on 2nd July 2021, made a call for programme submissions. The devised programme submitted to TNI was successful to the value of £265k - Assisted in the enhancement of 14 emerging tourism experiences
<p>✓ Taste Mid Ulster</p> <ul style="list-style-type: none"> - Banquet event delivered to 100 people, including tour operators and trade. - Recruitment of 17 restaurants as part of Taste Mid Ulster
<p>✓ Business Engagement</p> <ul style="list-style-type: none"> - Mid Ulster Whatsapp group contains up to 150 Hospitality and Tourism businesses who are receiving current updates from the industry, and from TNI and Hospitality Ulster. - To date 47 webinars have been hosted targeting issues relating to our Tourism and Hospitality sector, with an average of 25 businesses dial in to each session.
<p>✓ Banquet on The Hill</p> <ul style="list-style-type: none"> - In total, 78 individual pieces of content were shared over the 7 day period on the day of and after the event - A total of 64 Instagram stories were shared from the Mid Ulster Council Instagram account - . Reach and impressions (number of times the story appeared on a screen) for each story varied from a low of 217 unique impressions to a high of 859 impressions. - Account Growth During 27 – 30 April, the account had 33,311 impressions in total (+26,548%), 216 profile visits (+839%). <ul style="list-style-type: none"> • The Council account gained an additional 32 followers • The account reached 7,341% more accounts during 27-30 April than in previous 4 days. Of these 2,307 accounts, 1143 were non-followers, and 1,164 were followers) • The content led to an increased reach across a total of 4,869% more accounts that weren't following us.

Report on	Departmental Service Improvement Plan for Chief Executive's Office 2022-2023
Date of Meeting	16 June 2022
Reporting Officer	Assistant Director of Economic Development, Tourism and Strategic Programmes

Is this report restricted for confidential business?	Yes	
If 'Yes', confirm below the exempt information category relied upon	No	x

1.0	Purpose of Report
1.1	To consider the <i>draft</i> Departmental Service Improvement Plan for the Economic Development, Tourism & Strategic Programmes Service for the 2022/2023 financial year.
2.0	Background
2.1	In line with corporate performance improvement requirements and to ensure that every service contributes to performance improvement, each service produces an annual improvement plan. In 2022-23 these plans are being presented for Departments as a whole.
3.0	Main Report
3.1	<p>The Economic Development, Tourism & Strategic Programmes Service is a division of the Chief Executive's Department.</p> <p>The Service Improvement Plan for the Economic Development, Tourism & Strategic Programmes Service is contained on Appendix 1.</p> <p>The Plan;</p> <ul style="list-style-type: none"> Identifies the key the priorities for the Economic Development, Tourism & Strategic Programmes Service for the year ahead and seeks to build on the work undertaken during the last year. It highlights the Service's performance against it's objectives and planned improvements for 2021-2022.

	<ul style="list-style-type: none"> It sets out a range of new service improvements for the year ahead, placing specific focus on these areas in order to enhance the service we offer to our customers.
4.	Other Considerations
4.1	Financial, Human Resources & Risk Implications
	Financial: N/A
	Human: N/A
	Risk Management: N/A
4.2	Screening & Impact Assessments
	Equality & Good Relations Implications: N/A
	Rural Needs Implications: N/A
5.0	Recommendation(s)
5.1	That the Committee accepts the 2022-2023 Departmental Service Improvement Plan for the Economic Development, Tourism and Strategic Programmes Service.
6.0	Documents Attached & References
	Appendix 1 - Departmental Service Improvement Plan for Chief Executive's Office 2022-2023.



Chief Executive Service Plan Report 2022/23

DEPARTMENTAL SERVICE PLAN - 2022 / 2023

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1.0 OVERALL PURPOSE AND SCOPE OF THE DEPARTMENT

1.1. Purpose and Scope of the Department

The Chief Executive is responsible for the delivery of services across the Council as well as managing the business of the Chair and Deputy Chair. The office also holds responsibility for the following functions:

- Economic Development, Tourism and Strategic Programmes,
- Marketing and Communications and Democratic Services,

The department is headed by Adrian McCreesh, Chief Executive. Fiona McKeown is the Assistant Director for Economic Development, Tourism and Strategic Programmes, while Ursula Mezza is the Head of Marketing and Communications. An overview of each section follows below.

1.1.2 Economic Development Tourism and Strategic Programmes

The Economic Development, Tourism and Strategic Programmes Section is responsible for the successful leadership and management of a wide range of services including economic development, tourism and business development initiatives, town and village regeneration projects, specific targeted support for rural areas through the Rural Development Programme and cross border activities. Within tourism our functional responsibilities include district wide strategic development and visitor servicing at the following locations; Seamus Heaney HomePlace, the Burnavon, the Bridewell, OM Dark Sky Park & Observatory, US Grants & Ranfurly House. Much emphasis is also placed on engaging and supporting our tourism businesses to help them grow and develop.

More recently, a substantial amount of work has been undertaken to progress a wide range of projects identified within the Mid-South West Growth Deal. Projects are being advanced in readiness to procure consultants to undertake Strategic Outline Business cases.

We continue to build and consolidate a range of strategic alliances with partner organisations to maximise opportunities for the District's economic growth through leverage of additional funding or support provision.

This section plays a lead role in the delivery of Mid Ulster District Council's vision and values and promotes the achievement of high standards of performance against Corporate and Service specific performance indicators.

The Economic Development, Tourism and Strategic Programmes staff are located in Dungannon, Cookstown and Magherafelt.

1.1.3 Marketing and Communications

The Marketing and Communications service forms part of the Chief Executives Department and provides strategic and operational marketing and communication services to the Council.

1.2 Responsibilities

1.2.1 Economic Development Tourism and Strategic Programmes

The department is specifically responsible for the following key functions

Economic Development

- Develop and deliver a range of programmes, projects and initiatives to support the economic development of the District. This includes management and administration of a £1M business support package, plus further substantial support from Government to assist businesses through the Covid-19 pandemic.
- Identify and bid for funding to undertake a range of economic development and wider cross-departmental initiatives for the benefit of our businesses and communities.
- Lobby for and identify opportunities for significant infrastructure investments.
- Maximise opportunities for development and inward investment to the District from a range of sources, collaborating with appropriate local, regional, national and European partners.

Town and Village Regeneration

- Manage and deliver a comprehensive range of initiatives to revitalise and regenerate our towns and villages, eg, Town and Village Business Spruce Up Schemes, Village Small Settlement Programme, etc.
- Manage and deliver a number of key signature town centre events that add vitality and vibrancy to our town centres (working in association with Council's Corporate Events Team).
- Maximise the profile of the five town centres and reinforce the existing town centre brands.
- Promote the Mid Ulster Gift Card and encourage businesses to participate.
- Improve the townscape quality of our town centres through public realm schemes, etc.

Tourism

- Develop, promote and deliver Mid Ulster District Councils Tourism Strategy.
- Manage and deliver Visitor Information Services for Mid Ulster through the Visitor Information Centres in Bellaghy, Cookstown, Dungannon, Davagh and Magherafelt.

- Ensure Tourism delivery becomes more commercially and customer focussed by maintaining and increasing domestic and international visitors.
- Build and develop relationships with a wide range of stakeholders through business engagement.
- Develop the Tourism Service through the delivery of a programme of innovative activities and experiences that promotes tourism that will make Mid Ulster attractive and competitive.
- Identify sources of external funding opportunities for tourism development, formulating fund bids and liaising with funding bodies to maximise the tourism profile in Mid Ulster.
- Provide guidance and professional advice to Stakeholders and elected members, ensuring clear communication, and delivery of Tourism objectives.
- Work with and consult members of the public, partners, and stakeholders, to ensure the provision of appropriate, effective and integrated tourism service.

Other Strategic Programmes

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

1.2.2 Marketing and Communications

Marketing and Communications: the service develops and delivers external and internal marketing and communications which supports the Council's vision, values and strategic direction. This includes marketing and communications planning and delivery across departments and services, brand management, the development and content management of multiple digital platforms (web and social media), the management of media relations, delivery of in-house graphic design services and communications support for the Chair, Deputy Chair and Committee Chairs.

1.3.1 Customers & Stakeholders - Economic Development, Tourism and Strategic Programmes

Internal Stakeholders
<ul style="list-style-type: none"> Other Council Departments, Elected Members, Senior Management Team and Staff
External Stakeholders
<ul style="list-style-type: none"> Government Departments and Agencies (DfE, DfI, DfC, Invest NI, DAERA) MSW Growth Deal Councils and associated Project Partners Local businesses, social enterprises and farmers Further and Higher Education Providers Local Enterprise Agencies MPs and MLAs Regional sectoral representative bodies Mid Ulster Skills Forum, Chambers of Commerce, Town Centre Forums, Regeneration Partnerships Inward Investors Community / voluntary sectors Tourism Northern Ireland Tourism Ireland National Trust Sport NI Sperrins Partnership Lough Neagh Partnership Tourism Trade Event Organisers Outdoor Recreation NI Ulster Scots Agency ICBAN

1.3.2. Customers & Stakeholders – Marketing and Communications

<ul style="list-style-type: none"> Elected members
<ul style="list-style-type: none"> Internal staff
<ul style="list-style-type: none"> Media
<ul style="list-style-type: none"> Mid Ulster Citizens and Customers

1.4. PERFORMANCE OVERVIEW IN 2021/22 (RETROSPECTIVE REVIEW)

1.4.1 Performance Overview in 2021/22 (Retrospective Review) - Economic Development, Tourism and Strategic Programmes

2021/2022 Performance Response/ Overview (What we achieved- Measured Activities)	End of Year Progress Status: Activity was - Completed /Commenced/ Other
<p>Delivery of Year 7 ESF Programmes</p> <ul style="list-style-type: none"> • Step Up to Sustainable Employment (Council match funding extended to 31 March 2023) • Exploring Enterprise (Council match funding extended to 31 March 2023) • Up for Work (Council match funding no longer required – covered by Department for the Economy) • Job Match (Council match funding no longer required – covered by Department for the Economy) <p>Outputs for 2021/22:</p> <ul style="list-style-type: none"> i) 391 participants supported to re-engage with the labour market ii) 133 helped to gain employment iii) 1288 qualifications achieved iv) 82 progressed to F/H Education 	<ul style="list-style-type: none"> • Ongoing to March 2023 • Ongoing to March 2023 • Completed • Completed
<p>Four Business Support Programmes ongoing delivery (support due to complete Dec 2022) (All 4 funded: 60% EU/ERDF 20% Invest NI 20% Council)</p>	

<ul style="list-style-type: none"> • Gearing for Growth • Tender Ready Programme • Digital First Programme • Transform Programme <ul style="list-style-type: none"> - 556 micro/small businesses (of target 690) receiving support - 131 new jobs created - 22 referrals to Invest NI • Mid Ulster Social Enterprise Programme currently supporting 16 new and existing social enterprises (of a target of 40 by Sept 2023) 	<ul style="list-style-type: none"> • Ongoing to Dec 2022 • Ongoing to Dec 2022 • Ongoing to Dec 2022 • Ongoing to Dec 2022 • Ongoing to Sept 2023
<ul style="list-style-type: none"> • 18 business events delivered: <ul style="list-style-type: none"> - Mid Ulster Enterprise Week 2021 (10 webinars + 1 in-person event in partnership with the NI Chamber of Commerce and Trade) - 4 Digital First Programme Webinars - 3 Tender Ready Programme Webinars <p>903 participants attended</p>	<ul style="list-style-type: none"> • Complete
<ul style="list-style-type: none"> • Addressing the deficiency of industrial land supply in Mid Ulster 	<ul style="list-style-type: none"> • Joint Working Group with Invest NI established to consider immediate and medium term options.
Supporting the local manufacturing and engineering sector in a post-COVID environment	<ul style="list-style-type: none"> • New MEGA Strategic Action Plan 2022-25 developed.
Establish a local Labour Market Partnership to realign with the Mid Ulster Skills Forum.-	<ul style="list-style-type: none"> • New Mid Ulster Labour Market Partnership (LMP) formed and Action Plan developed.
Mid South West Growth Deal	<ul style="list-style-type: none"> • Work progressing to develop a range of strategic initiatives for Mid Ulster as part of the Mid South West Growth Deal;

<ul style="list-style-type: none"> • Mid Ulster Covid 19 Marketing Grant <ul style="list-style-type: none"> - Scheme was launched in August 2021 to support and aid the economic recovery of local businesses in the district. Businesses could apply for a marketing grant, up to a maximum of £300, to help assist their recovery from the COVID-19 pandemic. - 670 businesses were awarded a total of £141,776.27 in funding from the Council. 	<ul style="list-style-type: none"> • Complete
<ul style="list-style-type: none"> • Mid Ulster Town & Village Business Spruce Up Scheme <ul style="list-style-type: none"> - 62 schemes were completed through Phase 3 with a total investment of £214,485.57. Council Grant Aid of £214,485.57 has leveraged a total of £117,875.35 private sector investment. A further 9 schemes are expected to be completed by June 2022 as part of Phase 3. The Total project cost of the remaining schemes is expected to be £52,595.20 with Council Grant aid of £35,872.15 leveraging private sector investment of £16,723.05. 	<ul style="list-style-type: none"> • 9 remaining schemes will be complete by June 2022
<ul style="list-style-type: none"> • Urban Regeneration Initiatives <ul style="list-style-type: none"> - Completion & launch of Coalisland Public Realm Scheme - Completion of Coalisland Revitalisation Scheme at value of £274,000 	<ul style="list-style-type: none"> • Complete

<ul style="list-style-type: none"> • Mid Ulster Gift Card <ul style="list-style-type: none"> - To date 191 businesses are registered across the District - £25k worth of cards purchased - Ongoing marketing campaigns to promote the Gift Card and to encourage new businesses to participate 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Closure of LAG Local Rural Development Strategy and evaluation of outcomes and performance indicators 	<ul style="list-style-type: none"> • Independent external evaluation completed in April 2022. All key objectives within the LAG Strategy were significantly achieved or exceeded. <ul style="list-style-type: none"> ➤ 95 rural businesses supported against a target of 100 ➤ 230 jobs created against a target of 100 ➤ 18 rural services projects supported against a target of 12 ➤ over 50 village renewal projects completed against a target of 36 ➤ £9.3m in funding awarded to successful projects which has generated a total investment of almost £20m in the rural economy of Mid Ulster
<ul style="list-style-type: none"> • 145 rural micro businesses supported under the DAERA Rural Business Development Grants Scheme to complete drawdown of funding 	<ul style="list-style-type: none"> • 141 completed drawdown of funding. 148 letters of offer accepted with 7 subsequently withdrawn.
<ul style="list-style-type: none"> • Broaden the visitor appeal of the Council's visitor attractions by increasing the visitor physical and augmented experience at OM Dark Sky Park & Observatory and Ballyronan Marina. 	<ul style="list-style-type: none"> • Funding secured and Tandem Design delivered a full augmented and immersive visitor experience both at Ballyronan and Davagh, this was launched in October 2022.
<ul style="list-style-type: none"> • Delivery Mid Ulster's 5-year tourism strategy. 	<ul style="list-style-type: none"> • As a result of the impact of COVID-19, the MUDC Tourism strategy changed its focus to the staycation market with seasonal campaigns to attract the ROI and domestic market which resulted in increased bookings and visitors from ROI.

<ul style="list-style-type: none"> Increased Mid Ulster visitor digital presence. Website presences on Tourism NI 'Embrace a Giant Spirt' website and increase visitor interactive immersive experiences. 	<ul style="list-style-type: none"> MUDC launched and developed the new Tourism website, 'Visit Mid Ulster Unwinding Time'. All Town Centre touchscreens are now branded and updated content is uploaded from the new website
<ul style="list-style-type: none"> Develop at least two new visitor experiences under the Tourism NI 'Embrace a Giant Spirit' brand with a specific focus under the development heritage pillar and utilising what Lough Neagh has to offer. 	<ul style="list-style-type: none"> Funding secured from DAERA and Councils approval to develop new experiences, in total 3 new brand aligned experiences has been launched with 4 pending approval, these were completed by March 2022.
<ul style="list-style-type: none"> Upgrade the welfare facilities at Bridewell Visitor Information Centre in Magherafelt to include changing places. 	<ul style="list-style-type: none"> Work completed March 2022.
<ul style="list-style-type: none"> Full Fibre NI (FFNI) 	<ul style="list-style-type: none"> Full fibre connectivity to 80 Council own sites to the value of with £3.2m funding from DCMS was delivered during 2021/22.
<ul style="list-style-type: none"> Project Stratum 	<ul style="list-style-type: none"> Council Broadband Working Group lobbied and met several times with DfE and Fibrus to discuss addressing the gaps in provision within Mid Ulster
<ul style="list-style-type: none"> Coalisland Great Places 	<ul style="list-style-type: none"> The project explored the rich manufacturing legacy of the people of Coalisland and East Tyrone through a series of initiatives delivered in the local community by Lough Neagh Partnership and Council support totalling £30,000 with £3,000 funding in 21/22
<ul style="list-style-type: none"> Council Consultation Responses 	<ul style="list-style-type: none"> The Investment Strategy for NI Consultation The High Street Task Force (HSTF) – Call for Evidence All Island Strategic Rail Review Consultation NI Skills Strategy Consultation

1.4.2 Performance Overview in 2021/22 (Retrospective Review) - Marketing and Communications

2021/2022 Performance Response/ Overview (What we achieved- Measured Activities)	End of Year Progress Status: Activity was - Completed /Commenced/ Other
<ul style="list-style-type: none"> In 2021-22 the service committed to develop and deliver annual marketing and communications plans for key service areas, including parks and outdoor recreation, economic development, capital projects, recycling, leisure and tourism. <p>Plans were developed and delivered for all relevant service areas, with a continued focus on supporting services to recover/function in a pandemic context, particularly in the first part of the year.</p> <p>Significant work was undertaken during the year to support tourism, with marketing and communications leading the development of the new tourism brand 'Unwinding Time', the design and build of the new Visit Mid Ulster website, and the subsequent development and delivery of two successful tourism campaigns. The first campaign in autumn 2021 integrated influencers into the campaign strategy for the first time and the second, in spring 2022, also saw the launch of the associated Unwinding Time social media channels, with content development and management undertaken directly by the service.</p>	Completed.
<ul style="list-style-type: none"> The service committed to supporting the opening of the new OM Dark Sky Park and Observatory by re-vising and re-developing the associated marketing and communications plan. <p>The service supported the opening of OM in June 2021 with a NI-wide advertising campaign, securing significant media coverage and extensive reach and engagement on social media channels. The subsequent launch of the OM Solar Walk and OM Odyssey in October 2021 was equally successful and the service has continued to manage OM's website, social media channels and support marketing activities across the year.</p>	Completed.

<ul style="list-style-type: none"> • The service committed to introducing a formal evaluation framework which builds on the foundation laid to date, moving towards measurement of outcomes rather than outputs. <p>Work on any framework paused this year to allow the development of the Council's new Digital Transformation Strategy to progress, given this will impact on the tools which the service uses to manage social media, as well as other aspects of digital marketing. The improvement will now roll into 2022-2023 for action through the new strategy's implementation.</p>	<p>Paused.</p>
<ul style="list-style-type: none"> • The service undertook to build on its previous work to develop and deliver integrated communications planning to strategically profile and position the Council's capital investment programme. <p>In the course of the year, the service delivered communications plan for a leisure and outdoor recreation focused investment programme valued at over £5M, including for OM Dark Sky park and Observatory (as detailed above), the refurbishment and new facilities at Maghera Leisure Centre, the transformations of Round Lake and Ballyronan Marina, as well as other projects including Seamus Heaney HomePlace Open Ground, the re-launch of US Grants Homestead and a myriad of other smaller, but significant local investments in play parks and community facilities.</p>	<p>Completed.</p>

2.0 IMPROVING OUR SERVICES AND MANAGING PERFORMANCE - 2022/23

The following tables confirm the resources, financial and people, which the Department has access to throughout 2022-23 to deliver its actions, activities and core business.

2.1.1 Economic Development Section Budget 2022/23

Budget Headings	£
General Economic Development	855,172
Mid Ulster Rural Development Programme	178,648
Town Strategy	685,239
Villages- Rural Development	20,000
Gross Budget	1,739,059
Income	0
Net Budget for 2022-23	1,739,059

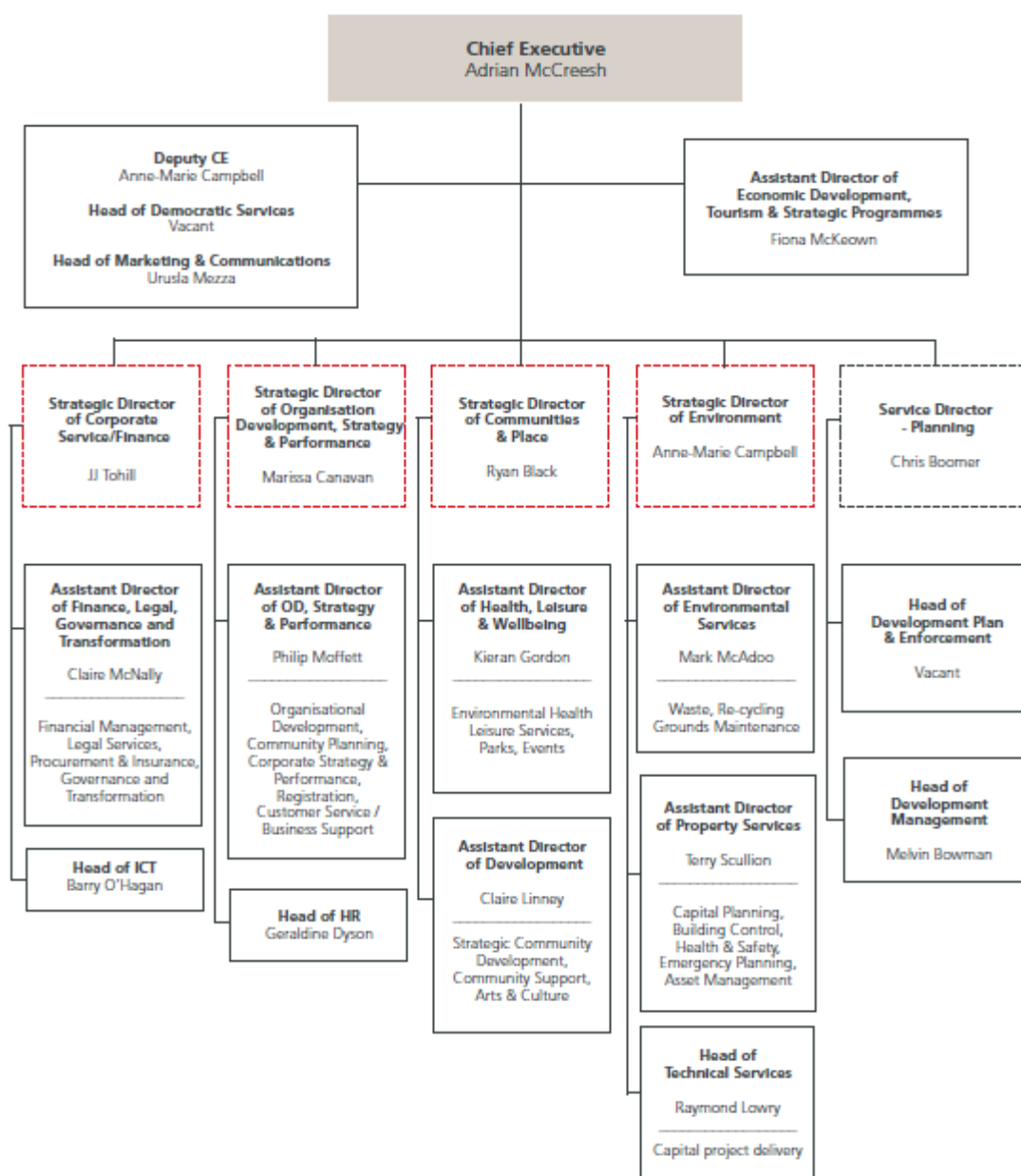
2.1.2 Tourism Section Budget 2022/23

Budget Headings	£
Bridewell	72,234
Tourism General	419,413
US Grants	8,300
Gross Budget	499,947
Income	58,018
Net Budget for 2022-23	441,929

2.1.3 Marketing and Communications Budget 2022/23

Budget Headings	£
Salaries	265,392
Printing	35,000
Stationery supplies	92
Advertising	21,000
Promotional materials	22,000
Licences	3,200
Fees	5,000
Subsistence	200
Gross Budget	351,884
Income	0
Net Budget for 2022-23	351,884

2.2 Departmental Services - Council Structure - 2022/23



2.2.1 Chief Executive Directorate Overall Staffing

Staffing	No. of Staff (FTEs)
Assistant Director	1
Head of Service	1
Managers	8.8
Officers	19.28
Remaining Team	5
Total	35.08

2.2.2 Economic Development, Tourism and Strategic Programmes Staffing

Economic Development, Tourism & Strategic Programmes Staffing	No of Staff (FTEs)
Assistant Director	1
Economic Development Section	
Managers	6.8
Officers	16.78
Remaining Team	5
Total	29.58

2.2.3 Marketing and Communication Staffing

Staffing	No. of Staff
Head of Service	1
Managers	2
Officers	2.5
Total	5.5

SERVICES WORK PLAN 2022/23

2.3. SERVICE WORK PLAN – 2022/23

2.3.1 Service Work Plan - 2022/23 - Economic Development, Tourism and Strategic Programmes

This plan confirms the core activities and actions, which will form the Economic Development, Tourism and Strategic Programme Work Plan for 2022-23. This is a high-level capture of the Department and the Service activities/measures as well as some improvement undertakings which the services will focus on throughout 2022-2023. The Plan links to the Council's new 2020-2024 Corporate Plan priorities, Annual Corporate Improvement Plan Objectives, Statutory Indicators, Corporate Health Indicators and Mid Ulster Sustainable Community Plan themes & outcomes (aligned to the Programme for Government):

Service Name: Economic Development, Tourism and Strategic Programmes					
Link to Community Plan Theme:		Align to Corporate Plan Theme			
<i>CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy</i>		<i>Economy: 3.2 We will continue to build on our work to generate business diversification, innovation & expansion & increase in employment opportunities</i>			
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Deliver the 2022 Rural Business Development Grants Scheme	Full commitment of funding allocated circa £140,000	31/3/2023	E Gallogly	Positive impact on business recovery through sustaining employment and increasing turnover	Evaluation report prepared

Service Name: Economic Development, Tourism and Strategic Programmes					
Link to Community Plan Theme:		Align to Corporate Plan Theme			
CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy		Economy: 3.1 We will develop and deliver, Mid/South/West Regional Economic Strategy in collaboration with Council Partners- ABC & Fermangah Omagh			
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Complete the MSW Business Innovation Pilot	<ul style="list-style-type: none"> 60 businesses from Mid Ulster participating in business productivity training 3 businesses supported to develop innovation action plans 20 businesses availing of Business Leadership & Technical Advisory Vouchers 	31/3/2023	F.McKeown	Improved understanding by businesses of productivity and implementation of business innovation projects.	Programme evaluation to be completed.
MSW Industrial Investment Challenge Fund	In partnership with MSW partners commence the outline business case to secure funding for the Industrial Investment Challenge fund (circa £15m)	31/3/23	F.McKeown	Availability of capital funding to support innovation and productivity improvement by business operating within key growth sectors across MSW region	Funding secured

Service Name: Economic Development, Tourism and Strategic Programmes					
Link to Community Plan Theme:		Align to Corporate Plan Theme			
CMP 1.3 Economic Growth - Our Towns & Villages are vibrant & competitive		Leadership: 1.3 We will work collectively to meet the identified needs and priorities of our citizens & connect the people of Mid Ulster			
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Marketing & Promotion of Dungannon, Cookstown, Coalisland, Magherafelt and Maghera	<ul style="list-style-type: none"> Town Centre Marketing Campaigns across the 5 towns to promote: Seasonal Promotional Campaigns Shop Local Campaigns Mid Ulster Gift Card Promotion of new Coalisland Brand 	31/03/23	Regeneration Managers	Raise Profile of the 5 town centres.	<ul style="list-style-type: none"> Number of seasonal promotional campaigns delivered. Number of shop local campaigns delivered. Number of participating businesses, value of Mid Ulster Gift Cards purchased and value of Mid Ulster Gift Cards redeemed. A range of branded merchandise

					will be purchased for town centre promotion
Delivery of Strategic Events	<p>Calendar of events in 5 town centres:</p> <ul style="list-style-type: none"> • Continental Market Cookstown • Summer event Coalisland • Tafelta Magherafelt • Walled Garden Maghera • Heels on the Hill, Dungannon • Halloween in Dungannon • Halloween in Coalisland • Christmas Lights Switch On in Cookstown • Christmas Kingdom and Switch On in Dungannon • Christmas Market and Switch On in Magherafelt • Christmas Lights Switch On in Coalisland • Christmas Lights Switch On in Maghera 	31/03/23	Regeneration Managers	Increase civic pride and footfall across 5 towns.	Delivery of 11 town centre events in the 5 towns during 2022/23
Business Support / Attracting Investment	<ul style="list-style-type: none"> • Reducing Dereliction and Vacancy Levels in Dungannon Town Centre – Pilot Project 	31/03/23	Regeneration Managers		<ul style="list-style-type: none"> • Application to DfC to secure funding to conduct a pilot Empty to Occupied Scheme.

	<ul style="list-style-type: none"> Mid Ulster Gift Card 				<ul style="list-style-type: none"> Number of participating businesses, value of Mid Ulster Gift Cards purchased and value of Mid Ulster Gift Cards redeemed.
Physical Regeneration / Improving Infrastructure	<ul style="list-style-type: none"> Progressing a Public Realm Scheme for Maghera (subject to funding) Town & Village Spruce Up Scheme (Year 4) 2022/23 Place Shaping Plans 	<p>31/03/23</p> <p>31/03/23</p> <p>2023/24</p>	Regeneration Managers	<p>Increase the overall viability and vitality of the town centre.</p> <p>Improved civic pride and enhanced aesthetics in towns and villages.</p> <p>Provide a fresh strategic framework for place based economic growth and regeneration in the 3 main towns.</p>	<p>Bid for funding to allow works on the scheme to commence.</p> <p>100% progress against 40 Town and Village Spruce up schemes by Q4 2022/23.</p> <p>3 Place Shaping Plans for Dungannon, Cookstown and Magherafelt completed by end of Q4 2023/24.</p>

Service Name: Economic Development, Tourism and Strategic Programmes					
Link to Community Plan Theme:		Align to Corporate Plan Theme			
CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy		Economy: 3.4 We will continue to identify opportunity sites for development proposals & to deliver against existing plans for other key strategic sites (Ann Street- Dungannon & former Maghera High School site.)			
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Develop Town Centres	<ul style="list-style-type: none"> Potential Development of Town Centre Sites 	31/03/23	Regeneration Managers	Improved perception of Council area as an investment location.	By end of Q4 2022/23 Design Concepts Developed and economic appraisal's prepared for 2 potential town centre development sites.
	<ul style="list-style-type: none"> Continue to progress development of key opportunity sites – Maghera High School. 	2023/24	P McCreedy, D McCartney	Increased private sector investment in Mid Ulster.	Resolve outstanding planning issues and secure funding for scheme.
	<ul style="list-style-type: none"> Continue to progress the Ann Street Development site, Dungannon 	31/03/23	P McCreedy		Agreement for lease completed, anchor tenant secured and Planning application submitted by Q4

Service Name: Economic Development, Tourism and Strategic Programmes					
Link to Community Plan Theme:		Align to Corporate Plan Theme			
CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy		Economy: 3.2 We will continue to build on our work to generate business diversification, innovation & expansion & increase in employment opportunities			
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Business Start & Entrepreneurship	<p>Deliver the requisite number of approved business plans for start-ups to achieve current Statutory Jobs Target (210*) & EU Programme Target & (158)</p> <p>*The new agreed amended lower Stat target of 153 (job creation) was not adopted before the Assembly dissolved; DfE advised the NIAO currently require Councils to report on both targets/standards (ref DfE letter 12/5/22) in the interim</p>	31/03/23	S McIntyre	Support service to budding entrepreneurs to develop a client-led business plan	<p>210 jobs promoted - 350 approved client business plans completed (pa)</p> <p>*To change to target of 153 jobs created (see column 2) via 255 plans delivered</p>
Business Sustainability & Growth	<p>Deliver and manage 5 (3-year) programmes to support growth and job creation in 730 micro & small businesses /social enterprises by Sept 2023 in 5 key business areas:</p> <ul style="list-style-type: none"> - Tender Ready 	31/03/23	S McIntyre	Building the recovery, sustainability, growth and job creation prospects of businesses/social enterprises	<ul style="list-style-type: none"> • 224 businesses / social enterprises supported (pa) • 135 jobs created (pa)

	<ul style="list-style-type: none"> - Digital First - Transform - Gearing for Growth (above to complete Dec 2022) - Social Enterprise - 				
Business Sustainability & Growth	<p>Deliver and manage a minimum of 13 business events/webinars across Mid Ulster, including the following:</p> <ul style="list-style-type: none"> - Business Support Programmes events; (1 No. Event on Social Enterprise, 1 for Digital, 1 for Transform prog & 1 for Growth programme). - Mid Ulster Enterprise Week (minimum of 8 events) - Mid Ulster Business Awards 2022 (to agree in principal – subject to satisfactory clarifications being obtained from JPI Media on a number of outstanding issues Council has sought further information on - will be brought back to committee for final approval once details are received). 	31/3/23	C McKenna S McIntyre P McCreedy	Provide practical guidance and advice on good practice across key business areas through the provision of a wide range of specialist business focused events to assist all sectors, and celebrate the achievements of Mid Ulster's business community.	Min 12 events delivered to min, 600 participants
Industrial land and serviced sites	<ul style="list-style-type: none"> - Develop short and medium term options for addressing 	31/03/23	P McCreedy	Ensure an appropriate supply of employment land and premises.	Secure funding for an intervention.

	lack of industrial land and serviced sites in Mid Ulster. - Agree Action Plan with Invest NI. - Identify potential funding opportunities.				
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Service Name : Economic Development, Tourism and Strategic Programmes					
Link to Community Plan Theme:		Align to Corporate Plan Theme			
CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy		<i>Economy: 3.3 We will continue to support the work of our partners including the Mid Ulster Skills Forum, to address employability/skills to ensure existing & future needs of our region's business base are met.</i>			
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Supporting Employability and Skills	To monitor the performance of 4 Mid Ulster employability and skills programmes 2022/23 to manage the release of Council's match funding: - Step Up to Sustainable Employment - Exploring Enterprise Programme - Women Towards Education & Employment - VERVE Project (2022/23)	31/03/23	S McIntyre	Bespoke mentoring support to enable participants to become economically active, re-engage with the labour market and improve their employability prospects	500 participants to be supported through 4 programmes

Supporting Employability and Skills	Deliver the Mid Ulster LMP Action Plan 2022-23.	31/03/23	P McCreedy E Gallogly	Employability outcomes and labour market conditions improved by a stronger co-ordinated, multi-agency approach.	100% progress of no. of assigned actions from the Action Plan 2022-23 delivered.
	Develop a 3 year Mid Ulster LMP Strategy and annual Action Plan for 2023-24. Support MEGA in the delivery of a three-year Strategic Action Plan 2022-25.	31/03/23	P McCreedy	Contribute to the post-pandemic economic recovery of the manufacturing and engineering sector.	3 year Strategy and Action Plan developed 100% progress on funded actions detailed in SLA Employability & Skills Scoping Study and Action Plan developed

Service Name: Economic Development, Tourism and Strategic Programmes					
Link to Community Plan Theme:		Align to Corporate Plan Theme			
<i>CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy</i>		<i>Economy: 3.5 We will have a prioritised, sustainably resourced programme of capital investment supporting the enhancement of facilities for local people & contributing to the regeneration of the district.</i>			
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Identify external funding opportunities to support investment in Council capital projects.	Working closely with central government and submit funding applications for prioritised projects.	31/03/23	P McCreedy	Potential to leverage financial investment into Mid Ulster.	2 funding applications submitted for strategic capital projects.

Service Name: Economic Development, Tourism and Strategic Programmes					
		Align to Corporate Plan Theme			
<i>CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy</i>		<i>Economy: 3.2 We will continue to build on our work to generate business diversification, innovation & expansion & increase in employment opportunities</i>			
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Increased occupancy figures and visitor numbers to the district	Deliver upon the objectives within the Mid Ulster Council Tourism Strategy (Reviewed 2019).	31/03/2023	Tourism Manager and Tourism Team	To deliver the objectives outlined in the MUDC tourism Strategy (Reviewed 2019).	Analysis figures from Mid Ulster Council Tourism web site and social media platforms.

	<p>To review and update the Mid Ulster Council Tourism Strategy considering the impact of the COVID-19 pandemic.</p> <p>To review and update the Mid Ulster Council Tourism Strategy aligned and linked to Tourism Northern Ireland's new brand and experiences, under 'Embrace a Giant Spirit'.</p> <p>Increased destination digital presences, website, and social media</p>			<p>Strategic alignment with the national brand.</p> <p>Reinforce the national and local tourism brands.</p> <p>Increased staycation offering</p>	<p>Carry out ongoing perception research.</p> <p>NISRA tourism visitor statistics.</p> <p>Visitor monitoring results</p>
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Service Name: Economic Development, Tourism and Strategic Programmes					
Link to Community Plan Theme:		Align to Corporate Plan Theme			
<i>CMP 1.2 Economic Growth - We have more people working in a diverse economy</i>		<i>Economy: 3.6 We will work to deliver tourism investment and employment concentrating on Mid Ulster's three identified tourism strands</i>			
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Improved engagement and support with the Tourism and Hospitality sector	Develop a portfolio of systems and communications channels to keep the tourism sector informed and to ensure that	31/03/23	Tourism Manager and Tourism Team	Greater and more focused support for the tourism & hospitality business sector to	20% increase business participation on Council digital and

	<p>they receive the latest and most current business information.</p> <p>Develop a series of webinars to support and inform the sector.</p> <p>Develop our new Taste Mid Ulster food and drink offering, upskilling the hospitality industry</p> <p>Deliver programmes that will support and create opportunities for the sector under one or more of the 'Embrace a Giant Spirit' experiences.</p>			<p>ensure their business developments are more efficient.</p> <p>Supporting and developing new local experiences under the 'Embrace a Giant Spirit' branding.</p>	<p>social media tourism channels</p> <p>Develop and deliver 4 new 'Embrace a Giant Spirit' brand aligned experience.</p> <p>Measure increased tourism traffic to website and social channels.</p>
Attain funding for Tourism Projects and experiences	<p>Progress and implementation of key capital projects: -</p> <ul style="list-style-type: none"> • Consultancy and construction teams appointed. • Source, apply and agree funding streams (MSW). • Design programmes of work established and agreed. 	31/03/23	F McKeown, M McKeown	Produce high quality, innovative and immersive experiences that will attract increased visitor numbers and investment.	<ul style="list-style-type: none"> • Funding sources agreed and in place. • SOC (Strategic Outline Case) submitted for the Sperrins MSW project by December 2022.

2.3.2 Services Work Plan - Marketing and Communications

This plan confirms the core activities and actions, which will form the Marketing and Communications Work Plan for 2022-23. This is a high-level capture of the Department and the Service activities/measures as well as some improvement undertakings which the services will focus on throughout 2022-2023. The Plan links to the Council's new 2020-2024 Corporate Plan priorities, Annual Corporate Improvement Plan Objectives, Statutory Indicators, Corporate Health Indicators and Mid Ulster Sustainable Community Plan themes & outcomes (aligned to the Programme for Government):

Service Name: Marketing and Communications					
Link to Community Plan Theme:			Align to Corporate Plan Theme		
CMP 3.3 Education & Skills - We are more entrepreneurial, innovative & creative			<i>Service Delivery: 2.1 We will improve services for our citizens through the development and delivery of an innovation agenda</i>		
Service Objective (What do we want to achieve?):	What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Service Name /Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
To build on the foundation of our marketing and communications planning, we will review and refine our evaluation activity, agreeing measures at the planning stage and actions at the end delivery stage with our internal clients.	<p>We will review our current evaluation framework.</p> <p>We will use new social media and email marketing tools to inform our evaluations.</p> <p>We will agree evaluation measures with internal clients at the planning stage.</p> <p>We will present evaluation at end of delivery stage to internal clients</p>	On-going across the year until 31 March 2023	M&C Team	We will use evidence from our evaluations to improve our approach to our delivery and to assist internal clients to make informed decisions about the future design and delivery of their services/projects/events to ensure a cycle of continuous improvement.	<p>Evaluation measures clearly stated and agreed in each plan.</p> <p>Evaluation reports produced.</p> <p>M&C service and internal client agree actions resulting from the evaluation.</p>

<p>To develop and deliver the 2022-2023 annual marketing plan for OM Dark Sky Park and Observatory.</p>	<p>We will undertake a review of previous activity, understand OM's business targets and agree approach and tactics.</p> <p>We will develop a marketing and communications plan for 2022-2023.</p> <p>We will deliver the agreed marketing and communications plan for 2022-2023.</p>	<p>By 31 May</p> <p>By 30 June</p> <p>By end March 2023.</p>	<p>KK as lead officer.</p>	<p>We will contribute to achievement of OM's visitor and income targets via planned marketing and communications activity.</p>	<p>Plan delivered and targets achieved.</p>
<p>To continue to create and deliver an integrated communications plan for the Council's capital investment programme.</p>	<p>We will work with internal clients to identify capital programme and deliverables.</p> <p>We will develop the 2022-2023 capital programme communications plan.</p> <p>We will deliver the capital programme communications plan.</p>	<p>By end May 2022</p> <p>By end June 2022</p> <p>Ongoing to 31 March 2023</p>	<p>M&C Team</p>	<p>The Council's ambitious and significant capital development programme will be strategically positioned and profiled to build awareness of the level of awareness of the investment with both internal and external audiences.</p>	<p>Plan delivered.</p>

2.4 Service Improvement

2.4.1 Economic Development, Tourism and Strategic Programmes Service Improvements for 2022 to 2023

What Service Development/Improvement will we undertake in 2022/23? (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
Continue to lobby DAERA on the design and delivery methodology of the proposed Rural Business and Community Investment Programme for NI to ensure a local bottom up delivery approach is maintained.	31/3/23	F McKeown / E Gallogly	Council will play a lead role shaping and delivering actions, which will contribute to Community Plan themes for growing the rural economy.	Number of finalised initiatives emerging from the Rural Business and Community Investment Programme for NI (subject to progress within DAERA)
Work on the development on new Place Shaping Plans for each of the 3 main towns to provide a fresh strategic framework for economic growth and regeneration in the 3 main towns.	31/03/24	Regeneration Managers	Place Shaping will help make our communities stronger and more resilient in the future.	By getting agreement and consensus on the aspirations, direction and proposals for the 3 main towns
Commence process of working with Legal Services to adopt more consistent approach to legal agreements/ documentation used to fund external organisations who are in receipt of monies from Council to deliver a range of initiatives/services	31/3/2023	S McIntyre	More consistent approach across economic development and tourism sections to the process of managing funding of external bodies	Reduction in Officers' time spent on different approaches and more efficient reporting process to Council

Establish a Mid Ulster Construction Sector Consortia to address skills and labour challenges.	31/3/23	F McKeown P McCreedy	Contribute to skills and labour challenges facing the construction sector.	Sectoral Scoping Study and Action Plan developed.
Deliver upon the objectives within the Mid Ulster Council Tourism Strategy (Reviewed 2019).	31/03/23	Tourism Manager & Tourism Team	To deliver the objectives outlined in the MUDC tourism Strategy (Reviewed 2019). Strategic alignment with the national brand. Reinforce the national and local tourism brands.	Implementation of the reviewed Mid Ulster District Council Tourism Strategy. Achieve reviewed outputs for 2022-23
Develop a portfolio of systems and communications channels to keep the tourism sector informed and to ensure that they receive the latest and most current business information. Develop a series of webinars to support and inform the sector. Deliver programmes that will support and create opportunities for the sector under one or more of the 'Embrace a Giant Spirt' experiences.	31/03/23	Tourism Manager & Tourism Team	Greater and more focused support for the tourism & hospitality business sector to ensure their business developments are more efficient. Supporting and developing new local experiences under the 'Embrace a Giant Spirit' branding.	Measure increased tourism traffic to website and social channels. Development of 4 new Mid Ulster sub brands under the 'Embrace a Giant Spirit' brand by 31 st March 2023.
Progress key capital projects: - <ul style="list-style-type: none">MSW Sperrins ProjectDavagh Archaeological Walk	31/03/23	Assistant Director & Tourism Manager	Product high quality, innovative and immersive experiences that will	Development of new high-quality visitor attractions.

• Davagh Giant Sculpture Project			attract increased visitors and investment.	50% Increased visitor numbers to upgraded visitor attractions.
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2.4.2 Marketing and Communications Service Improvements for 2022/2023

What Service Development/Improvement will we undertake in 2022/2023? (Actions):	By When (Date?)	Service Name/ Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (Measures)
We will introduce a social media management tool to streamline our publishing and response to enquiries and introduce an email marketing tool and standardised approach to email marketing across our services and in our planned communications to increase engagement and trust in our online services	By 31 March 2023	M&C Team	We will contribute to the outcomes identified in our new Digital Transformation Strategy, including 'our residents, businesses and visitors are aware of our activities and trust us, because we communicate effectively via email and social media	<i>Social media management tool is in place and operational.</i>
After 2 years of being unable to deliver a significant and engaging recycling and waste reduction campaign (due to the impact of Covid 19), we will review the needs of the service, using evidence bespoke to Mid Ulster waste arisings and customer behaviours to refresh our approach and campaign planning.	By September 2022	MMcN as lead officer	We will contribute to the Council's strategic priority to reduce our dependency on landfill through waste reduction and increased recycling and recovery.	Waste reduction communications reviewed and a new campaign concept developed for delivery.

2.5 RISK MANAGEMENT OF DEPARTMENT/SERVICES

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

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

2.5.1 This table illustrates the risks identified to deliver the Economic Development, Tourism and Strategic Programme Department's/Services business as outlined in service plan for 2022-23.

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

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

			<ul style="list-style-type: none"> - Identification of potential issues at an early stage. - Regular communication with funder(s) to update on progress and agree solutions. - Management control procedures are in place and staff training provided on the implementation of funder operating guidance.
4	EU Exit	9	<ul style="list-style-type: none"> - EU Exit is on the agenda on a regular basis at internal meetings. - Implications being considered regionally. - Mid Ulster Brexit Working Group formed November 2018. - MUDC Officers (from Economic Development) are following Brexit events and circulating relevant information to Businesses. - There is a minimum two-year lead in period providing time to adapt to new policies and procedures
5.	Covid-19	9	Mitigation Impact measure in place for staff working arrangements, delivery of LED business programmes and Council events, delivery of Town & Village Spruce Up Scheme, Enterprise week and delivery of RDP Village Renewal programme.

6.	Failure to miss deadlines for the development of marketing to inform visitors of what is on offer to the visitor.	6	To ensure that there is a robust marketing strategy with resources.
7.	Failure to deliver the tourism strategy action plan	6	Regular engagement with the sector currently being undertaken. Ongoing engagement with customer base being delivered via online platforms to ensure customer relationships are maintained. Regular team meetings discussing programming.
8.	Funding and other opportunities missed for MUDC area.	6	Ongoing scanning being undertaken by all officers. Team meeting agenda item, Officers have been assigned to investigate funding opportunities.

2.5.2 This table illustrates the risks identified to deliver the Marketing and Communications Department's/Services business as outlined in service plan for 2022-23.

Risk Ref Number	Description of Risk	Risk Rating	Mitigation Activity
MC01	Misuse or inconsistent use of the Council's branding internally and externally.	6	Brand guidelines in place, reviewed and updated. Service oversees and has oversight of brand application and manages internal graphic design service to ensure correct application.
MC02	Ineffective use of the Council's social media channels.	6	Documented protocol issued to all staff, only designated staff with access to content management of social media channels, ongoing monitoring of social media channels and regular contact meetings with service/facility-based social media editors.
MC03	Failure to adhere to Public Sector Bodies (website and mobile apps) Accessibility regulations.	2	Accessibility standards monitored on a weekly basis using the third party tool, Silktide, issues addressed either directly via the service or, where required, by engaging with the Council's web development company to address technical accessibility issues.
MC04	Failure to communicate effectively in response to emergencies or crisis situations.	8	Emergency / Business Continuity Plan in place with sections relating to Communication Plan. Ongoing review of lessons learned in response to managing communications in emergency or crisis situations & continued attendance at the EP Public Information/Media Working Group.

Rating	Descriptor
16 - 25	Extreme Risk (immediate action required)
10 - 15	High Risk (urgent action required)
7 - 9	Moderate Risk (action required)
1 – 6	Low Risk (keep under review)

3.0 OUR STATUTORY CONSIDERATIONS

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

3.1 EQUALITY DUTY

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

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

3.2 RURAL NEEDS DUTY

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