



09 June 2022

Dear Councillor

You are invited to attend a meeting of the Policy & Resources Committee to be held in The Chamber, Magherafelt and by virtual means Council Offices, Ballyronan Road, Magherafelt, BT45 6EN on Thursday, 09 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

Matters for Decision

5. Request to Illuminate Council Properties 3 - 4
6. Member Services

Matters for Information

- 7 Policy & Resources Committee minutes of meeting 4 May 2022 5 - 10
- 8 Somme Association: 2022-2023 Membership Subscription 11 - 14
- 9 Full Fibre Project Update 15 - 40
- 10 Chief Executive's - Departmental Service Plan 2022-2023 41 - 84

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

11. Staffing Matters for Decision
12. ICT Contracts Extensions
13. Financial Update Report - 12 months to 31 March 2022
14. AVC Pension - Salary Sacrifice/Shared Cost AVC
15. Capital Framework 2020 - 2024/25
16. Dungannon - Property Update
17. Lease: Feeney's Lane, Dungannon

Matters for Information

18. Policy and Resources Committee Confidential minutes of meeting held on 4 May 2022
19. Staffing Matters for Information
20. Industrial Relations Update
21. Contacts and DAC

Report on	Request to Illuminate Council Property – June 2022
Date of Meeting	Thursday 9 June 2022
Reporting Officer	P Moffett, Assistant Director Org. Development Strategy & Performance
Contact Officer	Eileen Forde, Member Support Officer

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	<p>To consider requests received to illuminate and light up the Council's three designated properties to raise awareness for the following:</p> <ul style="list-style-type: none"> • Baby Loss Awareness Week <p>Details on request received are set out below.</p>
2.0	Background
2.1	The Council has a policy and procedural arrangements in place to facilitate the illuminating/lighting-up of its designated properties from requests made by charitable organisations for charitable causes. The designated properties are the Bridewell, the Burnavon and Ranfurly.
2.2	The policy confirms that requests are considered by the Council's Policy and Resources Committee. Should the scheduling of the committee not permit requests being considered within the timeframes for determination, they can be presented to monthly Council.
3.0	Main Report
3.1	<p>The Council has received correspondence from organisations as detailed below requesting that consideration be given to lighting up our three designated council properties. Requests for consideration and recommendation by Committee:</p> <ul style="list-style-type: none"> • Monday 10 October 2022 - Baby Loss Awareness Week the colour to blue and pink <p>The policy scope extends to requests made by charitable organisations for the promotion of its charitable cause on a given date or set of dates.</p>

4.0	Other Considerations
4.1	Financial, Human Resources & Risk Implications
	Financial: Not applicable
	Human: Not applicable
	Risk Management: Not applicable
4.2	Screening & Impact Assessments
	Equality & Good Relations Implications: Council policy and procedural arrangements have been referred to.
	Rural Needs Implications: Not applicable
5.0	Recommendation(s)
5.1	That the Committee considers making recommendation to light up the designated properties on the dates specified to mark: <ul style="list-style-type: none"> Monday 10 October 2022 - Baby Loss Awareness Week the colour to be blue and pink
6.0	Documents Attached & References
	Not Applicable

Minutes of Meeting of Policy and Resources Committee of Mid Ulster District Council held on Wednesday 4 May 2022 in the Council Offices, Circular Road, Dungannon and by Virtual Means

Members Present

Councillor McKinney, Chair

Councillors Ashton* (7.02 pm), Buchanan, Cuddy (7.10 pm), Doris*, Elattar* (7.09 pm), Forde*, Gildernew*, S McGuigan*, S McPeake*, Molloy*, Totten* (7.02pm), Kearney*, McLean*

Officers in Attendance

Mrs Canavan, Strategic Director of Organisation Development, Strategy and Performance
Mr Kelso, Director of Public Health & Infrastructure
Mrs Dyson**, Head of Human Resources
Ms Linney**, Assistant Director Development
Ms Mezza**, Head of Marketing and Communications
Mr Moffett, Assistant Director of Organisational Development, Strategy and Performance
Mr McCreech**, Chief Executive (attended in person for confidential business)
Ms McNally**, Assistant Director of Finance, Legal, Governance and Transformation
Mr O'Hagan, Head of ICT
Mr Scullion**, Assistant Director of Property
Mr Tohill, Strategic Director of Corporate Service and Finance
Mrs Roberts, Business Support Manager

* Denotes members present in remote attendance

** Denotes Officers present by remote means

*** Denotes others present by remote means

The meeting commenced at 7.01pm

The Chair, Councillor McKinney welcomed everyone to the meeting and those watching the meeting through the Live Broadcast. Councillor McKinney 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.

PR091/22 Notice of Recording

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

PR092/22 Apologies

Councillor S McAleer

PR093/22 Declarations of Interest

The Chair, Councillor McKinney reminded Members of their responsibility with regard to declarations of interest.

PR094/22 Chairs Business

The Chair thanked all for listening over the past year and wished the new incoming Chair well.

Matters for Decision

PR095/22 Performance Improvement Objectives 2022-23: Consultation Outworking's Report on Improvement Objectives 2022-2023

The AD: ODSP presented previously circulated report which provided update on the findings and outcome of the consultation undertaken on the Council's proposed improvement objectives 2022 - 2023.

The meeting live stream paused at 7.04pm and restarted at 7.09pm due to a sound issue experienced by online participants.

Councillor McLean expressed disappointment regarding negative comments raised regarding the Maghera site.

Councillor Cuddy expressed disappointment on the low response rate and enquired on the breakdown of respondent to the performance improvement survey. responders.

The AD: ODSP referred to the breakdown of respondents contained within the report, and highlighted that this was self-selected by respondents via online channels. He added that they were not able to analyse the data further though however were able to identify the categories of respondents from the pre-defined list within the survey. All those who provided email addresses will be responded to following May Council meeting.

Proposed by Councillor McLean
Seconded by Councillor Cuddy and

Resolved That it be recommended to Council progress the Performance Improvement Plan taking into consideration the outcomes of the Consultation.

PR096/22 Request(s) to Illuminate Council Property – May 2022

The Assistant Director: ODSP presented previously circulated report which considered requests to illuminate/light up the Council's three designated properties to raise awareness of and mark;

- Parenting Week NI: Parenting Week 2022 (October)
- In Solidarity with the People of Ukraine – correspondence from Ards & North Down Borough Council to light of buildings.

The AD: ODSP confirmed that the request from Ards & North Down Borough Council fell outside the scope of the policy however it was a matter for the Committee to make a recommendation to Council on whether to support this request.

The SD: ODSP asked the committee to consider a further request from the charity Empower based in Magherafelt requesting the illumination of Council of Council buildings to mark Tourette Syndrome month from 15 May to 15 June, Tourette awareness day on 7 June.

Councillor Cuddy said that it was important to show solidarity for the people of Ukraine as this was major issue, affecting Europe and the world.

Proposed by Councillor Cuddy
Seconded by Councillor Buchanan and

Resolved That it be recommended to Council to illuminate the three designated Council properties as follows –

- (i) Monday 17th October 2022 for Parenting Week 2022 – colour Purple;
- (ii) On a date to be determined in support of and in solidarity with people of Ukraine; and
- (iii) Tuesday 7th June 2022 for Tourette Awareness Month – colour Dark Teal.

PR097/22 Development - Burnavon Arts Centre

The AD: Development presented previously circulated report which sought approval for funding for capital works to the required upgrade of the Burnavon Arts Centre auditorium.

Proposed by Councillor Buchanan
Seconded by Councillor Cuddy and

Resolved That it be recommended to Council to approve capital funding of approx. £150,000 for the required upgrade of the Burnavon Arts Centre auditorium.

PR098/22 Member Services

None

Matters for Information

PR099/22 Minutes of Policy and Resources Committee held on Thursday 7 April 2022

Members noted Minutes of Policy and Resources Committee held on 7 April 2022.

PR100/22 Annual Progress Returns: Department of Agriculture, Environment & Rural Affairs (DAERA) for 2021/2022

The AD: ODSP presented previously circulated report which set out Mid Ulster District Council's Annual Progress Report to the Department for Agriculture, Environment & Rural Affairs (DAERA) for the period 2021-22, under the Rural Needs Act NI (2016).

Members noted the content of the report.

PR101/22 Performance Improvement - Local Government Auditor's Audit and Assessment (Section 95) Report 2021-22

The AD: ODSP presented previously circulated report which outlined the findings of the Local Government Auditor's Audit and Assessment Report 2021-22.

Members noted the content of the report.

Local Government (NI) Act 2014 – Confidential Business

Resolved In accordance with Section 42, Part 1 of Schedule 6 of the Local Government Act (NI) 2014 that Members of the public be asked to withdraw from the meeting whilst Member consider items PR102/22 to PR110/22.

Matters for Decision

- PR102/22 Staffing Matters for Decision
- PR103/22 Council Electricity Supplier Renewal
- PR104/22 Update - Proposed Cookstown A29 Bypass
- PR105/22 Property Update

Matters for Information

- PR106/22 Confidential Minutes of Policy and Resources Committee held on Thursday 7 April 2022
- PR107/22 Staffing matters for Information
- PR108/22 Managing Employee Attendance – Interim Report for the period from 1 April 2021 to 31 March 2022
- PR109/22 Financial report for 12 months ended 31 March 2022
- PR110/22 Contracts and DAC

PR111/22 Duration of Meeting

The meeting commenced at 7 pm and concluded at 8.16 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 I will ask each member to confirm whether they are for or against the proposal or abstaining
- 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 - apologies and then roll call of all other Members in attendance.

Report on	Somme Association: 2022-2023 Membership Subscription
Date of Meeting	Thursday 9 June 2022
Reporting Officer	Philip Moffett, Head of Democratic Services
Contact Officer	Philip Moffett, Head of Democratic Services

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 the committee on correspondence received from the Somme Association on annual membership contributions payable for period 2022-23
2.0	Background
2.1	The Council is currently a member of the Somme Association to which it has elected member representation. The current representatives are Cllr Derek McKinney and Cllr Wesley Brown, details of which are confirmed on the council website under Outside Bodies at https://mid-ulster.cmis-ni.org/midulster/OutsideBodies.aspx
3.0	Main Report
3.1	The council has received an invoice for payment to the Somme Association for the period 2022-23. Provision for the subscription has been made within 2022-2023 budgetary provision (Democratic Services).
4.0	Other Considerations
4.1	Financial, Human Resources & Risk Implications
	Financial: Somme Association - £1,200 (£1,000 + VAT).
	Human: not applicable
	Risk Management: not applicable
4.2	Screening & Impact Assessments
	Equality & Good Relations Implications: not applicable
	Rural Needs Implications: not applicable

5.0	Recommendation(s)
5.1	That the committee notes request for payment from the Somme Association for the 2022-2023 annual subscription, arising from its membership.
6.0	Documents Attached & References
	Appendix A - Correspondence from Director, The Somme Association

THE SOMME ASSOCIATION



Vice-Presidents
The Viscount Brookeborough, DL

Chairman
Mr Alan McFarland

Director
Mrs Carol Walker, MBE

233 Bangor Road
Newtownards
BT23 7PH

Telephone 028 91823202

Facsimile 028 91823214

Website: www.sommeassociation.com

Email: sommeassociation@btconnect.com

Face Book: The Somme Association

Honorary President:

H.R.H The Duke of Gloucester, KG, GCVO

26th May 2022

Mr Adrian McCreesh
Chief Executive
Mid Ulster District Council
Circular Road
Dungannon
BT71 6DT

RECEIVED

26 MAY 2022

CHIEF EXECUTIVE

Dear Mr McCreesh

Re: 'Friends of the Somme' yearly subscription 2022/23

I am writing to inform you that your council's yearly subscription to the Somme Association is now due. This year's fee, in line with the previous year, is as follows: £1,000.00 plus VAT of £200.00 making a total of £1,200.00. The subscription relates to the financial year ending 31st March 2023. Please find invoice enclosed which contains our bank details for BACS payments.

As in previous years the annual subscription is extremely important to the Association and its' work going forward as we continue to recover from COVID restrictions.

The Officers of the Somme Association wish me to thank your Council for its continued support over this very difficult time and sincerely hope that it will continue to support our work at the Somme Museum and the Ulster Memorial Tower, France. May I take this opportunity to send best wishes and continuing good health.

If you have any questions, you would like answered, please do not hesitate to contact me by email – sommeassociation@btconnect.com

Yours faithfully

Carol Walker MBE
Director
Enc.

The Somme Association

233 Bangor Road
Newtownards, Co. Down, BT23 7PH
United Kingdom

Telephone: 02891823202
Mobile 07712833082
Email sommeassociation@btconnect.com

Invoice To:

Mid Ulster Council
Circular Rd
Dungannon
BT71 6DT

SALES INVOICE

Invoice Date	Due Date	Reference	Customer Code	Invoice Number	
16/05/2022	15/06/2022	SAMEM2023002	Mid002	SI-1862	
Code	Description	Qty/Hrs	Price/Rate	VAT %	Net Amt
Membership/Subscription Fees	Council Membership Apr22-Mar23	1.00	1,000.00	20.00	1,000.00
VAT Rate		Net	VAT	Net Amount	1,000.00
Standard 20.00% (20.00%)		£1,000.00	£200.00	VAT Amount	200.00
				TOTAL	£1,200.00

Notes:

Make all cheques payable to: Somme Association

BACs: Account Name: The Somme Association, Somme Association Account

Bank: First Trust
Sort Code: 93-84-91
Account No. 13603367

Report on	Full Fibre Project Update
Date of Meeting	9 June 2022
Reporting Officer	Barry O'Hagan
Contact Officer	Barry O'Hagan

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 advise members of Full Fibre Project implementation.
2.0	Background
2.1	The council are part of a consortia of 10 Council and Business Services Organisation (BSO) who have now contracted with Fibrus to implement dark fibre to Council and NHS premises across the district through the full fibre NI project funded through DCMS and managed by Newry & Mourne District Council.
3.0	Main Report
3.1	<p>The council has completed all 80 sites in respect of the contract to bring fibre to the district.</p> <p>Further to the P&R report presented to Council in February and May in relation to the management costs, Newry and Mourne District Council(NMDC) are currently maintaining the actual and project administration and technical support costs within the revised budget with monies being adjusted within cost headings as consultancy costs budgeted have been lowered than forecast allowing the project staff greater resource to remain in post and complete the post project review, monitoring, public relations and evaluation of the project without the need to increase budgets.(see appendices for further detail on costs).</p> <p>The Council is now working with Armagh Banbridge and Craigavon Council (ABC) in procuring wide area network (WAN) through public tender due to close on 23th June 2022 (extended data) and evaluated thereafter.</p> <p>Following a successful award each Council will individually contract with the successful communications provider (CP) to migrate to a new MPLS/SD Wan managed services contract over the installed fibre within the next 12 months.</p> <p>The final FFNI payment is still to be finalised and grant funding claimed for the final quarter later this month dependant on DCMS processes completion and some additional funding decisions sought by Mid Ulster for other network connections.</p> <p>Attached to the report are the last minutes of the Steering and Operations groups. The function and requirements of the group are drawing to a close but some discussions are underway within local government to use this project as a governance model and resource for further projects within the Economic Development wider group. Council will be updated if discussions become fruitful.</p>

4.0	Other Considerations
4.1	Financial, Human Resources & Risk Implications
	Financial: None
	Human: The Head of IT represents Mid Ulster District Council on the tender assessment panel and on the Steering and operations group currently.
	Risk Management: The project is managed directly by NMDC and a risk register is now monitored on a monthly basis with the operation group (see attached in appendix 2).
4.2	Screening & Impact Assessments :N/A
	Equality & Good Relations Implications: n/a
	Rural Needs Implications: n/a
5.0	Recommendation(s)
5.1	Council note the report.
6.0	Documents Attached & References
	Appendix 1: Steering & Operations Group Minutes, Appendix 2 : Highlight and Latest Risk Register Site with FFNI



FFNI Steering Group Minutes
31st March 2022, 14:00pm
Microsoft Teams

In Attendance:

Antrim and Newtownabbey Borough Council	Majella McAlister
Ards and North Down Borough Council	Clare McGill Niall Drew
Business Services Organisation	Anthony McGlade
Causeway, Coast and Glens Borough Council	Richard Baker Niall McGurk
Derry City and Strabane District Council	Stephen Gillespie (Chair)
Fermanagh and Omagh District Council	Anne Quinn
Lisburn and Castlereagh City Council	Padraic Murphy
Mid and East Antrim Borough Council	Steven Walls
Mid Ulster District Council	Barry O'Hagan
Newry, Mourne and Down District Council	Conor Mallon (FFNI SRO) Jonathan McGilly
FFNI Ops Team	Michael Forster (FFNI Ops Lead)
Fibrus	Adele Glenn
DCMS	Jim Hill
Belfast City Council	Ruth Rea Ciaran Boylan

Apologies:

FFNI Operations Team	Paula Jones (FFNI Project Support)
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1	<p>Welcome</p> <p>Stephen Gillespie welcomed the meeting.</p> <p>All happy with minutes from the previous meeting.</p>	<p>Action</p>
2	<p>Programme Activity;</p> <p>Claim 3 Payment</p> <p>Michael Forster provided the following update:</p> <ul style="list-style-type: none"> • Claim submitted to BDUK on 7th February 2022. • Delayed due to parallel Checkpoint E change control and further clarifications. • All Partners were asked to pay their Fibrus invoices to avoid any interest charges (30-day payment window). • Release of grant escalated by Conor Mallon (FFNI SRO) on 23rd March 2022. BDUK confirmed that the claim was approved and at the payment phase. Payment to NMDDC estimated w/c 04th April 2022. • Total claim for Milestone 4 is £6,234,919.24. Infrastructure delivery of 117 LFFN sites and 45 RGC sites. Total of 162 sites for this Grant Milestone. <p>Progress to Date</p> <p>MiF provided the following update:</p> <ul style="list-style-type: none"> • FFNI site list is 937 across all partners. Outcome to be determined shortly following Openreach update. • Of the 245 Openreach Commercial sites, currently 195 are estimated to be completed. • Shortfall of 50 Openreach Commercial sites beyond FFNI / Fibrus control. • This issue has also affected DFE where OR said it was doing sites and left them out of Stratum. • Of the 362 Openreach FFIB sites, currently 355 are estimated to be completed. • Of the 330 Fibrus sites, currently 328 have been connected. • Overall completion on 28th March 2022 now estimates 878 sites to be completed. Approx. 93.7% completion rate. 	

- Openreach FFIB figures may increase slightly due to report updates from OR delivery team to Fibrus.
- Openreach Commercial sites are reported end of quarter and figure remaining may reduce also.
- All sites accounted for in the claim must be connected by 31st March 2022. No further extension from BDUK is possible.

Milestone 4a and 4b

MiF provided the following update:

Fibrus Sites

- 328 / 330 sites are now 100% complete.
- 2 BSO sites remain (1 wayleave remains outstanding and 1 transfer of deeds from DoH outstanding).
- Risk lies with BSO in terms of it being a relief event; risk is being monitored and Fibrus are trying to get connectivity to this site.

FFIB

- 5 sites flagged as amber and awaiting fibre build.
- 5 sites connected and awaiting handover packs.
- 55 sites are at the commissioning stage; ONT has been physically installed and commissioning process may take up to 10 days before Fibrus receive the handover packs.
- Openreach have informed Fibrus that they are aiming to get all FFIB sites completed except for 7.

Commercial Rollout

- No update from Openreach on the remaining 50 commercial rollout sites.
- Update to be provided after 31st March 2022, following a check of the OR portal.
- There is a risk that quite a few of these commercial sites will be dropped off and not be connected.
- As per the contract, there is a high risk that costs associated with the Fibrus or FFIB sites cannot be claimed for if a relief event partners will be liable for costs incurred (approx. 90%) for Fibrus sites or 100% for FFIB.

<p>3</p>	<p>Financial Status</p> <p>MiF provided the following financial status update:</p> <ul style="list-style-type: none"> • At 28th February 2022, actual expenditure reflected £654,894 with a remaining allocation of £30K for consultancy if required. • FFNI Operations team have been built out to June 2022 for final claim and mop-up. • Consultancy costs from October 2021 to March 2022 are likely to be invoiced towards the end of this month. Invoice amount is estimated to be approx. £2,500.00 per Council. 	
<p>4</p>	<p>Risks & Issues</p> <p>12 and above are the highest risk: -</p> <ul style="list-style-type: none"> • Remaining Fibrus and FFIB sites – highest risk to date. Partners with remaining sites may be liable for incurred costs at this stage as Openreach and Fibrus have built to MPT / CBT. • WAN Migration Evidence – Risk developing on WAN Onboarding costs that can be claimed from MS5 as ABC procurement delayed. Guy Middleton to present indicatives costs and rationale to DCMS along with procurement details (if applicable). FFNI • Ops Team has also requested details on dark fibre connections as well as the initial connections to Openreach commercial sites. • Updated Checkpoint E and Grant Agreement – BDUK is now processing change control based on January 2022 data. New order forms and revised Grant Variation Letter (GVL) required to reflect actual outcome on 31st March 2022. 	
<p>5</p>	<p>Forward Look for Next Reporting Period</p> <p>MiF outlined the next steps. These were as follows:</p> <ul style="list-style-type: none"> • Payment of Claim 3 by BDUK to NMDDC and issued to all partners. • Checkpoint E change control and revised Grant Variation Letter (GVL). • Eligible costs for Milestone 5 onboarding presented as part of the claim. 	

	<ul style="list-style-type: none"> • Claim 4 submission and highlight report. • Checkpoint F close-down, evaluation of programme, lessons learned workshop and highlight reports. • Benefits Realisation and individual case studies. Required date 31st December 2022. • Future PR event to be scheduled post Purdah and formal overview on successful outcome. 	
AOB		



FFNI Operations Group Minutes
23rd March 2022, 14:00pm
Microsoft Teams

In Attendance:

Antrim and Newtownabbey Borough Council	Alastair Law Andy Cole
Ards and North Down Borough Council	Niall Drew (Chair)
Business Services Organisation	Kieran McConville
Causeway, Coast and Glens Borough Council	Louise Mullan
Derry City and Strabane District Council	Paul Jackson
Lisburn and Castlereagh City Council	Padraic Murphy
Mid Ulster District Council	Barry O'Hagan Colin McKenna Nicky Doris
FFNI Operations Team	Michael Forster (FFNI Ops Lead) Paula Jones (FFNI Ops Support)
Fibrus	Adele Glenn
BDUK	Billy McClean Michael Kelly Jim Hill
DMSLUK SRN	Lucie Smith Gareth Elliott

Apologies:

Fermanagh and Omagh District Council	Stephen Cassidy Lauren Johnston
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1	Welcome	Action
2	<p>Shared Rural Network Update</p> <p>Lucie Smith provided the following update:</p> <p>Overview</p> <ul style="list-style-type: none"> • Shared Rural Network (SRN) is a programme designed to improve 4G coverage across the UK. • It was developed by the four mobile operators alongside UK Government. • Regulated by OFCOM and each operator has a series of obligations / deadlines that they are required to meet. • Those obligations relate to geographic coverage in both the UK and across the 4 nations. Also, around coverage to premises and roads. <p>Structure</p> <ul style="list-style-type: none"> • Programme can be divided into two parts: Firstly, the industry funded element designed to deliver improvements in Northern Ireland. Operators are collectively investing £532m to build and upgrade mast sites that have 4G coverage. • This element is focused on partial hotspot areas whereby parts of the UK have 4G coverage from one or more operators but not from all four. • Secondly, the publicly funded element designed to develop and build new infrastructure in areas that have zero 4G coverage. • Combination of these two elements will deliver 4G coverage to 95% of UK land maps. <p>Timeline</p> <ul style="list-style-type: none"> • SRN commenced in March 2020 through the signing of the Grant Agreement. • Public communications by OFCOM relating to the agreement of the initial radio plan. • Jan/Feb 2021, the four operators announced their P&S plans and are now moving into delivery phase. 	

	<ul style="list-style-type: none"> • EE is delivering their P&S improvements mainly to upgrade existing sites due to footprint. A lot of progress has been made to date with several sites being upgraded already. • Remaining three operators are working together to build 222 new sites across the UK to deliver their P&S improvements. Those sites are now entering the formal application process now. • Deadline for works to be completed is 30th June 2024; Most recent OFCOM Connected Nations Report indicated that improvements have been delivered already and we expect to see this increase with each report published. <p>NI Specific Coverage Improvement</p> <ul style="list-style-type: none"> • Important to note that these are forecast improvements only; they are not guaranteed and are subject to planning agreements with landowners and other factors. • Both UK and NI maps can be viewed on the SRN website, alongside the breakdown of coverage by Local Authority. Uplift is evident in partial hotspots from all four MNOs across all Local Authorities. <p>Benefits of Programme</p> <ul style="list-style-type: none"> • Benefit of 4G coverage in areas that have patchy or zero 4G coverage to date. • Improving connectivity for people who are living, working and travelling in rural parts across the UK. • Positive impact expected within the Tourist industry, rural businesses and helping people stay connected. <p>Resources</p> <ul style="list-style-type: none"> • Series of fact sheets available on the SRN website, outlining the benefits of the programme. • As we move into delivery at the point of where planning applications are being submitted, residents in rural areas are very keen to protect their landscape. There appears to be a tension between wanting the coverage but not the infrastructure. • Presentation Slides to be shared afterwards. 	<p style="text-align: right;">LuS</p>
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Michael Forster commented, today's update is the result of a discussion about planning applications going into Council and getting lost for the installation of masts or equipment on Council property. Hence, delaying the process. Within NMDDC, FFNI sits under the same Directorate as the Planning Department, and approvals have been fast-tracked previously. Having a coordinated approach, either through FFNI or Operations Leads, may be beneficial to assist SRN with the approval process.

Colin McKenna noted that landscape would not be the prohibiting factor in MUDC, rather it would be health concerns. Residents still have this mentality that there are health issues and fast-tracking applications through planning can only be done if health issues are addressed.

LuS replied, we tend to see more push back on 5G compared to 4G in relation to health concerns. Mobile UK have been involved in a campaign addressing this issue and the materials can be shared with you all afterwards.

Gareth Elliott provided a link to the 5G Check the Facts campaign in the meeting chat. He reiterated that 5G is safe and is governed by very strict regulations. Tests were carried out in Belfast when the initial 5G masts were installed and results indicated 0.0006% of radiation of the allowed guidelines.

Paul Jackson queried why 4G is being installed and not 5G; will the 4G mast have a 5G capability in the future. LuS replied, where operators are installing 5G, it is in urban areas where there is a need for capacity and a large volume of people using the masts. Rural areas have a lower usage and fewer number of people connecting, therefore 4G is more than sufficient for demand.

PaJ noted he was liaising with one of the installation engineers who advised that it will be capable for 5G in the future. DSDC are looking to possibly rollout 5G in the City Centre but also rural areas as part of our City Deal. LuS replied, where operators are doing their own upgrades, they may make that decision, but it is not a requirement of this programme.

GaE continued, 4G is a commitment to the UK Government and the funding that comes with that. Equally the operators are working towards the ambition for many households to have 5G coverage by 2030. It is important to note that within rural areas, it is all about coverage whereas urban areas it is all about capacity.

Barry O'Hagan queried in relation to NI coverage maps, were those provided by Mobile Network Operators and if so, did you seek any independent quality assurance. LuS replied, the maps are generated by DMS and the operators on the radio plans have been agreed with OFCOM. They are based on modelling rather than drive testing or any further validation.

NiD queried the number of masts to be installed in NI and how many would be owned by Local Government.

LuS replied, it is difficult to provide a definitive figure due to EE upgrading their existing sites. The remaining three operators have published some figures of the number of sites they plan to build, and this can be shared following the meeting. Quite often, communication from the Mobile Operators is not going to the correct contacts within Council and time is being lost. If a SPOC can be provided for each organisation, these details can be shared with the operators for future planning applications.

MiF advised that the FFNI Operations team, subject to approvals, could field these queries and issue out to each organisation as and when they come in. Discussion to be continued with the Operations Group to determine how best to fast-track this process.

MiF queried if Mobile UK / Mobile Operators are aware of the scale of FFNI and that there are nearly 1000 sites with a 1Gb connection across NI. There are some sites in NMDDC that would be suitable for masts being installed to broadcast 4G and/or 5G.

LuS replied yes, I would hope they do. They generally have sufficient tools to pull together that information however, there are so many different sources, and it is possible that they do not have the most up-to-date data.

	<p>GaE noted this was the first time he had heard about 1000 sites. It is certainly something that is progressing in Scotland and England, putting public assets into a database and the several layers of information that comes with it. We are liaising with DfE as part of its Mobile Action Plan and are keen to see something similar being replicated for Northern Ireland. Follow-up meeting to be setup with MiF.</p> <p>Lucie Smith and Gareth Elliott left the meeting.</p>	<p>MiF</p>
<p>3</p>	<p>Programme Activity;</p> <p>Claim 3 Payment MiF provided the following update:</p> <ul style="list-style-type: none"> • Claim submitted to BDUK on 7th February 2022. • Delayed due to parallel Checkpoint E change control and further clarifications. • All Partners were asked to pay their Fibrus invoices to avoid any interest charges (30-day payment window). • Adele Glenn confirmed Fibrus has had remittances from all partners except for MUDC. • Release of claim has now been escalated to Conor Mallon (FFNI SRO) who is going to contact his counterparts in BDUK to see if we can get a timeframe for payment. • Total claim for Milestone 4 is £6,234,919.24. Infrastructure delivery of 117 LFFN sites and 45 RGC sites. Total of 162 sites for this Grant Milestone. • FFNI Operations team will update all partners as soon as more information is available. <p>Milestone 4a and 4b MiF provided the following update:</p> <p>Fibrus Sites</p> <ul style="list-style-type: none"> • 328 / 330 sites are now 100% complete. • 2 BSO sites remain (1 wayleave remains outstanding and 1 transfer of deeds from DoH outstanding). 	

- AdG noted, Fibrus are trying to get access to Summerhill and are liaising with the contractor directly to get access to the building.
- Risk lies with BSO in terms of it being a relief event; risk is being monitored and Fibrus are trying to get connectivity to this site.

FFIB

- 17 sites marked as red and are still at risk due to wayleave / access issues; sites will classify as a relief event if not resolved.
- 5 sites marked as amber and are awaiting fibre build. There is a risk that some of these sites may not be completed until April / May and cannot be claimed for by partners.
- 51 sites marked as green and are at the commissioning / fibre build stage. It is likely that these sites will form part of the March 2022 claim.

Commercial Rollout

- No update from Openreach on the remaining 50 commercial rollout sites.
- Update to be provided after 31st March 2022, following a check of the OR portal.
- There is a risk that quite a few of these commercial sites will be dropped off and not be connected.

Wayleaves

- Outstanding wayleave for MEABC Michelin Council Office Block. Follow-up to be made with Mervyn Glasgow after meeting.
- Several BSO outstanding wayleave/ access issues.
- Kieran McConville advised majority of these wayleaves have now been granted.
- AdG advised she will provide a further update from Openreach tomorrow (24th March).

Paul Jackson queried who the contact would be if Openreach are not liaising with partners directly. MiF replied, partners can contact myself or Adele Glenn in Fibrus.

<p>4</p>	<p>Financial Status</p> <p>MiF provided the following financial status update:</p> <ul style="list-style-type: none"> Based on the most recent Steering Group call, the FFNI Operations team have been built out to June 2022 for final claim and mop-up based on Option 2 calculations. This may need to be extended. Consultancy costs from October 2021 to March 2022 are likely to be invoiced towards the end of this month. Invoice amount is estimated to be approx. £2,500.00 per Council. <p>BaO queried if partners will receive their consultancy invoice before the end of March 2022. MiF replied, if I can get a March invoice from Guy Middleton, I will be able to include it and send it across to your Accounts Department for this financial year if preferred.</p> <p>BaO and PaJ outlined their agreement with this approach.</p> <p>NiD queried if a new purchase order is required or are existing purchase orders being used. Paula Jones replied, it is likely that a new purchase order will be required but I will follow-up after this call and confirm with each partner.</p>	<p>PaJ</p>
<p>5</p>	<p>Risks & Issues</p> <p>12 and above are the highest risk: -</p> <ul style="list-style-type: none"> Remaining Fibrus and FFIB sites – highest risk to date. Partners to ensure all outstanding wayleaves and access issues are resolved for sites which fall into Milestone 4b. Any costs that cannot be claimed from DCMS will have to be incurred by partners. WAN Migration Evidence – correspondence received from Fibrus regarding WAN Migration. It forms part of the procurement pack and will be issued to the IT Managers Working Group. A query has also been raised by ANBC, and Guy Middleton is best placed to respond to that. There is another risk starting to develop; details on dark fibre connections and costs under Milestone 5 as well as the initial connections to Openreach 	

	<p>commercial sites. We are limited in time (31st March) and a call is needed with Guy Middleton to determine what will be presented to DCMS as eligible costs.</p> <ul style="list-style-type: none"> • Updated Checkpoint E and Grant Agreement – Revised Grant Variation Letter (GVL) required to reflect actual orders and pricing from Openreach following the movement of sites into Milestone 4b due to Openreach shortfall in December 2021. After 31st March, likely to be another updated GVL and Checkpoint E associated with programme close-down. 	
<p>6</p>	<p>Forward Look for Next Reporting Period</p> <p>MiF outlined the next steps. These were as follows:</p> <ul style="list-style-type: none"> • Payment of Claim 3 by BDUK to NMDDC and issued to all partners. • Checkpoint E change control and revised Grant Variation Letter (GVL). • Claim 4 submission and highlight report. • Steering Group have requested an end of programme report and will come from the highlight report being issued to DCMS. • Checkpoint F close-down and evaluation of programme. • Future PR event to be scheduled post Purdah. • Benefits Realisation and individual case studies. 	
<p>AOB</p>	<p>MiF advised Billy McClean from DCMS, who we have worked with on this project from the early stages is retiring soon. He has been invaluable to the success of FFNI and a good friend to both Guy Middleton and me. He thanked Billy for all his assistance throughout this programme and wished him a happy and healthy retirement.</p> <p>BiM noted, it has been great working with you all. Sometimes we get lost in all the issues and to get 810 sites completed by December 2021 in approx. 9 months is an outstanding achievement. He thanked Michael Forster, Paula Jones and the Operations Group for all their help throughout the lifetime of this project. He wished the project every success and looks forward to seeing all the</p>	

	<p>improvements it is going to provide across Council and Health sites in Northern Ireland.</p> <p>CoM commented, in relation to the SRN update, it may be beneficial to hold a forum or meeting for Councillors to help alleviate their fears of 5G. Alastair Law agreed, with the elections approaching and new Councillors coming into post, it may be a timely opportunity to put that information out there.</p> <p>MiF replied, both Lucie Smith and Gareth Elliott directly update Lisa O’Kane (NILGA). However, it seems as if these reports going into Council are being lost and are not being brought forward to committees. If approved and Councillors are not aware of it, it may have a potentially adverse effect on Council. Therefore, it may be beneficial to establish a coordinated approach amongst Operations Group Leads to speed up the approval process.</p>	
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Highlight Report – 12 May 2022

Contents:

1. Programme Status
2. Summary of Activity
3. Financial Status
4. Risks & Issues

**LFFN/RGC Highlight Report
23 March 2022**

Reporting Period: 23 Mar 22 – 12 May 2022
(Meeting did not take place in April)

1. Programme Status

Green. (LFFN AND RGC projects delivery element closed)

The DCMS LFFN and RGC projects managed under the FFNI programme finished on the 31st March 2022. This was the official longstop provided by DCMS. Sites completed at this point will be included in the final claim.

2. Summary of Programme Activity within Period

Summary of Key Activities & Deliverables

Summary of Progress

Overview

Since June 2018, Newry Mourne and Down District Council (NMDDC) has been developing and managing the Full Fibre Northern Ireland Consortium and Programme as the lead Council.

The FFNI Consortium was initially created to help fix the problem of poor digital infrastructure in Northern Ireland as there was a lack of both available and affordable gigabit capable infrastructure in many areas across the region. The Consortium was established as a vehicle to deliver digital funding projects from DCMS and other organisations.

The Consortium is made up of Newry, Mourne and Down (NMDDC), Antrim & Newtownabbey, Ards & North Down, Armagh, Banbridge and Craigavon, Causeway Coast and Glens, Derry & Strabane, Fermanagh & Omagh, Lisburn & Castlereagh, Mid & East Antrim, Mid Ulster Councils.

In 2019, another public-sector partner, the Business Services Organisation (BSO) was introduced to the Consortium. The FFNI Team worked with BSO (Business Service Organisation) and DCMS to discuss the addition of BSO's sites to the LFFN procurement to mitigate the risk that the FFNI grant might not be fully spent on council sites alone, and to develop the rationale for this further funding.

DCMS had initially been working with BSO with a view to identifying those of its sites that could be eligible this RGC funding.

BSO delivers a broad range of business support functions for the health and social care sector in Northern Ireland and covers many rural GP surgeries, clinics and hospitals across Northern Ireland.

In discussions with BSO and DCMS, the FFNI Team identified the opportunity to combine RGC and LFFN funding to support the upgrade of some of the FFNI sites. Many of FFNI's council and BSO sites are in rural areas where the commercial market was unlikely to deliver fibre quickly without intervention. BSO sites are frequently in central locations in their communities, and thus they are ideal public-sector hubs;

connecting them with fibre is highly likely to create a bridgehead from which suppliers will deliver fibre to domestic and business premises.

Successful Funding

As the lead partner, NMDDC on behalf of the FFNI Consortium was successful in securing £24m from the Local Full Fibre Networks (LFFN) and Rural Gigabit Connectivity (RGC) challenge funds to assist with the delivery of next generation of full fibre (Gigabit capable).

Procurement

FFNI (NMDDC) ran two procurements in March 2019 to source a suitable supplier to provide Gigabit Connectivity or equivalent services

- Tranche 1 which was made up of rural sites across the Councils / BSO estate and;
- Tranche 2 which was made up of urban sites across partners estate.
- Both Tranches consisted of a single intervention type, Public Sector Anchor Tenant to deliver 971* sites across the whole of Northern Ireland. (*figure at procurement)

Fibrus Networks Limited were identified as the preferred bidder for both Tranches.

The Fibrus solution combined two types of delivery:

- Fibrus Single Fibre Network offering FTTP GPON, XGS-PON and Dark Fibre options
- Openreach Single Fibre Network offering FTTP GPON, EAD and OSA options

Governance

In April 2020, Newry, Mourne and Down District Council (NMDDC) recruited an FFNI Operations team which have managed the consortium and administrated all partners claims. The Operations team also act as the link between Fibrus and DCMS for all issues.

Terms of reference were drawn up for an Operations group, steering group and FFNI SRO. A consortium agreement was developed with input from all partners to identify roles and responsibilities of each governance layer.

Achievements and positive aspects

Throughout the project the FFNI Consortium bid and investment process was managed in accordance with the OGC 5 Case Model and a tailored approach to the use of Managing Successful Programmes and Prince2 methodologies.

The original site list of 971 has changed due to descopes, sites being sold or no longer required and several sites not meeting the Longstop date. The final site completed is now 887 sites.

This is a 95% completion rate. Many of the sites not completed were outside of the control of partners and Fibrus. A large number of Openreach Commercial sites were not completed due to Openreach changing their commercial plans in the middle of FFNI delivery.

Delivery of sites

Partner	No of Sites Completed	Dec 21 Site Order
Armagh, Banbridge and Craigavon	2	2
Antrim and Newtownabbey	30	33
Ards and North Down Borough Council	53	57
Business Services Organisation	387	408
Causeway Coast and Glens	47	51
Derry and Strabane District Council	45	50
Fermanagh and Omagh District Council	75	76
Lisburn and Castlereagh	36	39
Mid and East Antrim	64	71
Mid Ulster	80	80
Newry, Mourne and Down	68	70
Total:	887	937

Council Borough/Districts	No. sites connected in area
Antrim and Newtownabbey	54
Ards and North Down	78
Armagh City Banbridge and Craigavon	37
Belfast	84
Causeway Coast and Glens	77
Derry City and Strabane	67
Fermanagh and Omagh	114
Lisburn and Castlereagh	55
Mid and East Antrim	90
Mid Ulster	114
Newry Mourne and Down	117
Total	887

Remaining Sites across 4a and 4B

- Two Fibrus sites were not completed within the DCMS extended longstop date 31st March 22 (wayleave/access issues)
 - BSO Summerhill Surgery
 - BSO Ballymoney Health Centre

- 5 FFIB sites were not completed within the DCMS longstop date 31st March 22 (wayleave/access issues)
 - BSO Finaghy Health Centre
 - BSO Greenmount House
 - BSO Lagan Valley Hospital
 - MEA – Tully Quarry
 - MEA – Michelin Council Office Block

- 43 Openreach Commercial sites were unfortunately not completed within the DCMS extended longstop date 31st March 22.
 - See attached sheet for breakdown by partner for all remaining sites.
 - Had Openreach actually delivered what they promised to do so at the time of the procurements FFNI would have landed on a 99% completion rate.
 - Fibrus, FFNI Ops team and FFNI Partners had no control over these.
 - FFNI Ops team have raised this issue again in a lesson learnt report.

Sites not connected by 31st March 2022 fall outside of the DCMS funding window. Partners will be liable for some of the cost of these sites (non infrastructure elements) as per the FFNI contract. FFNI Operations team are currently working with BDUK and Fibrus to determine what costs are eligible and final invoices for claim 5.

If a partner requires that these sites are delivered, they will need to individually contact a Communications provider (CP) and request a cost.

Checkpoint E

FFNI Ops team is now working on the final financial model to cope with the removal of sites. Some costs have been incurred for head end infrastructure and Openreach FFIB relating to these descope.

New order forms with Fibrus will be created to reflect final outcome and what has been completed across milestones 1-4b.

FFNI Ops team are working with Fibrus and DCMS to determine the likely costs eligible under milestone 5, this is to include a dark fibre option for MUDC.

The financial model will then be used to provide final VFM sensitivity analysis and claim values to DCMS.

Invoices will be issued to partners once this information is available.

Future PR

- DCMS releasing a spring update on 16th May encompassing FFNI and ABC overall progress (Northern Ireland update)
- Video case study on Marble Arch caves under DCMS created. View to create short case studies for all partners. FFNI currently exploring this with DCMS.
- FFNI working with Fibrus on a separate closedown event with key stakeholders and a number of case studies.

Programme - Forward Look for Next Reporting Period

- Operation Group partners please make sure to sign and upload the Annex 2 test certificates where applicable for the final claim. (ANBC and ABC)
- Annex 3 Satisfaction certificates, invoices and final claim values will follow shortly once FFNI have analysed and completed the final financial model and approved through DCMS.
- New order forms and another new Grant Verification Letter / DCMS Checkpoint E will be created again to align with final outcome

3. FINANCIAL STATUS

The financial status of the programme is as follows:

Actual to 30 April 2022	Remaining funding to 30 September (Option2) <small>Staff moved out to September 22 and estimated consultancy.</small>
£694,204 (consultancy and staff since March 2019)	£7,438 Final Claim and Mop Up: July/August 2022 Evaluation and Benefits Realisation: September 2022 FFNI Ops Team / NMDDC reviewing

Decision for Steering group on 19th May to extend Operations Team Staff element to end of September 22 using Option 2 budget. This is to facilitate final PR Event, assist with WAN migration and procure an evaluation/benefits realisation for the programme.

Evaluation is likely to be completed in June 23, after WAN migration (required date: Dec 22)

Consultancy costs:

Jan 2021 £0.00
 Feb 2021 £713
 Mar 2021 £4293.75
 Apr 2021 £6412.50
 May 2021 £2,375.00
 June 2021 £1,425.00
 July 2021 £2612.50
 Aug 2021 – £4513.50
 Sep 2021 - £4878.25
 Oct 2021 - £4987.24
 Nov 2021 - £3,063.75
 Dec 2021 - £1,425.00
 Jan 2022 - £1,900.00
 Feb 2022 - £1662.50
 Mar 2022 - £1633.00
 April 2022- £1633.00

4. RISKS AND ISSUES

Please see accompanying FFNI Programme Risk Log.

REFAZ:G 2	Name	Customer	Risk Description	Impact	Category	Risk Owner	Original Risk			Mitigating Actions	FFNI	Date of Last Review	Current Risk			Status
							Probability 5 - Very Likely 4 - Highly Likely 3 - Possible 2 - Unlikely 1 - Rare	Impact 5 - Fundamental 4 - Major 3 - Moderate 2 - Minor 1 - Not significant	Risk Score >16 Red 11-16 Amber 7-10 Yellow <7 Green				Probability 5 - Very Likely 4 - Highly Likely 3 - Possible 2 - Unlikely 1 - Rare	Impact 5 - Fundamental 4 - Major 3 - Moderate 2 - Minor 1 - Not significant	Risk Score >16 Red 11-16 Amber 7-10 Yellow <7 Green	
66	Remaining Sites after Dec 21 Longstop date (Fibrus/FFIB)	FFNI	Wayleaves with 3rd parties (NIHE and EA). Delays incurred by openreach due to assumption of existing wayleaves for BSO. Delays from openreach in responding to SSRAMS despite all authorisations from FFNI Partners.	Sites missed in Dec 21 Claim period. May affect DCMS drawdown and site count could be lower than Press Releases. This risk includes Fibrus, FFIB and to a lesser degree Commercial Rollout sites.	Internal/External	MIF	5	4	20	No further sites allowed through DCMS funding. Total final site list 887	19/04/22 2 Fibrus sites not completed. 5 FFIB not completed. 43 Openreach sites not completed. FFNI Ops team reviewing impact on financial model and any charges incurred by partners. No charges for Commercial Rollout sites. 28/01/22 35 FFIB and Fibrus sites still outstanding however Fibrus sites and 10 FFIB are progressing now. These are now scheduled to be built in Feb 2022. For the remaining FFIB sites (19) FFNI has demanded that openreach prioritise these sites. Conversation with OR CEO Garett Kavanagh, OR putting more resources to meet 31st March target. Sites currently in Milestone 4a (29 DP/28FFIB - 57) are not thought to be at risk and OR have reported that these are progressing. Several of these were also built out for MS4. FFNI and Fibrus to monitor mid March 22. 13/01/21 Several FFIB sites flagged as may not be connected by February 2022 despite OR telling Fibrus to request extension for this date. As a result the FFNI Consortium has sent a letter to OR requesting that these sites are prioritised and that in most of these cases deals have actually been incurred by OR and internal mapping and change of terms of wayleaves causing implications in terms of the speed of delivery. FFNI Partners have been informed that if the delay is incurred by their own organisation they may be liable for costs (i.e. customer cause).	10/05/2022	5	3	15	Open
64	Openreach Pricing Changes at each quote	FFNI	Recent quotes from Openreach higher for sites Openreach quote only valid for 30 days. Decisions often take much longer than this to resolve.	Avg site costs rise for OR related sites	External	MIF	4	4	16	Adding and removing sites distributes fixed costs over more or fewer sites, so the average price changes. The Total price per site is the total of all the fixed and variable price elements. Order forms may change slightly at	10/05/22 No change to Openreach FFIB site list price for FFIB sites. FFNI to provide more info to BDUK on financial model for claim. 16/11/21 New risk raised as result of the recent Openreach quotes. FFNI Ops team, Fibrus and DCMS to monitor. 08/07/21 OR prices are not fixed. Adding and removing sites distributes fixed costs over more or fewer sites, so the average price changes. Also Openreach quote only valid for 30 days. Decisions often take much longer than this to resolve. Delays incurred by OR.	10/05/2022	4	5	20	Open
60	Migration Evidence from Fibrus	FFNI	WAN migration to new FFNI Fibre	Risk of extra work to demonstrate migration Risk that DCMS might claw back funding	External	GuM	3	4	12	Need to continue to press DCMS for clarity in Grant Agreement about "Retail Provider" etc	10/05/22 Fibrus to setup meeting with BSO re: NIPSSN sites. GuM to inform Councils on ABC framework. WAN element is outside the scope of the current FFNI infrastructure arrangements. 12/01/22 GuM requested to setup a call with all partners regarding the ABC Council Framework and later a Fibrus briefing. DCMS to provide info on eligible costs for Milestone 5 13/09/21 Migration information and plan required from Fibrus. Urgent WAN workshop required via ABC. FFNI IT managers and leads need to also contribute. 14/08/21 ABC / FFNI and GuM to pick up with Councils re progress on ABC WAN framework. Gum to pick up with NIPSSN and BSO. Eligible costs to be claimed by longstop. 23/05/21- FFNI and ABC to setup joint workshop to discuss next steps re: WAN onboarding using FFNI gigabit services. Eligible funding in MSS from DCMS. Funding required to be drawn down by FFNI Longstop. 07/11 Partners should explore the WAN arrangements and possible ABC framework. 20/09- GA text updated to clarify, but still need to agree with DCMS what evidence will be required at Required Date	10/05/2022	4	4	16	Open
65	FFNI Ops Team Budget	FFNI	Original budget as requested as Option 3 no longer viable due to increasingly complex issues Longstop date moved from Mar to Dec 2021	FFNI Ops team is not resourced properly	Internal	MIF	5	5	25	Decision for FFNI Steering Group to fund FFNI ops team on to September 22 based on Option 2 calculations (Jan 2020)	03/05/22 Several key tasks delayed due to purdah and final data for financial model / claim. Currently budgeted up to June 2022 but may require extending to September to close FFNI infrastructure element down. 05/02 - FFNI Steering Group agreed option for future support to June. BSO have payed upfront. Councils decided in Jan 2020 to go with a prorata approach for further support.	10/05/2022	4	4	16	Open
74	Openreach Commercial Plans may fall outside Dec 21 longstop date	FFNI	Openreach sites not completed/	Sites may not be connected within timescale. Onboarding costs after March 2022 not eligible	External	All partners	4	4	16	Openreach Commercial Sites	14/04/22 43 Openreach Commercial plans not completed. Outside of OR's plans. Councils will have to fund these sites individually outside of DCMS funding arrangements. Partners to liaise directly with Openreach or a CP.	10/05/2022	5	4	20	Open

Report on	Departmental Service Improvement Plan: Chief Executive's Office
Date of Meeting	Thursday 9 June 2022
Reporting Officer	Ursula Mezza
Contact Officer	Ursula Mezza

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 consider the draft Departmental Service Improvement Plan for the Marketing and Communications Service for the 2022-2023 year.
2.0	Background
2.1	In line with corporate performance improvement requirements and to ensure that every service contributes to performance improvement, every 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	The Improvement Plan for 2022-2023 sets out key priorities for the marketing and communications service in the year ahead, building on the work undertaken during the last year, and also highlights the service's performance against the its objectives and planned improvements for 2021-22.
3.2	Objectives in the new plan (pages 30-32, 33-34) relate to the ongoing development of specific marketing and communications plans to support key service areas, with specific reference to the Council's capital investment programme, a refreshed waste reduction campaign and the development and delivery of an annual marketing plan for OM Dark Sky Park and Observatory.
3.3	The plan also outlines how the service will build on the foundation of its marketing and communications planning, to review and refine evaluation activity, agreeing measures at the planning stage and actions at the end delivery stage with internal clients.
3.4	This year will also see the introduction of a social media management tool to streamline publishing and responses to enquiries and an email marketing tool which will allow a standardised approach to email marketing across our services

	and in our planned communications to increase engagement and trust in our online services.
4.0	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 Marketing and Communications Service.
6.0	Documents Attached & References
6.1	Departmental Service Improvement Plan for Chief Executive's Office 2022-23.



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

Chief Executive Service Plan Report 2022/23

DEPARTMENTAL SERVICE PLAN - 2022 / 2023

CONTENT

SECTION	TITLE	PAGE NUMBER
1.0	OVERALL PURPOSE & SCOPE OF THE DEPARTMENT	
1.1	Purpose and scope of the department	3
1.2	Responsibilities	4-5
1.3	Customers & Stakeholders	6
1.4	Performance Overview in 2021/22	7-13
2.0	IMPROVING OUR SERVICES AND MANAGING PERFORMANCE - 2022/23	
2.1	Budget - 2022/23	14
2.2	Staffing Complement Department – 2022/23	15-16
2.3	Service Plan – 2022/ 23	17-31
2.4	Service Improvement	32-34
2.5	Risk Management of Department	35-41
3.0	OUR STATUTORY CONSIDERATIONS	
3.1	Equality Duty	42
3.2	Rural Needs Duty	42

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.
<p>Supporting the local manufacturing and engineering sector in a post-COVID environment</p>	<ul style="list-style-type: none"> • New MEGA Strategic Action Plan 2022-25 developed.
<p>Establish a local Labour Market Partnership to realign with the Mid Ulster Skills Forum.-</p>	<ul style="list-style-type: none"> • New Mid Ulster Labour Market Partnership (LMP) formed and Action Plan developed.
<p>Mid South West Growth Deal</p>	<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>	<p>Completed.</p>
<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>	<p>Completed.</p>

<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

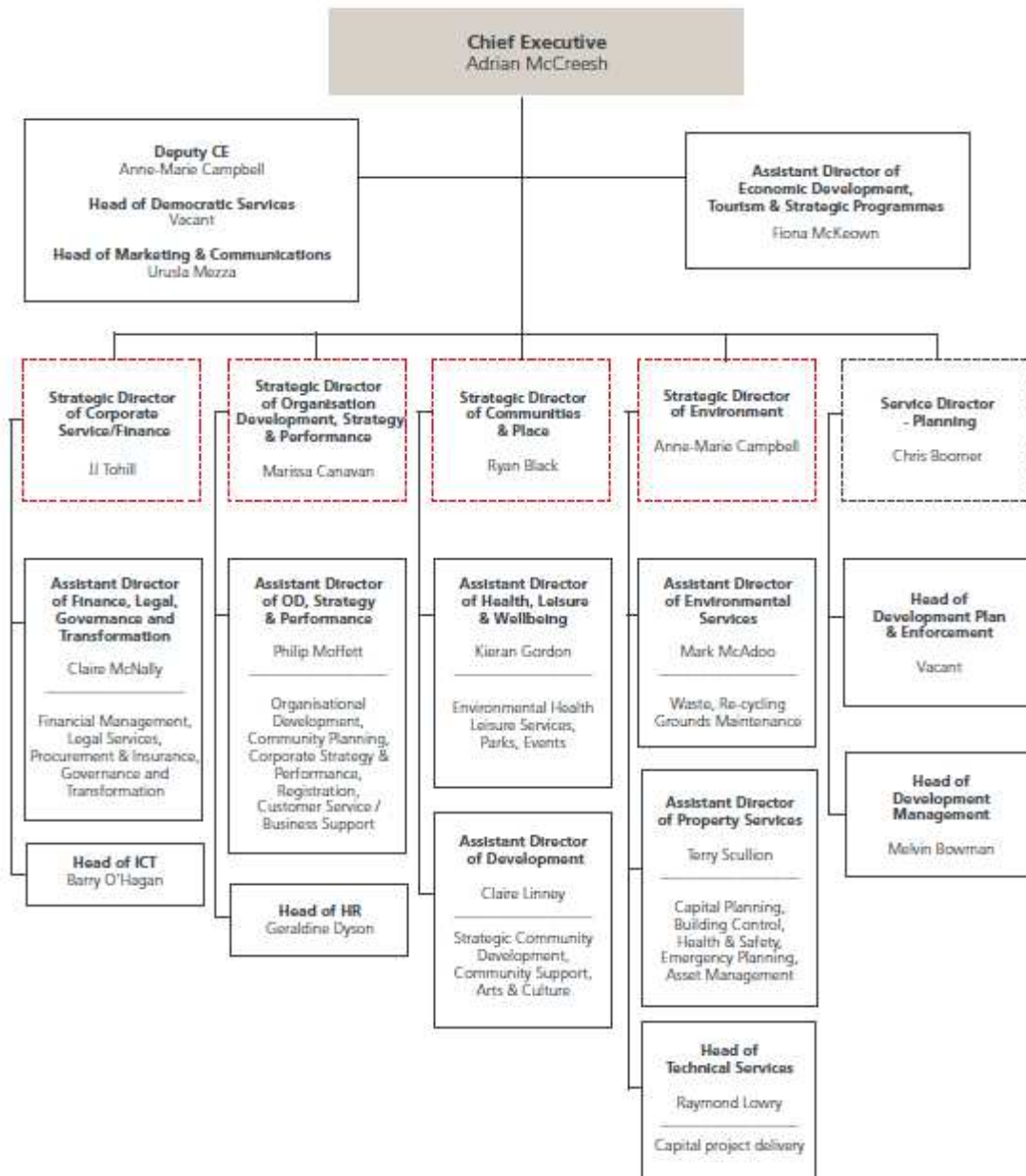
2.1.2 Tourism Section Budget 2022/23

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		
<i>CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy</i>			<i>Economy: 3.1 We will develop and deliver, Mid/South/West Regional Economic Strategy in collaboration with Council Partners- ABC & Fermangah Omagh</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)
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		
<i>CMP 1.3 Economic Growth - Our Towns & Villages are vibrant & competitive</i>			<i>Leadership: 1.3 We will work collectively to meet the identified needs and priorities of our citizens & connect the people of Mid Ulster</i>		
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		
<i>CMP 1.1 Economic Growth - We prosper in a stronger & more competitive economy</i>			<i>Economy: 3.4 We will continue to identify opportunity sites for development proposals & to deliver against existing plans for other key strategic sites (Ann Street- Dungannon & former Maghera High School site.)</i>		
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	<p>Improved perception of Council area as an investment location.</p> <p>Increased private sector investment in Mid Ulster.</p>	<p>By end of Q4 2022/23 Design Concepts Developed and economic appraisal's prepared for 2 potential town centre development sites.</p>
	<ul style="list-style-type: none"> Continue to progress development of key opportunity sites – Maghera High School. 	2023/24	P McCreedy, D McCartney		<p>Resolve outstanding planning issues and secure funding for scheme.</p>
	<ul style="list-style-type: none"> Continue to progress the Ann Street Development site, Dungannon 	31/03/23	P McCreedy		<p>Agreement for lease completed, anchor tenant secured and Planning application submitted by Q4</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: 3.2 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.				3 year Strategy and Action Plan developed
	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.	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 Spirit' 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 Project • Davagh 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.

<ul style="list-style-type: none"> 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.