

March 7th, 2023

**Notice Of Meeting**

You are requested to attend the meeting to be held on **Thursday, 9th March 2023** at **7:00 pm** in **Hybrid Meeting - Church Street, Newtownards & Zoom.**

# Agenda

## Zoom Guidance

📄 *Guidance for virtual Council meetings.pdf*

*Not included*

## Agenda

📄 *Agenda P&P 9.3.23.pdf*

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### 1. Apologies

### 2. Declarations of Interest

### 3. Deputation - North Channel Wind Project

### 4. Regeneration Service Unit Plan (Report enclosed)

📄 *4. Regeneration Service Plan report 2023-24.pdf*

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📄 *4.1 Regeneration Service Plan 2023-24.pdf*

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### 5. Regeneration Q3 Performance Report (Report enclosed)

📄 *5. Regeneration Performance Report Q3 2022-23.pdf*

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### 6. Economic Development Service Unit Plan (Report enclosed)

📄 *6. ED Service Plan report 2023-24.pdf*

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📄 *6.1 ED Service Plan 2023-24.pdf*

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📄 *6.1 ED Service Plan 2023-24.pdf*

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### 7. Economic Development Performance Report Q3 (Report enclosed)

📄 *7. ED Performance Report Q3 2022-23.pdf*

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### 8. Labour Market Partnership Update (Report enclosed)

📄 *8. Labour Market Partnership Update.pdf*

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### 9. Attendance at UKREiff 2023 (Report enclosed)

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<b>10. Tourism Service Unit Plan (Report enclosed)</b>	
10. Tourism Service Unit Plan report 2023-24.pdf	Page 86
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<b>11. Tourism Performance Report Q3 (Report enclosed)</b>	
11. Tourism Performance Report Q3 2022-23.pdf	Page 115
<b>12. Capital Projects Service Unit Plan (Report enclosed)</b>	
12. Capital Projects Service Unit Plan report 2023-24.pdf	Page 120
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<b>13. Capital Projects Q3 Performance Report (Report enclosed)</b>	
13. Strategic Capital Projects Performance Report Q3 2022-23.pdf	Page 140
<b>14. ITEM WITHDRAWN</b>	
<b>15. Comber Brent Goose Sculpture (Report enclosed)</b>	
15. Report on Comber Brent Goose Sculpture.pdf	Page 143
<b>16. Any Other Notified Business</b>	
***IN CONFIDENCE***	
<b>17. Boatfolk Quarterly Report (Q3) (Report enclosed)</b>	
17. Boatfolk Quarterly Report Q3 Oct-Dec 22.pdf	Not included
17.1 Boatfolk Qtr 3 Oct-Dec 22.pdf	Not included
<b>18. Pickie Quarterly Report (Q3) (Report enclosed)</b>	
18. Pickie Quarterly Report Q3 Oct - Dec 2022.pdf	Not included
<b>19. Exploris Quarterly Report (Q3) (Report enclosed)</b>	
19. Exploris Quarterly Report Q3 Oct - Dec 2022.pdf	Not included

- 20. Business Start – NI Enterprise Support Service (Report enclosed)**
- 📄 *20. Business Start - NI Enterprise Support Service.pdf* *Not included*
- 21. Artemis Update (Report enclosed)**
- 📄 *21. Artemis Update.pdf* *Not included*
- 22. Shared Island Local Authority Development Funding, Four Points of the Island - Memorandum of Understanding with Cork, Donegal and Kerry County Councils (Report enclosed)**
- 📄 *22. Shared Island LA Dev Funding, Four Points of the Island MOU.pdf* *Not included*
  
  - 📄 *22.1 App 1 MOU with Cork, Donegal and Kerry County Councils - The Four Points of the Island.pdf* *Not included*
- 23. PSP (Report enclosed)**
- 📄 *23. PSP.pdf* *Not included*
  
  - 📄 *23.1 PSP LLP Members Workshop October 2022.pdf* *Not included*
  
  - 📄 *23.2 LLP PSP Legal Advice.pdf* *Not included*
  
  - 📄 *23.3 LLP Partnership Executive Role.pdf* *Not included*
  
  - 📄 *23.4 Hamilton Road Initial Feasibility Costs E1.pdf* *Not included*
  
  - 📄 *23.5 Old NIE Building Initial Feasibility Costs.pdf* *Not included*
- 24. AND Events and Festivals Fund 23/24 – Tranche One (Report enclosed)**
- 📄 *24. AND Events and Festivals Grants Report 2023.24.pdf* *Not included*
  
  - 📄 *24.1 AND Events and Festivals Grants Tables.pdf* *Not included*
- 25. Capital Projects Unit Resourcing - Levelling Up Funding (Report enclosed)**
- 📄 *25. Capital Projects Unit Resouces - Levelling Up Funding.pdf* *Not included*
  
  - 📄 *25.1 CPU Resources Business Case.pdf* *Not included*



## **ARDS AND NORTH DOWN BOROUGH COUNCIL**

3 March 2023

Dear Sir/Madam

You are hereby invited to attend a hybrid meeting (in person and via Zoom) of the Place and Prosperity Committee of the Ards and North Down Borough Council which will be held in the Council Chamber, 2 Church Street, Newtownards on **Thursday, 9 March 2023, commencing at 7.00pm.**

Yours faithfully

Stephen Reid  
Chief Executive  
Ards and North Down Borough Council

### **A G E N D A**

1. Apologies
2. Declarations of Interest
3. Deputation – The North Channel Wind Project
4. Regeneration Service Unit Plan (Report enclosed)
5. Regeneration Q3 Performance Report (Report enclosed)
6. Economic Development Service Unit Plan (Report enclosed)
7. Economic Development Performance Report Q3 (Report enclosed)
8. Labour Market Partnership Update (Report enclosed)
9. Attendance at UKREiff 2023 (Report enclosed)
10. Tourism Service Unit Plan (Report enclosed)
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12. Capital Projects Service Unit Plan (Report enclosed)
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14. ITEM WITHDRAWN
15. Comber Brent Goose Sculpture (Report enclosed)
16. Any Other Notified Business

**\*\*\*IN CONFIDENCE\*\*\***

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18. Pickie Quarterly Report (Q3) (Report enclosed)
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20. Business Start – NI Enterprise Support Service (Report enclosed)
21. Artemis Update (Report enclosed)
22. Shared Island Local Authority Development Funding, Four Points of the Island - Memorandum of Understanding with Cork, Donegal and Kerry County Councils (Report enclosed)
23. PSP (Report attached)
24. AND Events and Festivals Fund 23/24 – Tranche One (Report enclosed)
25. Capital Projects Unit Resourcing - Levelling Up Funding (Report enclosed)

**MEMBERSHIP OF PLACE AND PROSPERITY COMMITTEE**

Alderman Armstrong-Cotter	Councillor Dunlop
Alderman McDowell	Councillor Gilmour
Alderman Smith	Councillor Irvine
Alderman Wilson	Councillor Kennedy
Councillor Adair	Councillor McClean
Councillor Blaney	Councillor McKimm
Councillor Brooks	Councillor Morgan
Councillor Cummings (Vice Chair)	Councillor Walker (Chair)

Unclassified

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## Item 4

## Ards and North Down Borough Council

Report Classification	Unclassified
Council/Committee	Place and Prosperity
Date of Meeting	09 March 2023
Responsible Director	Director of Place
Responsible Head of Service	Head of Regeneration
Date of Report	08 February 2023
File Reference	160127
Legislation	N/A
Section 75 Compliant	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Other <input type="checkbox"/> If other, please add comment below:
Subject	Regeneration Unit Service Plan 2023/24
Attachments	Service Plan

Since 2017/18 Service Plans have been produced by each Service in accordance with the Council's Performance Management policy.

Plans are intended to:

- Encourage compliance with the new legal, audit and operational context;
- Provide focus on direction;
- Facilitate alignment between Community, Corporate, Service and Individual plans and activities;
- Motivate and develop staff;
- Promote performance improvement, encourage innovation and share good practice;
- Encourage transparency of performance outcomes;
- Better enable us to recognise success and address underperformance.

A draft plan for 2023/24 is attached. This plan has been developed to align with objectives of The Big Plan for Ards and North Down 2017-2032; the Corporate Plan 2020-24 and the Annual Performance Improvement Plan



## Unclassified

(PIP) 2023/24. The Plan will also support delivery of the ITRDS. The agreement of the plan will also aid toward achievement of the Council's performance improvement duties under the Local Government Act (NI) 2014.

The Service Plan highlights where the service contributes to the Corporate Plan and, where this is the case, sets out the objectives of the service for the 2023/24 year. It further identifies the key performance indicators used to illustrate the level of achievement of each objective, and the targets that the Service will try to attain along with key actions required to do so.

The plan has been developed in conjunction with staff, officers, and management and in consultation with key stakeholders where relevant, including consultation for ITRDS.

The plan is based on the agreed budget. It should be noted that, should there be significant changes in-year (e.g. due to Council decisions, budget revisions or changes to the PIP) the plan may need to be revised.

Members will be aware that as part of the rate setting process a number of savings were made from existing budgets. In setting the rate for the next financial year the Council took out the budget to maintain and deliver the Wi-Fi in Bangor and the four towns. In light of this, as from April 2023, the free Wi-Fi in Bangor and the four towns will be decommissioned.


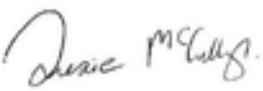
The Committee will be provided with update reports on performance against the agreed plan.

### **RECOMMENDATION**

It is recommended that Council adopts the attached plan and agrees that Council will decommission the free Wi-Fi in Bangor and the four towns in light of the budget savings outlined as part of the rate setting process.

## Regeneration Unit

**1 April 2023 – 31 March 2024**

<b>Head of Service signature</b>	
<b>Date</b>	09/02/2023
<b>Peer Review signature</b>	Clare McGill
<b>Date</b>	17/02/2022
<b>Director signature</b>	
<b>Date</b>	22/02/2023

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## 1. Introduction

<b>Name of Service</b>	Regeneration
<b>Included Service Units</b>	Rural Development, Urban Development, and Strategic Projects
<b>Directorate</b>	Place
<b>Purpose of Service</b>	<p>The Regeneration Unit liaises with strategic partners to drive investment, revitalisation and the renewal of both the urban and rural areas of the Borough. The service supports the following strategic priorities in the Ards and North Down Borough Council Draft Corporate Plan:</p> <ul style="list-style-type: none"> <li>• <b>Prosperity:</b> Growing our economy – the Regeneration Unit strives to consider the views of local residents, business owners, and community/voluntary groups in order to source appropriate funding opportunities develop our City, towns, villages and smaller settlements to grow and meet the needs of all customers, therefore enhancing the sense of 'Place' and supporting the area to thrive.</li> <li>• <b>Life:</b> Growing the health and wellbeing of our residents – in developing or reviewing the various masterplans and village plans to consider the proposals to ensure they are sustainable and encourage residents and visitors alike to enjoy the open spaces, even if they are in the middle of a town centre. We will also work with our strategic partners, to ensure this aspiration is included in all forward work plans. We also review new funding streams to see where the best delivery fit exists to maximum the grant that may be available to deliver these projects.</li> <li>• <b>Pride:</b> Growing empowerment, respect and safety of our community – to work with the City/Town Advisory Groups and the various Village Groups to ensure the voices of residents are heard from all age groups.</li> <li>• <b>Excellence:</b> The achievement of all five outcomes of the Big Plan required us to be a High Performing Council – to work internally to ensure we develop our staff and deliver our services to the best of our ability.</li> </ul>
<b>Key customers/ stakeholders and their needs</b>	<ul style="list-style-type: none"> <li>• <b>Residents</b> - Requirement for good placemaking and a vision for future development in the Borough and to see the out workings of the ITRDS. Residents also want to see practical projects that target City, Town and Village dereliction and improvement of these areas. Residents also require a more synergistic approach between rural and urban development. This will be possible through continued dialog via the City/Town Advisory and Village Groups.</li> <li>• <b>Employees</b> - Quality and supporting environment, providing adequate resources and ongoing relevant training and development. Also, a realistic timeframe for delivering projects and to see how they fit into the delivery of the ITRDS.</li> <li>• <b>Elected Members</b> - Supporting and enabling service delivery and to be included in the planning for the development of the Borough. To see development plans across all areas of the Borough and where possible achieve buy-in from local communities. Also, to play their part in the different forums that have been established.</li> <li>• <b>City, Town &amp; Village Groups</b> - Local people having a say on future developments in their areas. Also, to see actions in trying to tackle the number of business failures, following C19 lock down and subsequent economic challenges. Sustainable development and green open spaces are essential</li> </ul>

	<p>for the development of all areas. To ensure this, the plans are tested on the various Groups before the concepts are included in future plans.</p> <ul style="list-style-type: none"> <li>• Chambers of Commerce/Trade - To assist with practical and financial support to aid growth in the retail core of the five towns. To give leadership and to be a link to central government in advocating for support for businesses.</li> <li>• Government Departments – DfC, DAERA and DfI Roads. The Unit works closely with these Departments to secure funding and delivery projects.</li> </ul>
<p><b>Context, challenges &amp; key assumptions</b></p>	<ul style="list-style-type: none"> <li>• Political - Brexit and the issues with trading with GB and EU. The out workings of these are still unknown as are any proposed changes/solutions. The concerns about the non-functioning Executive and Assembly are causing major issues. Public negativity on local politics and how it effects the delivery of objectives. Global political changes with the emphases on sustainability. Departmental budgets and future planning and whether central government funding will be available to deliver agreed plans. No central budget agreed for the 2023/24 year.</li> <li>• Economic - Brexit and everything which is still unknown about the trading arrangements. Loss of EU grants. Loss of NI grants due to budget uncertainty. Rate increases, both locally and regionally. Increasing pressure on local businesses due to higher costs. Expectation on the Council for value for money on rates. Efficiency agenda – more for less. More pressure on the High Streets with more on-line sales. More sustainable trading practices. The out workings of the Queen's Parade development. Devastating effects of C19 are still being felt. Vast numbers of people working from home and therefore not providing footfall in our towns, which results in more demand on local areas and services.</li> <li>• Social - Lower disposable income as wage increases are not linked to inflation and the cost of living crisis worsens, with an increasing unemployment rate. Increasingly older local population. Expectation on the Council to deliver value for money services. More demand to duplicate Council services throughout the Borough. Expectation that the Council will meet the shortfall from government departments. There is also an expectation that Council will take forward all projects identified in master / village plans. Expectation that the Council will undertake services that are no longer provided by Central Government.</li> <li>• Technological - Aging Wi-Fi infrastructure with less budgets for development and an ever-increasing demand with more people working from home. Poor connectivity in rural areas. Better use of social media networks to inform user groups. Change in shopping trends due to better technology and the promotion of safe on-line shopping. With so many people working from home the wi-fi infrastructure is unable to cope. The development and adaptation of software to enable group meetings. Also, the growth in virtual meetings - whether this is positive or negative.</li> <li>• Legal/Compliance – More social value clauses being included in contracts and the knock-on effect of this. Rural proofing and how this can be truly achieved and delivered. Procurement regulations and legislative changes due to Brexit.</li> <li>• Environmental - Zero Carbon regulations. Sustainability issues. Poor coastal defence in rural areas. Better promotion of sustainable travel especially in the rural areas. Development potential awaiting the outcome of the Local Development Plan. Climate Emergency and its out-workings.</li> </ul> <p>Future Challenges (local and regional):</p> <ul style="list-style-type: none"> <li>• New opportunities with partnership working from the Big Plan. How will this materialise is still to be detailed.</li> </ul>

	<ul style="list-style-type: none"> <li>• New opportunities to work strategically through the ITRDS. Challenges include enabling the Council to deliver regeneration projects in the context of changing consumer trends, finite financial resources, planning and the available land constraints.</li> <li>• The lack of centralised funding vs raising local rates vs sweating/realising unused assets to fund activities.</li> <li>• To revise Urban and Rural Plans, with costed priorities to enable a strategic Blue/Green initiatives and projects that support investment and regeneration whilst celebrating and protecting the built heritage, which is in keeping with the themes identified in the ITRDS.</li> <li>• The Queen's Parade development to commence and to encourage further development.</li> <li>• To ensure the delivery by the Council of multiple capital village renewal projects. Start the prioritizing of the next round of village projects so that the Council is ready to avail of funding opportunities when they arise.</li> <li>• Lack of certainty around how future rural development funding will be delivered as the current scheme as now finished. Lobby DAERA to ensure Council has a similar role in next Programme.</li> <li>• Growing global dominance of online retailers is a challenge for town centre traders.</li> <li>• To continue to develop good working relationships with the Chambers of Commerce, based on the out workings of the delivery of each's two-year business plan with a focus on recovery and regrowth.</li> <li>• Working with DfI Roads to better develop the roads infrastructure across the Borough, which is necessary to aid the development of this area as a tourism destination.</li> <li>• Differing legislation and standards between NI and the rest of the UK.</li> <li>• Lack of investment or development as many businesses will take years to recover from C19.</li> <li>• Reduced number of tourists and their associated spend.</li> </ul>
<p><b>Reflection on previous performance – successes and lessons learned</b></p>	<p>Review of last plan period and key achievements:</p> <ul style="list-style-type: none"> <li>• The RDP has committed all the funding allocated to this area, as well as circa £1m of additional resources. All projects are now completed. An exit strategy has been agreed and implemented.</li> <li>• Six village plan reviews have been undertaken.</li> <li>• The job creation target (40) for the RDP has been met and exceeded by 6.</li> <li>• The C19 Borough Recovery process and action plans which were approved have been completed.</li> <li>• Five City/Town Advisory Groups continue to work well.</li> <li>• A well-received "Shop Local" marketing campaign was undertaken.</li> <li>• Delivered the Rural Business Development Grant Scheme on behalf of DAERA to support rural businesses.</li> <li>• Secured Coastal Communities funding for the first time for the Ballywalter Lime Kiln Scheme and this has now been completed.</li> <li>• Two applications submitted to the SEAFLAG for capital schemes in Portavogie. One scheme is completed and the other is progressing well.</li> </ul> <p>A key learning for the Regeneration Unit has been flexibility and how to implement support schemes in as quick and flexible approach as possible, while negotiating a multitude of governance procedures.</p>

## 2. How does our Service contribute to community planning outcomes and PEOPLE priorities?

The *Regeneration Unit* can be expected to have a direct impact on the following:

Community Planning Outcome	PEOPLE priority	Our focus for 2023/2024
All people in Ards and North Down benefit from a prosperous economy	Prosperity: Growing our economy	<ul style="list-style-type: none"> <li>• To administer all remaining claims for the Rural Business Development Grant Scheme on behalf of DAERA.</li> <li>• To work with central government to secure any further grant aid that may be available.</li> <li>• To work with DfC in relation to completion of the Portaferry Public Realm Scheme.</li> <li>• To identify further City, Town and Village infrastructure schemes and to source funding and where possible to work the schemes to a deliverable position.</li> <li>• To continue the partnership with the five Chambers of Commerce</li> <li>• To develop distinct plans and an implementation timeline for the Bangor Waterfront Scheme</li> <li>• To continue to work with the Queen's Parade developer to progress to the next phase</li> </ul>
All people in Ards and North Down enjoy good health and wellbeing	Life: Growing the health and wellbeing of our residents	<ul style="list-style-type: none"> <li>• To complete all outstanding village renewal schemes</li> <li>• To review all remaining Village Plans</li> <li>•</li> </ul>
The achievement of all five outcomes of the Big Plan requires us to be a High Performing Council	Excellence: Growing a high-performing Council	<ul style="list-style-type: none"> <li>• To meet staff attendance requirements</li> <li>• To meet spend against budget targets</li> <li>• To hold regular staff meetings</li> <li>• To complete all Pride and Performance reviews</li> </ul>

### 3. Key activities for 2023/2024

<b>SERVICE:</b>	Regeneration
<b>Community Plan Outcome:</b>	Prosperity - All people in Ards and North Down benefit from a prosperous economy Life - All people in Ards and North Down enjoy good health and wellbeing Excellence - The achievement of all five outcomes of the Big Plan requires us to be a High Performing Council
<b>Corporate Plan PEOPLE priority:</b>	Prosperity: We will create the conditions for business to start, grow, thrive, provide opportunities for employment and be sustainable Life: We will support the physical and emotional wellbeing of our residents through our services, facilities and partnerships Excellence: Growing a high-performing Council
<b>Council KPI(s):</b>	Prosperity - £'s investment Life - £s invested in maintaining public spaces
<b>Service Objective:</b>	To deliver projects and actions that aid the economic growth within both the urban and rural areas of the Borough To make sure all projects are completed in a sustainable way that permits the local community and visitors to make best use of the facilities To empower and train our people to deliver the desired outcomes
<b>What difference will it make?</b>	It will help develop a thriving economy for both the rural and urban areas More usable outdoor amenities for local communities and visitors to use Provide a better and more sustainable service which can react quickly to the needs of its users
<b>Underpinning strategies:</b>	Integrated Tourism, Regeneration and Development Strategy, City/Town Masterplans, Village Plans Council policies and decisions and central government initiatives.



Business as Usual activities we will deliver in 2023/2024 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
<p>To assess and report on the outputs from the two-year Chamber business plans that enhance Chamber activity and assist in growing and supporting the membership base as well as utilise existing funding to animate the City/Towns.</p> <p>To aid businesses in the City/Towns to become more competitive and react to change more quickly.</p>	March 2024	Urban Development Manager (UDM)	Five Chambers of Commerce
To commence delivery of the Portaferry Public Realm using funding secured from the Small Settlements Grant.	October 2023	HOR & UDM	CPU, DfC/DfI/DAERA, Village Group
To continue to work with the City/Town Advisory Groups to develop regeneration improvements for the urban areas and act as a conjugate for other Council services.	March 2024	UDM	Internal services
To continue to work with the Village Groups to develop regeneration improvements through Village plans, growing the membership base and utilising funding streams to animate the villages, increasing footfall and overall visitor attractiveness.	March 2024	RDM	Internal services / Village Groups
To maintain a healthy working environment driven by PERFORM.	March 2024	HOR, RDM & UDM	Internal services
To continue to work with the Queen's Parade Developer and DfC and represent Council on the Project Board and agree a design and specification for the Marine Gardens elements of the scheme.	July 2023	Head of Regeneration	Bangor Marina, DfC, internal services
To play an active key role on the BRCD Bangor Waterfront Project Board.	March 2024	Head of Regeneration	BRCD, DfC, BW Project Board

Service Objective:					
What service development/improvement will we undertake in 2023/2024?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
To develop Urban/Rural projects to procurement stage to access funding streams	Strategic Effectiveness	To be able to respond to potential funding opportunities by working up 'shovel ready' projects	March 2024	HOS/RDM/UDM	DfC/DfI/DAERA or others
To develop and deliver projects using the Covid Recovery Small Settlements' Regeneration Programme	Strategic Effectiveness	Funding has been allocated from three government departments for each council to undertake this work	March 2024	HOS/RDM/UDM	DfC/DfI/DAERA or others

#### SPECIFIED ASPECTS OF IMPROVEMENT

What will this improve?	Definition
Strategic Effectiveness	Is key to <b>linking</b> the community plan, and the ongoing processes that underpin it, with a council's improvement processes. The Department would expect that a council's strategic community planning outcomes and objectives should be central to that council's improvement activity and clearly contribute to the strategic effectiveness aspect.
Service Quality	all relate to service provision by aiming to meet the needs of citizens and ensuring fair ease of access to the most suitable services that meet their needs. Clearly, all of these objectives can be demonstrated individually or collectively. Fairness can also be demonstrated by exercising non-service functions in ways which reduce disadvantage and improve social well-being, for instance by improving citizens' access to information or by addressing inequalities experienced by Section 75 groups.
Service Availability	
Fairness	
Sustainability	When carrying out its functions or providing services, a council may demonstrate improvement when it operates in a way that contributes towards the sustainability of its area, as required under the Northern Ireland (Miscellaneous Provisions) Act 2006 and the associated Northern Ireland Executive Sustainable Development Strategy. on-going efficiency may also be shown if fewer resources are utilised while maintaining provision of substantially similar or better services. Should a council choose to alter the manner by which a service is provided and in so doing it uses fewer resources or more integrated services, it will not only be demonstrating efficiency, but may demonstrate improved sustainability as well.
Efficiency	<i>any changes to service design and delivery methods that are intended to yield improvement under any other aspect and are reasonably likely to do so. This allows councils to make changes which may not have tangible effects within the same reporting year, but are likely to in subsequent years, and still count them as improvements.</i>
Innovation	

**Service Objective:**

What service / activities will we be stopping / changing in 2023/2024	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
% Business as Usual and Covid Grant with completed PPE's	Completed by March 2023 – scheme closed			None	None
Review of Town Masterplans	Completed - March 2023				None

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 YTD	2022/23 Target	2023/24 Target
To assess the outputs from the two-year Town Chamber business plans that enhance Chamber activity and assist in growing and supporting the membership base as well as utilise existing funding to animate the Towns.	Existing	Quarterly	N/A	N/A	N/A	4	5	N/A	5	5	March 24
To commence delivery of the Portaferry Public Realm using funding secured from the Small Settlements Grant	Existing	Annually	N/A	N/A	N/A	N/A	N/A	0	0	1	Sept 23
To continue to work with the City/Town Advisory Groups to develop regeneration improvements for the urban areas and act as a conjugate for other Council services	Existing	Quarterly	N/A	N/A	N/A	N/A	N/A	4	4	4	March 24
Number of Urban/Rural projects to planning stage to access funding streams	New	Annually	N/A	N/A	N/A	N/A	N/A	N/A	N/A	7	7 by March 24
To develop and deliver projects using the Covid Recovery Small Settlements' Regeneration Programme	New	Annually	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5	6 by March 24
% Pride and Performance review completed with all staff	Existing	Annually	N/A	N/A	N/A	90%	100%	100%	100%	100%	100%

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 YTD	2022/23 Target	2023/24 Target
No. of staff meetings, physical or virtual, including updates on service plan delivery and risk management	Existing	Quarterly	N/A	N/A	N/A	28	28	30	36	36	36
% Attendance	Corporate	Quarterly	N/A	97.5%	95%	83.5%	7%	80.9%	95%	95%	95%
% Spend against budget	Corporate	Quarterly	N/A	91.7%	78.6%	87%	88%	92.6%	95%	95%	95%
To agree a detailed technical design for Marine Gardens as part of the QP project with Bangor Marine	Existing	Annually	N/A	N/A	N/A	N/A	N/A	N/A	1	March 2023	Sep 2023
To progress the Bangor Waterfront Scheme, to agree a Development Agreement with BYC	Existing	Annually	N/A	N/A	N/A	N/A	N/A	N/A	1	March 2023	March 2024

## 4. Risks

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R					
CR 3	Inability to deliver projects with the timeframe"	4	4	16	Working with DfC DAERA and DfI to obtain an extension to current deadlines.	3	3	9	Tolerate	To have projects at detailed design and planning stage so the various town and rural groups to develop plans and allocated the funding to projects and. Also, to develop other projects to detailed design and planning stage so that they are ready should funding become available.	Ongoing	HOR/UDM/RDM	March 24
CR 5	Lack of engagement by external groups/ agencies leading to	3	3	9	Defined terms of reference for each working group and appropriate administration. Timely and accurate	2	1	2	Tolerate	Support working relationship with current groups. Develop an engagement process.	Ongoing	HOR/UDM/RDM	Priorities for partners may be different with, in some cases, an agreed approach

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R					
	inability to deliver programme/ service.				communication and a defined process for feedback/consultation					New Town Advisory Groups are working well as is the Rural Recovery Group.			needing some negotiation
CR 2	Low staff morale and high absenteeism causing poor service performance especially with everyone working from home. Concerns felt about future restructuring and not taking forward the voluntary severance scheme.	3	3	9	Regular team meetings held virtually. More inter-departmental team working to deliver Council priorities. Compliance with attendance policies.	3	2	6	Tolerate	Continue with a two-way communication process and regular team meetings. Push for better interdepartmental working procedures.	Ongoing	HOR/UDM/RDM	This year two members of staff have been on extended periods secondment which has required temporary employees to be appointed. Other employees had hoped to take advantage of the proposed voluntary severance scheme.

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R					
CR 11	Brexit	5	4	20	Monitoring of advice related to Brexit. Researching alternative sources of funding for programmes.	3	3	9	Tolerate	Ongoing monitoring and advice	Ongoing	HOR, UDM & RDM	As yet no information about some programmes that previously had EU funding.
CR 14	Covid 19	4	4	16	Fear of future lockdowns. Continue to follow current guidelines and then deliver most of the Regeneration functions and projects.	3	3	9	Tolerate	Monitor and work with the government departments. Also, to with an agile working pattern.	Ongoing	HOR, UDM & RDM	Project completion targets are still challenging.



Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
	Costs of projects are increasing greatly because of material and staff costs. This may result in some projects being undeliverable	4	4	16	Constant monitoring of projects and regular updates with any funders. Also, when final costs are determined to have them validated by an independent QS.	3	3	9	Tolerate	Constant monitoring of projects	Ongoing	HoR, UDM, RDM	Based on advice from CPD.

## 5. Resources

<b>Are all actions resourced within the current (2023/24) budget plan?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<b>Will additional resources be required?</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (If no please comment in Section A below how the actions will be funded, ie Staff Resources, Equipment, Revenue Budget, Capital Budget.) (If yes please detail additional resources in Section B below.)
<b>Staff:</b> Current staffing resources are sufficient to deliver the work of the Regeneration Unit.
<b>Financial:</b> A budget of c£1.13M has been agreed.
<b>Other:</b> No other internal resources are required.
<b>If the required additional resources are NOT available, please state:</b>
What is the likely impact on performance? If Resources not secured, then projects would not progress – performance targets will not be met.
What is the likely impact on the public? The scheme would not progress – would have impact on the quality of environment / regeneration aspect. Also, projects will not be developed should funding become available.
What is the likely impact on staffing?

## 6. Monitoring and Review

Monitoring and review will be undertaken throughout the year or as otherwise specified for specific projects. Results will be reported to the Regeneration and Development Committee at the agreed intervals.

## 7. Conclusions

The Regeneration Section will continue to strive to deliver an excellent and efficient service throughout the Borough. The key targets detailed above are a means by which to measure this. It will also strive to react as quickly as possible to the everchanging environment that Brexit and C19 has created.

## ITEM 5

**Ards and North Down Borough Council**

Report Classification	Unclassified
Council/Committee	Place and Prosperity
Date of Meeting	9 March 2023
Responsible Director	Director of Place
Responsible Head of Service	Head of Regeneration
Date of Report	7 February 2023
File Reference	160127
Legislation	
Section 75 Compliant	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Other <input type="checkbox"/> If other, please add comment below.
Subject	Regeneration Performance Report, Quarter 3 (October - December 2022)
Attachments	Q3 Report

**Context**

Members will be aware that Council is required, under the Local Government Act 2014, to have in place arrangements to secure continuous improvement in the exercise of its functions. To fulfil this requirement Council approved the Performance Management Policy and Handbook in October 2015. The Performance Management Handbook outlines the approach to Performance Planning and Management process as:

- Community Plan – published every 10-15 years
- Corporate Plan – published every 4 years (Corporate Plan Towards 2024 in operation)
- Performance Improvement Plan (PIP) – published annually (for publication 30 September 2022)
- Service Plan – developed annually (approved April/May 2022)

The Council's 18 Service Plans outline how each respective Service will contribute to the achievement of the corporate objectives including, but not limited to, any relevant actions identified in the PIP.

### Reporting approach

The Service Plans will be reported to relevant Committees on a quarterly basis as undernoted:

Reference	Period	Reporting Month
Quarter 1 (Q1)	April – June	September
Q2	July – September	December
Q3	October – December	March
Q4	January - March	June

The report for Quarter 3 2022-23 is attached.

### Key points to note:

- The review of the five City/town Masterplans is ongoing.
- The review of the village plans has commenced and progressing well.
- Portavogie Harbour Environmental Improvement Scheme has commenced and is online to be completed by February 2023.

### Key achievements:

- The regeneration project at Portavogie promenade has been completed.
- Some parklets have now been installed.
- The first season for the Motte to be open to the public has now closed with c2,500 people visiting the facility.

### Emerging issues:

- It is now believed that funding under the Peace Plus programme will not be available in the next financial year as there are still legislative and operational issues to be resolved by SEUPB. However, the Council will continue to work with EBR to develop projects which may be suitable for funding once it is announced.
- As yet the Council has still received no information from DAERA about a replacement scheme for the Rural Development Programme. This is most concerning.

### Action to be taken:

- The targets associated with developing a joint Masterplan and undertaking an Outline Business Case for the Kinnegar Logistic Base project are now not applicable. The MOD is developing the Masterplan solely and the Council funding to deliver both a Masterplan and a Business Case has been removed from 23/24 budget. In line with procedures these two targets should now be removed.
- The target to develop projects in partnership with EBR for Peace Plus funding is also not achievable for reasons outlined above. This target should also be removed.














### **RECOMMENDATION**

It is recommended that Council note this report.

## Quarterly Performance Report - Regeneration

Generated on: 07 February 2023

Last Update Q3 2022/23

Performance Data Traffic Light Icon	PI Short Name	Performance Data Current Value	Performance Data Current Target
	% spend against budget	74.63%	100%
	To deliver the town recovery plans and a rural recovery plan	0	0
	To monitor the compliance of the Rural Development Programme grant from the various applicants	0	0
	No of Urban/Rural projects to planning stage to access funding streams	0	0
	No of Masterplan reviews	0	0
	% staff attendance	96.36%	95%
	Team briefings delivery to all staff who are not on leave/maternity/long term sick	100%	100%
	No of staff meetings including updates on service plan delivery	16	9
	To develop, agree, secure funding and commence delivery of a public realm scheme for Portaferry	No	No
	To agree detailed technical design for Marine Gardens QP with Bangor Marina	0	0
	To progress the Bangor Waterfront Scheme, to agree Operating Model with BYC	0	0
	To complete the Portavogie promenade scheme	0	0
	To commence a Strategic Masterplan for Kinnegar Logistics Base	0	0
	To commence an OBC for the Kinnegar Logistics Base development	0	0
	New Chambers of Commerce 2-year Business Plans	0	0

Performance Data Traffic Light Icon	PI Short Name	Performance Data Current Value	Performance Data Current Target
	No of meetings with Town Advisory Groups to develop regeneration improvements	5	1
	Manage the full commitment of the Rural Development Programme budget	£0.00	£0.00
	% Business as Usual and Covid Grant with completed PPE's	55%	100%
	No of projects developed in partnership with EBR for Peace Plus funding	0	0
	Number of capital schemes commenced using funding from Covid Recovery Small Settlements Programme	2	2

Unclassified

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## ITEM 6

## Ards and North Down Borough Council

Report Classification	Unclassified
Council/Committee	Place and Prosperity
Date of Meeting	09 March 2023
Responsible Director	Director of Prosperity
Responsible Head of Service	Head of Economic Development
Date of Report	08 February 2023
File Reference	160127
Legislation	N/A
Section 75 Compliant	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Other <input type="checkbox"/> If other, please add comment below:
Subject	ED Service Plan 2023-24
Attachments	Item 5.1 - ED Service Plan 2023-24

Since 2017/18 Service Plans have been produced by each Service in accordance with the Council's Performance Management policy.

Plans are intended to:

- Encourage compliance with the new legal, audit and operational context;
- Provide focus on direction;
- Facilitate alignment between Community, Corporate, Service and Individual plans and activities;
- Motivate and develop staff;
- Promote performance improvement, encourage innovation and share good practice;
- Encourage transparency of performance outcomes;
- Better enable us to recognise success and address underperformance.

A draft plan for 2023/24 is attached which has been developed to align with objectives of The Big Plan for Ards and North Down 2017-2032; the draft Corporate Plan 2020-24 and the Annual Performance Improvement Plan



Unclassified

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(PIP) 2023/24. The Plan will also support delivery of the ITRDS. The agreement of the Service Plan will also contribute toward achievement of the Council's performance improvement duties under the Local Government Act (NI) 2014.

The Service Plan highlights where the service contributes to the Corporate Plan and, where this is the case, sets out the objectives of the service for the 2023/24 year. It further identifies the key performance indicators used to illustrate the level of achievement of each objective, and the targets that the Service will try to attain along with key actions required to do so.

The Plan has been developed in conjunction with staff, officers, and management and in consultation with key stakeholders where relevant.

The Plan is based on the agreed budget stemming from the rate as struck for 2023/24 – this figure will be updated within the Service Plan once detail received from Finance. It should be noted that, should there be significant changes in-year (e.g. due to Council decisions, budget revisions or changes to the PIP) the Plan may need to be revised.

The Committee will be provided with update reports on performance against the agreed plan.

### **RECOMMENDATION**

It is recommended that Council agrees the attached Service Plan.

## ECONOMIC DEVELOPMENT

1 April 2023 – 31 March 2024

<b>Head of Service signature</b>	<i>Clare McGill</i>
<b>Date</b>	13/02/2023
<b>Peer Review signature</b>	<i>Sharon Mahaffy</i>
<b>Date</b>	16/02/2023
<b>Director signature</b>	<b><i>Ann E McCullough</i></b>
<b>Date</b>	21/02/2023

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Introduction

<b>Name of Service</b>	Economic Development						
<b>Included Service Units</b>	Economic Development Unit Development Projects Unit						
<b>Directorate</b>	Prosperity						
<b>Purpose of Service</b>	<p>The Economic Development (ED) Service promotes and supports the economic wellbeing and growth of the Borough to make it a place to live where all can benefit from a prosperous economy. The Service reflects and aligns with the corporate vision as outlined in the Council Plans and Strategy below.</p> <p><b>Corporate Plan 2020-24</b></p> <p>The activities of the Economic Development Service Plan will support the priorities of the proposed Corporate Plan concentrating on Priorities 1, 3 and 6, while contributing to each through cross-cutting collaboration as appropriate.</p> <p>Priority 1: Prosperity: Growing our local economy                  Priority 2: Environment: Growing a cleaner, greener local and global environment                  Priority 3: Opportunity: Growing the lifelong potential of our community                  Priority 4: Pride: Growing empowerment, respect and safety of our community                  Priority 5: Life: Growing the health and wellbeing of our residents                  Priority 6: Excellence: Growing a high-performing Council</p> <p><b>Community Plan (The Big Plan)</b></p> <p>Outcome 4: All people in Ards and North Down benefit from a prosperous economy.</p> <p><b>Integrated Strategy for Tourism, Regeneration and Economic Development 2018-2030 (ITRDS)</b></p> <p>The ITRDS presents a coherent vision for the Borough in which the Economic Development Service plays a key role in the delivery of actions and key targets to realise a more prosperous and thriving Borough.</p>						
<b>Key customers/ stakeholders and their needs</b>	<p>The list below presents the customers/stakeholders which the ED units serve and engage with to deliver services throughout the year. Business needs are accessed through working groups, business feedback and surveys, and plans are developed together with delivery partners to provide the support to meet those needs.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #4F81BD; color: white;"><i>Customers/Stakeholders</i></th> <th style="background-color: #4F81BD; color: white;"><i>Needs from the service</i></th> </tr> </thead> <tbody> <tr> <td>Businesses</td> <td>Ongoing support requirements for business advice, access to knowledge and skills development, sources of funding and support, commercial premises and land.</td> </tr> <tr> <td>Residents</td> <td>Requirement for good place making, a vision for a prosperous Borough, job creation and investment.</td> </tr> </tbody> </table>	<i>Customers/Stakeholders</i>	<i>Needs from the service</i>	Businesses	Ongoing support requirements for business advice, access to knowledge and skills development, sources of funding and support, commercial premises and land.	Residents	Requirement for good place making, a vision for a prosperous Borough, job creation and investment.
<i>Customers/Stakeholders</i>	<i>Needs from the service</i>						
Businesses	Ongoing support requirements for business advice, access to knowledge and skills development, sources of funding and support, commercial premises and land.						
Residents	Requirement for good place making, a vision for a prosperous Borough, job creation and investment.						

<b>Customers/Stakeholders</b>	<b>Needs from the service</b>
Employees	A quality and supportive environment, adequate resources, on-going training and development, involvement in planning and recognition of achievements.
Elected Members	Regular updates on economic data and timely reports and recommendations on interventions and opportunities enabling service delivery to support the economic development of the Borough.
Department of Agriculture, Environment and Rural Affairs (DAERA)	Data and reports supporting funding streams
Department for Economy (DfE), Department for Communities (DfC)	Reports according to project timelines, support and input for development of strategic plans for growth, skills and employability, and investment.
Invest NI	Sharing of local information and joint working to support inward investment, businesses looking to export, use of land and job creation support programmes
Partner Councils	Information sharing and collaboration on strategic planning; delivery of support mechanisms and projects.
Partner Organisations <ul style="list-style-type: none"> <li>• Pickie Funpark</li> <li>• Exploris</li> <li>• boatfolk</li> </ul>	Funding and support to develop product/service offering.
Enterprise Agencies	Collaboration to support job creation, pre-employment initiatives and commercial property development
South Eastern Regional College (SERC)	Co-operation to support priorities in the Big Plan and to support local students and businesses to drive economic wellbeing and growth
Department of Culture Media & Sports (DCMS)/Building Digital UK (BDUK)	Timely reporting and joint working to facilitate digital development projects
Public Health Agency	Partnership working to support wellbeing initiatives
Other Service Units	Sharing of information, timely communication and collaborative approach to deliver joint projects
East Border Region (EBR)	Input into design and development of projects, their implementation and timely reporting.
Labour Market Partnership Members	Collaboration to support business needs for job creation, employment pathways and skills initiatives
Belfast Region City Deal (BRCD) Boards	Partnership working to drive forward projects, provide oversight and to identify areas for collaboration across key areas
UK Shared Prosperity Fund (SPF)	Optimising funding to support delivery of key objectives impacting economic growth and development.

## Context, challenges & key assumptions

The outlook for the Northern Ireland economy for the coming year is highly uncertain based on increasing interest rates, high inflation, rising costs, labour market and trading conditions. Consumer focused and service sectors are expected to experience falls in annual output, manufacturing sectors will be affected by growing cost pressures, while IT and professional services are expected to be steady.

COVID-19 has had an impact on how we work and how we deliver services, and we are cognisant that we need to continue to adapt the way in which we support the local economy, especially given the additional challenges businesses are facing due to the escalating energy costs, increasing cost pressures and rising inflation. We will therefore continue to work more collaboratively, to better leverage funding, provide a more seamless service and reduce duplication of provision.

Staff resources and challenges in recruitment along with budgetary pressures have had an impact on delivery over the last year. In 2023-24 we will closely monitor and manage resources to prioritise and will adapt as needed to deliver best impact.

To work towards outcomes relating to the Big Plan, delivery of the ITRDS and Belfast Region City Deal objectives and to feed into associated strategies as required, we will continue partnership working with stakeholders but also cross-departmentally to deliver results.

This will involve taking the lead and ensuring resource in a number of projects which are summarised in the broad themes below:

- Theme: **Promote to attract Investment**
  - Inward investment programme and local working support
  - Enterprise Promotion and Support
- Theme: **Connect our Places and People**
  - Digital Infrastructure
  - Collaborative Networks
- Theme: **Equip with Skills and Spaces**
  - Skills, apprenticeship and volunteering programme
  - BRCD projects
- Theme: **Understanding our Progress and Potential**
  - Support the Economic Development associated subgroups

It will also involve co-ordinating with other Departments to ensure delivery of outcomes, led by them.

Supporting the Directorate's contribution to the Belfast Region City Deal to achieve outcomes for the region and the Borough will involve allocating sufficient resource, keeping up to date with the emerging issues, partnership working (both internally and externally), to progress the delivery of key projects. We will need to ensure that we have the resources and expertise to deliver on requirements.

EU Funds have been central to the delivery of support for our local businesses and have helped to optimise budget spend. As we enter the next phase, post European Regional Development Fund (ERDF), which has supported small and medium-sized enterprise (SME) growth and competitiveness, we will now need to take forward new plans, work collaboratively with other councils as

	<p>appropriate, to leverage new funding streams such as: UK Shared Prosperity Fund, PEACE Plus etc.in order to support our objectives of building a stronger, resilient and sustainable local economy.</p>
<p><b>Reflection on previous performance – successes and lessons learned</b></p>	<p>The Economic Development Service has performed well over the last year, with most functions broadly meeting the KPIs set. Feedback from our client base and associated members has been very positive and satisfaction levels high. Needs, however, are changing and the business climate is challenging for many, therefore we will need to ensure we stay attuned to the changing environment and business needs to determine our planned activity.</p> <p>Due to resource pressure we had to curtail some activity in the last year. In 2023-24 due to reduction in budgets and continued staff pressures we will look to prioritise activity and support interventions and collaborations to achieve best impact and optimisation of funding.</p> <p>The year 2022-23 continued to throw up many challenges for the delivery of services and support to help our local businesses deal with the difficulties that the aftermath of the COVID-19 pandemic created however, the team whilst continuing to work on a hybrid basis has engaged with our client base to deliver a mix of in-person and remote mentoring, webinars, telephone support and enhanced e-communications. This has demonstrated that we can be and need to remain agile and flexible in delivery to continue having a positive impact, while also helping to save costs.</p> <p>Given the increasing demand for support services, one of the key learning points from the previous year is, that in order to meet demand and to offer a service which meets a wide range of needs, we have had to flex the activities of some team members to ensure we have the staff resources to deliver. We will need to continue to partner more, to leverage expertise with other organisations and Councils but become more focussed to deliver the greatest impact. Establishing and working with the Labour Market Partnership (LMP) has demonstrated the importance of Co-Design. Pressure on budgets has meant that we have had to prioritise spend and this will become even more challenging in the year to come.</p> <p>One of the successes over the year has been the rollout and completion of the Fast Fibre Northern Ireland (FFNI) broadband project. This has been due to the ability of the team to work in collaboration both internally and externally and to drive project management through online meetings, tools and communications to ensure key milestones have been met.</p> <p>While many businesses use the services of the Economic Development Unit, many businesses remain unaware of what we do. On a wider scale we have not been able to attract new high growth businesses to the Borough due to resources and lack of clear marketing messages and appropriate designated space. Going forward we will need to address this to have a wider impact on the economic growth of the Borough but be mindful of the context of the economic situation.</p> <p>In order to ensure that we meet the targets set within the ITRDS and BRCD we will need to constantly review the impact of the services we provide. This is often a difficult task in year as not every intervention has a direct cause and immediate effect; often the results are longer term than can be captured in a one-year service plan or, contribute to elements which sustain a business rather than hit</p>

headline achievements. We will need to ensure we get the balance right and ensure that actions and their impact, as far as possible, can be measured and that we plan more with an outcomes focus.

The learning from our previous programmes will be taken on board for new programmes that will run in the coming year. The last year has demonstrated that services can be adapted and transformed to meet business support needs. The mix of 1:1 mentoring, and workshop elements will be adapted to reflect the current business climate, along with the demand for more tailored interventions across: Pre-employment and Skills development, Business Start; Post-Start and Growth, whether this be for existing businesses or attracting new investments. Social Enterprises and sector specific programmes will be streamlined to reflect the needs identified and service delivery.

Learnings from third-party contractual arrangements, such as Pickie Funpark, Exploris and the Marina, will be used to ensure that officers' time is best spent to support the Operators' activities; to encourage improved performance and communications and ensure that Operators' obligations are clear.

Another key learning point is to ensure regular involvement and communication with all team members so that everyone understands our objectives, and the processes needed to effectively deliver the service. Since March 2020, initially working from home and then on a hybrid basis has meant that effective communication has become more important and continued efforts are required to ensure staff cohesion and clear understanding of internal and external requirements.

How does our Service contribute to community planning outcomes and PEOPLE priorities?

The Economic Development Service can be expected to have a direct impact on the following:

Community Planning Outcome	PEOPLE priority	Our focus for 2023/2024
<p><b>Outcome 1:</b> All people in Ards and North Down fulfil their lifelong potential</p>	<p><b>OPPORTUNITY:</b> we will work with our partners to develop the potential of our residents, young and old</p>	<ul style="list-style-type: none"> <li>• Develop skills, apprenticeship and volunteering programmes.</li> <li>• Support partnerships to enable pathways to employment for disadvantaged individuals.</li> </ul>
<p><b>Outcome 4:</b> All people in Ards and North Down benefit from a prosperous economy</p>	<p><b>PROSPERITY:</b> we will create the conditions for businesses to start, grow, thrive, provide opportunities for employment and be sustainable</p>	<ul style="list-style-type: none"> <li>• Support local enterprise including start-up, incubation and business development</li> <li>• Create and support the environment for businesses to invest and grow</li> <li>• Partner with others to focus on employability, skills and mentoring, pathways to employment</li> <li>• Support entrepreneurial and skills development for our key sectors.</li> <li>• Collaborate with others on projects to support innovation, regeneration and development</li> </ul>



		<ul style="list-style-type: none"> <li>• Optimise opportunities to leverage funding sources which support sustainable economic development</li> <li>• Work with contracted operators to enhance our Council facilities to attract visitors and encourage spend in the borough</li> <li>• Support measures to facilitate better broadband access, increase digital optimisation and capability</li> </ul>
<b>Outcome 2:</b> All people in AND enjoy good health and wellbeing	<b>LIFE:</b> Provide support for businesses that want their employees to be healthier	<ul style="list-style-type: none"> <li>• Collaborate with other bodies to encourage health and wellbeing within our local businesses</li> </ul>
	<b>EXCELLENCE:</b> Growing a high- performing Council	<ul style="list-style-type: none"> <li>• Seek and use best practice models and collaborations</li> <li>• Manage our resources and budget spend to optimise costs and efficiencies</li> </ul>

Key activities for 2023/2024

<b>SERVICE:</b>	<b>Economic Development</b>
<b>Community Plan Outcome:4</b>	All people in Ards and North Down benefit from a prosperous economy
<b>Corporate Plan PEOPLE priority:</b>	<b>PROSPERITY:</b> We will create the conditions for businesses to start, grow, thrive, provide opportunities for employment and be sustainable. <b>LIFE:</b> We will support and deliver initiatives to improve the emotional wellbeing of our businesses and people <b>OPPORTUNITY:</b> We will work with partners to develop the potential of our businesses and people through skills and apprenticeship initiatives <b>EXCELLENCE:</b> We will work to be a high performing section to increase residents and business satisfaction in our services and make them accessible.
<b>Council KPI(s):</b>	<ul style="list-style-type: none"> <li>• £m investment delivered</li> <li>• Number of businesses supported</li> <li>• Numbers of jobs created from the 'Start a Business' Programme and other support programmes</li> <li>• Number of skills programmes delivered</li> </ul>
<b>Service Objective:</b>	Promote business start-up and growth across the Borough and promote Ards and North Down as an attractive destination in which to do business and invest.
<b>What difference will it make?</b>	We will increase employment and skills levels, and the economic wellbeing of the Borough will be improved through business growth and enhanced connectivity
<b>Underpinning strategies:</b>	<ul style="list-style-type: none"> <li>• Integrated Tourism, Regeneration and Economic Development Strategy 2018-2030</li> <li>• Digital Strategy 2022-2024</li> <li>• Borough Marketing and Investment Strategy 2020-2024</li> </ul>

Business as Usual activities we will deliver in 2023-2024 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
1. Assist the development of the Creative and Digital sectors through a programme of support	Ongoing	Development Projects Manager (DPM), Creative & Digital Development Officer (CDDO)	ED, Arts and Heritage, Regeneration, Procurement, external expertise, local businesses, External speakers and trainers, internal Council services, and Corporate Communications
2. Identify the options to take forward the BRCD Innovation Hub	Ongoing	Head of Service	ED and Regeneration, BRCD team, Sector experts and economist, and Local businesses

Business as Usual activities we will deliver in 2023-2024 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
3. Manage and deliver the Digital Transformation Flexible Fund Programme	Ongoing	DPM CDDO	Newry Mourne, and Down District Council (lead Council), local businesses, communications, all NI Councils, and Invest NI
Develop and implement the Digital Strategy associated Action Plan. The elements of the Action Plan are: <ul style="list-style-type: none"> <li>• Digital Sector</li> <li>• Digital Infrastructure</li> <li>• Digital Skills</li> </ul>	Ongoing	DPM CDDO	DfE, SERC, businesses, Corporate Communications, Procurement, Business Technology, Assets and Property, Capital Projects, Compliance
Maximise draw down of funds from Letter of Offer via grant claims for the Seal Sanctuary (at Exploris)	Ongoing	Development Projects Officer (DPO) DPM	DAERA Delivery agent through Aquarium Exploris Ltd at Exploris and other Council service units
6. Support facilities and manage contracts for the operation of Council Facilities: <ul style="list-style-type: none"> <li>• Pickie Funpark</li> <li>• Exploris</li> <li>• Bangor Marina</li> </ul>	Ongoing	DPM DPO	Operators of the facilities, Assets and Properties, Capital Projects, and Procurement
7. Support local Labour Market Partnership through collaboration with relevant stakeholders and Government Departments	Ongoing	HOS, Economic Development Manager (EDM), LMP Manager	DfC, DfE, Education Authority, Colleges, Universities, Private Sector, and Community
8. Provide a business intelligence service to local businesses	Ongoing	EDM/Business Development Executive (BDE)	NISRA, databases, internal service units, and local estate agents
9. Work in collaboration with key partners to deliver a cross-sectoral programme of business support and advice	On-going	EDM, BDE, and Economic Development Officer (EDO)	Invest NI, SERC, DfC, DfE, City and Town Chambers, Key Industry bodies, Cross-departmental 11 Council Consortium, External Delivery Agents, Social Enterprise Northern Ireland (SENI) and Corporate Comms

Business as Usual activities we will deliver in 2023-2024 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
10. Provide local businesses with commercial premises intelligence	On-going	EDM BFO	Local Estate Agents, Planning Service, Invest NI and Private Developers
11. Support a Health and Wellbeing programme of initiatives for local businesses	On-going	EDM EDO	Public Health Authority, Environmental Health, and Mind Body Business partners
12. Undertake Business survey to identify needs and value of our services	On-going	EDM BDE	Local businesses
13. Implementation of Borough Marketing and Investment Strategy ED Action Plan	On-going	HOS BMM	Corporate Communications
14. Manage spend against Budget	On-going	HOS/EDM/DPM	Finance
15. Maintain a healthy working environment <ul style="list-style-type: none"> <li>a. Manage staff attendance</li> <li>b. Regular team briefings</li> <li>c. Conduct Pride in Performance conversations</li> </ul>	On-going	HOS EDM DPM	Human Resources & Organisational Development, and all team members

**Service Objective:** Promote business start-up and growth across the borough and promote Ards and North Down as an attractive destination in which to do business and invest

What service development/improvement will we undertake in 2023/2024?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
1. Number of businesses supported through the Digital Transformation Flexible Fund (DTFF) programme	Strategic Effectiveness Innovation Efficiency & Sustainability	To provide capital funding for small businesses to address the financial barrier that they face when seeking to digitally transform by establishing a capital grant fund that will support investment in the types of capital equipment considered critical to their strategic digital transformation ambitions (e.g., hardware, software, bespoke system development).	From April 2023	HOS, DPM, CDDO	Council service units, other 10 Councils, Invest NI, BRCD and local businesses
2. Development and Delivery of the Enterprise Support Services (ESS) Programme	Strategic Effectiveness, Service Quality, Availability, Fairness, Innovation and Sustainability	To deliver the new Enterprise Support Service (ESS) to individuals and companies who want to engage, consolidate and grow their businesses in AND	From Sept 2023	HOS Economic Development Manager (EDM) Economic Development Officer (EDO)/ Business Development Executive (BDE)/ Assistant Economic Development Officer (AEDO)/ Funding and Finance Coordinator (FFC)	Council service units, other 10 Councils, Shared Prosperity Fund Representatives, External consultants, Local businesses, and SOLACE

**SPECIFIED ASPECTS OF IMPROVEMENT**

What will this improve?	Definition
Strategic Effectiveness	is key to <b>linking</b> the community plan, and the ongoing processes that underpin it, with a council's improvement processes. The Department would expect that a council's strategic community planning outcomes and objectives should be central to that council's improvement activity and clearly contribute to the strategic effectiveness aspect.

## SPECIFIED ASPECTS OF IMPROVEMENT

What will this improve?	Definition
Service Quality	<p><i>all relate to service provision by aiming to meet the needs of citizens and ensuring fair ease of access to the most suitable services that meet their needs. Clearly, all of these objectives can be demonstrated individually or collectively. Fairness can also be demonstrated by exercising non-service functions in ways which reduce disadvantage and improve social well-being, for instance by improving citizens' access to information or by addressing inequalities experienced by Section 75 groups.</i></p>
Service Availability	
Fairness	
Sustainability	<p><i>When carrying out its functions or providing services, a council may demonstrate improvement when it operates in a way that contributes towards the sustainability of its area, as required under the Northern Ireland (Miscellaneous Provisions) Act 2006 and the associated Northern Ireland Executive Sustainable Development Strategy. On-going efficiency may also be shown if fewer resources are utilised while maintaining provision of substantially similar or better services. Should a council choose to alter the manner by which a service is provided and in so doing it uses fewer resources or more integrated services, it will not only be demonstrating efficiency, but may demonstrate improved sustainability as well</i></p>
Efficiency	
Innovation	<p><i>any changes to service design and delivery methods that are intended to yield improvement under any other aspect and are reasonably likely to do so. This allows councils to make changes which may not have tangible effects within the same reporting year, but are likely to in subsequent years, and still count them as improvements.</i></p>

**Service Objective:** Promote business start-up and growth across the borough and promote Ards and North Down as an attractive destination in which to do business and invest

What service / activities will we be stopping / changing in 2023/2024	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
1. Number of businesses supported through Digital Growth programme	The programme finished in March 2023	None	None	Support will need to be provided through other programmes	None
2. Number of participants on European Regional Development Fund (ERDF) Digital Transformation programme - Digital Surge	The programme finished in March 2023	None	None	None as participants will be able to transfer to DTFF	None
3. SHINE Growth Business Programme	Delivery completed in March 2023 – ERDF funding coming to an end. From September 2023, the programme will be included in the delivery of the ESS programme.	None	None - Business Support will be part of the new ESS programme	None - Business Support will be part of the new ESS programme	None
4. AND Social Programme	From September 2023, the programme will be included in the delivery of the ESS programme.	None	None - Business Support will be part of the new ESS programme	None - Business Support will be part of the new ESS programme	None
5. Women's programme	From September 2023, the programme will be included in the delivery of the ESS programme.	None	None - Business Support will be part of the new ESS programme	None - Business Support will be part of the new ESS programme	None
6. Go-for-it	From September 2023, the programme will be included	None	None -	None - Business Support will be part	None

What service / activities will we be stopping / changing in 2023/2024	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
	in the delivery of the ESS programme.		Business Support will be part of the new ESS programme	of the new ESS programme	
7. Job Fair	The Job Fair will be undertaken by the LMP. All the LMPs are including the delivery of the Job Fair as part of their action plan	None – reinvested in the Engage element of the ESS	None	None	None



Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 YTD	2023/24 Target
1. Creative Industries Development – number of 1-1 mentoring series	Existing	Quarterly	n/a	n/a	n/a	n/a	18	18	12	4
2. Approval of OBC and creation of action plan to progress Innovation Hub concept	Existing	Annually	n/a	n/a	n/a	n/a	n/a	1	March 2023	March 2024
3. Delivery and implementation of Digital Strategy Annual Action Plan	Existing	Annually	n/a	n/a	n/a	n/a	n/a	1	1	March 2024
4. Number of businesses supported through the DTFE programme	New	Biannually	n/a	n/a	n/a	n/a	n/a	n/a	n/a	12
5. % Draw down of Seal Sanctuary funding from DAERA	Existing	Annually	23.7%	100%	100%	100%	100%	100%	100%	Awaiting confirmation of new funding package
6. % Operators' compliance with operating agreements	Existing	Annually	100%	100%	100%	100%	100%	100%	100%	100%
7. Appointment of Operator for Bangor Marina and Harbour	New	Annually	n/a	n/a	n/a	n/a	n/a	n/a	n/a	March 2024
8. Number of projects delivered in LMP Action Plan	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	6	12
9. Number of one-to-one business advice	Existing	Quarterly	80	100	110	115	115	83	63	100
10. Number of research assignments	Existing	Quarterly	80	100	110	115	74	50	75	75
11. Number of new jobs created through Go For It/Enterprise Support Service	Existing	Quarterly	138	85	111	105	101	83	74	11a: 85 11b: 123

<b>Performance Measures</b> (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	<b>Is the measure Statutory, Corporate, Existing or New?</b>	<b>Reporting frequency</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 Actual</b>	<b>2022/23 YTD</b>	<b>2023/24 Target</b>
12. Number of business employees registering for Health and Wellbeing initiatives	Existing	Annually	n/a	n/a	n/a	n/a	25	30	19	24
13. Number of surveys to identify needs and value of the ED and business support services	Existing	Annually	1	1	1	1	1	1	1	1
14. Number of PR & thought pieces placed in relevant publications/ channels	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	6	8	6
15. Number of sector-specific fact sheets with best-in-class borough business case studies for promotion on LinkedIn and Locate in AND website	New	Biannually	n/a	n/a	n/a	n/a	n/a	n/a	2	2
16. % Spend against budget	Existing	Quarterly	n/a	n/a	95%	95%	95%	93.5%	95%	95%
17. % Staff Attendance	Existing	Quarterly	n/a	n/a	95%	95%	95%	90%	95%	95%
18. % staff reporting regular receipt of team briefings	Existing	Quarterly	n/a	n/a	100%	100%	100%	100%	100%	100%
19. % Pride in Performance Conversations completed	Existing	Annually at end of Q2	n/a	n/a	100%	100%	100%	n/a	100%	100%

Risks

Corporate Risk Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
CR3	Failure to deliver against performance targets	3	3	9	<ul style="list-style-type: none"> <li>Monthly monitoring against financial targets.</li> <li>Quarterly reviews against activity targets by managers</li> <li>Annual review and reporting</li> </ul>	3	2	6	Tolerate		March 2024	Head of ED ED Manager Dev Projects Manager	
CR3	LMP's non compliance with DfC requirements	4	3	12	<ul style="list-style-type: none"> <li>Quarterly reports</li> <li>Internal Audit</li> <li>Change control notes</li> </ul>	4	2	8	Tolerate			ED Manager LMP Manager	
CR3	Failure to procure and deliver the elements of ESS	5	3	15	<ul style="list-style-type: none"> <li>Biweekly meeting of 11 Council Working Group</li> <li>Internal review process established to monitor and manage process and resources</li> <li>Procurement processes in place</li> </ul>	5	2	10	Action	Create Schedule of Regular management and planning meetings	Throughout 2023-2024	Head of ED ED Manager	11 Council working group and funding dependant
CR3	Inadequate contingency / emergency plans for events	3	3	9	<ul style="list-style-type: none"> <li>Pre &amp; Post event planning &amp; reviews</li> <li>Annual review of Procedures</li> <li>Effective Communication process in place</li> <li>Insurance in place for all events</li> </ul>	3	2	6	Tolerate		Throughout 2023-2024	Head of ED ED Manager Dev Project Manager Risk Manager	
CR3	Failure of Pickie Fun Park	4	2	8	<ul style="list-style-type: none"> <li>Monthly and Quarterly meetings with Operator to review operations</li> </ul>	4	1	4	Tolerate		Throughout 2023-24	Head of ED Dev Projects Manager	

					<ul style="list-style-type: none"> <li>Regular ongoing contact with Operator</li> <li>Interim and Annual review to assess planning against OA</li> </ul>												Dev Projects Officer
CR3	Not keeping IT systems up to date to deliver service leading to business failure	4	2	8	<ul style="list-style-type: none"> <li>Regular review of current systems and ability to deliver</li> <li>Periodic updates with IT Manager</li> </ul>	4	1	4	Tolerate		Throughout 2023-24		Head of ED ED Manager Development Project Manager in assoc. with IT Manager				
CR3	Failure to deliver BRCD projects	4	3	12	<ul style="list-style-type: none"> <li>Regular Board meetings</li> <li>Regular Subgroup internal meetings</li> </ul>	4	1	4	Tolerate		Throughout 2023-24		Director Place Head of ED Dev Projects Manager				
CR3	Failure to secure human resources to effectively deliver services & optimise opportunities	4	4	16	<ul style="list-style-type: none"> <li>Work with HR to plan appropriate &amp; timely recruitment for approved posts</li> <li>Workforce Group meetings</li> </ul>	4	3	12	Action	Follow up work with HR & ensure business cases & appropriate reports brought to Council	Throughout 2023-24		Head of ED ED Manager Dev Projects Manager				
CR3	Lack of engagement/buy-in of key stakeholders to deliver ITRDS	3	4	12	<ul style="list-style-type: none"> <li>Regular engagement meetings with internal departments and key stakeholder organisations</li> </ul>	3	3	9	Action	Regular monitoring of progress against plans and targets	Throughout 2023-24		Head of ED ED Manager Dev Projects Manager Relevant Directorates				
CR3	Failure of Exploris	4	2	8	<ul style="list-style-type: none"> <li>Monthly and Quarterly meetings with Operator to review operations</li> <li>Regular ongoing contact with Operator</li> <li>Interim and Annual review to assess planning against OA</li> </ul>	4	1	4	Tolerate		Throughout 2023-24		Head of ED Dev Projects Manager				
CR3	Brexit	3	3	9	<ul style="list-style-type: none"> <li>Monitoring of advice related to Brexit</li> <li>Researching alternative sources of funding for programmes</li> </ul>	2	2	4	Tolerate	Ongoing monitoring and advice	Throughout 2023-24		Head of ED ED Manager Dev Projects Manager				

					<ul style="list-style-type: none"> <li>Provision of advice sessions for businesses</li> </ul>								
CR7	Failure to monitor and comply with GDPR	4	3	12	<ul style="list-style-type: none"> <li>Password protected files</li> <li>Data Sharing Agreements</li> </ul>	4	1	4	Tolerate				ED Manager Dev Projects Manager

Resources

<p><b>Are all actions resourced within the current (2023/2024) budget plan?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>
<p><b>Will additional resources be required?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>                  (If no please comment in Section A below how the actions will be funded, ie Staff Resources, Equipment, Revenue Budget, Capital Budget.)                  (If yes please detail additional resources in Section B below.)</p>
<p><b>Section A:</b></p>
<p><b>Section B:</b> Budget is required from DIC to run the LMP and deliver the Action Plan.</p>
<p><b>Staff:</b> &lt;Details of changes to required resources to deliver on objectives&gt; n/a</p>
<p><b>Financial:</b> &lt;Insert budget required to deliver on objectives&gt; The Economic Development Budget for 2023-24 is £1.2m.</p>
<p><b>Other:</b> &lt;Insert details of other resources required to deliver on objectives&gt; n/a</p>
<p><b>If the required additional resources are NOT available, please state:</b></p>
<p>What is the likely impact on performance? n/a</p>
<p>What is the likely impact on the public? n/a</p>
<p>What is the likely impact on staffing? n/a</p>

## Monitoring and Review

Monitoring and review will be undertaken through regular team meetings and throughout the year at the specified intervals detailed above and/or as specified for particular projects. KPIs will be reported to the Place and Prosperity Committee each quarter in 2023-24. The targets and actions which are linked to the ITRDS will be reviewed on an ongoing basis.

## Conclusions

The Economic Development section will continue to strive to deliver an excellent and efficient service throughout the Council and the Borough. The key actions above will be driven by the ambitious targets set in the Integrated Tourism, Regeneration and Economic Development Strategy 2018-2030, Community Plan, new Entrepreneurship Support Service and Belfast Region City Deal but have been revised due to budget prioritisation and resources.

## Appendices

### 8.1 PESTLE Analysis

**Political:** The current economic and political climate is challenging, and the immediate future is uncertain due to the continuing effects of the pandemic and aspects of Brexit. The NI Executive's decisions and government department priorities over the coming period will impact the business climate and available support for our local businesses.

**Economic:** The Draft Programme for Government 2016-21 and the 10X Economy Strategy will determine several strategic issues and targets for local government, and the Industrial Strategy for Northern Ireland will inform key strategic priorities. More specifically, the Integrated Tourism Regeneration and Economic Development Strategy 2018-2030 (ITRDS) and new Entrepreneurship Support Service provides key economic drivers in relation to the number of jobs to be created and target productivity levels and will still inform our plans as we move forward.

The end of EU Funding and optimising new sources of funding such as UKSPR and PEACE Plus will be key to ensure continuity of services and support for local businesses. The outcome of the Belfast Region City Deal will have an impact on resources, budgets and activities within the Economic Development section and will have to be factored into plans and prioritised appropriately and collaboratively within the wider Directorate and across Council.

The rising costs of utilities and increase in inflation is having a great impact on the local and wider economy. Support and engagement will need to be tailored to assist best businesses' survival and sustainability.

**Social:** In Ards and North Down we have an aging population and a high percentage of young people with no qualifications while equally ranking high in the percentage of those with qualifications of NVQ level 4 and above. In planning our outworking from the ITRDS we need to be mindful of how we can address issues to ensure we have a qualified and able workforce to meet our businesses' needs in the Borough and how we can best prepare them for growth continuing to positively contribute to the Borough's economic wealth. The work being done through the local Labour Market Partnership will help to address some of the

issues businesses face in filling vacancies while helping to upskill and create new pathways for those seeking entry into employment. The way people work and spend their income has changed since the pandemic and in light of rising costs. Young people and the long-term economically inactive may be hardest hit by unemployment so we will work with partners, employers and government to deliver the appropriate support.

**Technology:** Technology is constantly changing the way people engage with services and want to receive information. This will impact on how we plan, deliver and communicate with our service users and how we help our businesses to be agile and adapt to the changes in order to grow. The lack of digital infrastructure across the Borough presents issues that still need to be addressed. The requirements for use of digital technologies have increased dramatically and with increasing numbers of employees expected to be working from home we will need to address digital literacy, capability and security, while ensuring as many people as possible across the borough get access to fast fibre broadband.

**Legal:** Ensuring best practice and value for money means that we will ensure that we comply with all regulations regarding procurement of goods and services and that training staff and members is kept up to date, especially in relation to new legislation such as GDPR, new regulations arising from Brexit and the move to include more social clauses in contracts.

**Environmental:** To assist Council in meeting its sustainability and environmental objectives we will work to ensure we adopt best practice in working with suppliers, and internally, use technology where possible to reduce our carbon footprint and look at new models of working to reduce unnecessary commuting. The internal Climate Action Working Group will help us collectively to work on progressing more sustainable business practices.

### 8.2 ED Unit SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Cohesive and capable team with ability to adapt to changing needs</li> <li>▪ Ability to leverage funds to optimise support delivered</li> <li>▪ Good partnership working to deliver results</li> <li>▪ Horizon scanning to capture latest trends to keep delivery fresh</li> <li>▪ Relationship building with business base</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Increasing delivery demands/projects with finite resources</li> <li>▪ Evolving technologies</li> <li>▪ Pace of projects and ensuring all team members kept up to speed in a timely manner</li> <li>▪ Time consuming nature of Government Departments demands on reporting mechanisms against resources</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ New sources of funding</li> <li>▪ Partnership working presents innovative ideas and business support mechanisms</li> <li>▪ Use of Digital technologies</li> <li>▪ BRCD</li> <li>▪ ED Partnerships</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>▪ Cessation of EU funding sources</li> <li>▪ Increasing delivery demands and competing priorities</li> <li>▪ Rising costs</li> </ul>



## ECONOMIC DEVELOPMENT

1 April 2023 – 31 March 2024

<b>Head of Service signature</b>	<i>Clare McGill</i>
<b>Date</b>	13/02/2023
<b>Peer Review signature</b>	<i>Sharon Mahaffy</i>
<b>Date</b>	16/02/2023
<b>Director signature</b>	<b><i>Ann E McCullough</i></b>
<b>Date</b>	21/02/2023

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Introduction

<b>Name of Service</b>	Economic Development						
<b>Included Service Units</b>	Economic Development Unit Development Projects Unit						
<b>Directorate</b>	Prosperity						
<b>Purpose of Service</b>	<p>The Economic Development (ED) Service promotes and supports the economic wellbeing and growth of the Borough to make it a place to live where all can benefit from a prosperous economy. The Service reflects and aligns with the corporate vision as outlined in the Council Plans and Strategy below.</p> <p><b>Corporate Plan 2020-24</b></p> <p>The activities of the Economic Development Service Plan will support the priorities of the proposed Corporate Plan concentrating on Priorities 1, 3 and 6, while contributing to each through cross-cutting collaboration as appropriate.</p> <p>Priority 1: Prosperity: Growing our local economy                  Priority 2: Environment: Growing a cleaner, greener local and global environment                  Priority 3: Opportunity: Growing the lifelong potential of our community                  Priority 4: Pride: Growing empowerment, respect and safety of our community                  Priority 5: Life: Growing the health and wellbeing of our residents                  Priority 6: Excellence: Growing a high-performing Council</p> <p><b>Community Plan (The Big Plan)</b></p> <p>Outcome 4: All people in Ards and North Down benefit from a prosperous economy.</p> <p><b>Integrated Strategy for Tourism, Regeneration and Economic Development 2018-2030 (ITRDS)</b></p> <p>The ITRDS presents a coherent vision for the Borough in which the Economic Development Service plays a key role in the delivery of actions and key targets to realise a more prosperous and thriving Borough.</p>						
<b>Key customers/ stakeholders and their needs</b>	<p>The list below presents the customers/stakeholders which the ED units serve and engage with to deliver services throughout the year. Business needs are accessed through working groups, business feedback and surveys, and plans are developed together with delivery partners to provide the support to meet those needs.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #4F81BD; color: white;"><i>Customers/Stakeholders</i></th> <th style="background-color: #4F81BD; color: white;"><i>Needs from the service</i></th> </tr> </thead> <tbody> <tr> <td>Businesses</td> <td>Ongoing support requirements for business advice, access to knowledge and skills development, sources of funding and support, commercial premises and land.</td> </tr> <tr> <td>Residents</td> <td>Requirement for good place making, a vision for a prosperous Borough, job creation and investment.</td> </tr> </tbody> </table>	<i>Customers/Stakeholders</i>	<i>Needs from the service</i>	Businesses	Ongoing support requirements for business advice, access to knowledge and skills development, sources of funding and support, commercial premises and land.	Residents	Requirement for good place making, a vision for a prosperous Borough, job creation and investment.
<i>Customers/Stakeholders</i>	<i>Needs from the service</i>						
Businesses	Ongoing support requirements for business advice, access to knowledge and skills development, sources of funding and support, commercial premises and land.						
Residents	Requirement for good place making, a vision for a prosperous Borough, job creation and investment.						

<b>Customers/Stakeholders</b>	<b>Needs from the service</b>
Employees	A quality and supportive environment, adequate resources, on-going training and development, involvement in planning and recognition of achievements.
Elected Members	Regular updates on economic data and timely reports and recommendations on interventions and opportunities enabling service delivery to support the economic development of the Borough.
Department of Agriculture, Environment and Rural Affairs (DAERA)	Data and reports supporting funding streams
Department for Economy (DfE), Department for Communities (DfC)	Reports according to project timelines, support and input for development of strategic plans for growth, skills and employability, and investment.
Invest NI	Sharing of local information and joint working to support inward investment, businesses looking to export, use of land and job creation support programmes
Partner Councils	Information sharing and collaboration on strategic planning; delivery of support mechanisms and projects.
Partner Organisations <ul style="list-style-type: none"> <li>• Pickie Funpark</li> <li>• Exploris</li> <li>• boatfolk</li> </ul>	Funding and support to develop product/service offering.
Enterprise Agencies	Collaboration to support job creation, pre-employment initiatives and commercial property development
South Eastern Regional College (SERC)	Co-operation to support priorities in the Big Plan and to support local students and businesses to drive economic wellbeing and growth
Department of Culture Media & Sports (DCMS)/Building Digital UK (BDUK)	Timely reporting and joint working to facilitate digital development projects
Public Health Agency	Partnership working to support wellbeing initiatives
Other Service Units	Sharing of information, timely communication and collaborative approach to deliver joint projects
East Border Region (EBR)	Input into design and development of projects, their implementation and timely reporting.
Labour Market Partnership Members	Collaboration to support business needs for job creation, employment pathways and skills initiatives
Belfast Region City Deal (BRCD) Boards	Partnership working to drive forward projects, provide oversight and to identify areas for collaboration across key areas
UK Shared Prosperity Fund (SPF)	Optimising funding to support delivery of key objectives impacting economic growth and development.

## Context, challenges & key assumptions

The outlook for the Northern Ireland economy for the coming year is highly uncertain based on increasing interest rates, high inflation, rising costs, labour market and trading conditions. Consumer focused and service sectors are expected to experience falls in annual output, manufacturing sectors will be affected by growing cost pressures, while IT and professional services are expected to be steady.

COVID-19 has had an impact on how we work and how we deliver services, and we are cognisant that we need to continue to adapt the way in which we support the local economy, especially given the additional challenges businesses are facing due to the escalating energy costs, increasing cost pressures and rising inflation. We will therefore continue to work more collaboratively, to better leverage funding, provide a more seamless service and reduce duplication of provision.

Staff resources and challenges in recruitment along with budgetary pressures have had an impact on delivery over the last year. In 2023-24 we will closely monitor and manage resources to prioritise and will adapt as needed to deliver best impact.

To work towards outcomes relating to the Big Plan, delivery of the ITRDS and Belfast Region City Deal objectives and to feed into associated strategies as required, we will continue partnership working with stakeholders but also cross-departmentally to deliver results.

This will involve taking the lead and ensuring resource in a number of projects which are summarised in the broad themes below:

- Theme: **Promote to attract Investment**
  - Inward investment programme and local working support
  - Enterprise Promotion and Support
- Theme: **Connect our Places and People**
  - Digital Infrastructure
  - Collaborative Networks
- Theme: **Equip with Skills and Spaces**
  - Skills, apprenticeship and volunteering programme
  - BRCD projects
- Theme: **Understanding our Progress and Potential**
  - Support the Economic Development associated subgroups

It will also involve co-ordinating with other Departments to ensure delivery of outcomes, led by them.

Supporting the Directorate's contribution to the Belfast Region City Deal to achieve outcomes for the region and the Borough will involve allocating sufficient resource, keeping up to date with the emerging issues, partnership working (both internally and externally), to progress the delivery of key projects. We will need to ensure that we have the resources and expertise to deliver on requirements.

EU Funds have been central to the delivery of support for our local businesses and have helped to optimise budget spend. As we enter the next phase, post European Regional Development Fund (ERDF), which has supported small and medium-sized enterprise (SME) growth and competitiveness, we will now need to take forward new plans, work collaboratively with other councils as

	<p>appropriate, to leverage new funding streams such as: UK Shared Prosperity Fund, PEACE Plus etc.in order to support our objectives of building a stronger, resilient and sustainable local economy.</p>
<p><b>Reflection on previous performance – successes and lessons learned</b></p>	<p>The Economic Development Service has performed well over the last year, with most functions broadly meeting the KPIs set. Feedback from our client base and associated members has been very positive and satisfaction levels high. Needs, however, are changing and the business climate is challenging for many, therefore we will need to ensure we stay attuned to the changing environment and business needs to determine our planned activity.</p> <p>Due to resource pressure we had to curtail some activity in the last year. In 2023-24 due to reduction in budgets and continued staff pressures we will look to prioritise activity and support interventions and collaborations to achieve best impact and optimisation of funding.</p> <p>The year 2022-23 continued to throw up many challenges for the delivery of services and support to help our local businesses deal with the difficulties that the aftermath of the COVID-19 pandemic created however, the team whilst continuing to work on a hybrid basis has engaged with our client base to deliver a mix of in-person and remote mentoring, webinars, telephone support and enhanced e-communications. This has demonstrated that we can be and need to remain agile and flexible in delivery to continue having a positive impact, while also helping to save costs.</p> <p>Given the increasing demand for support services, one of the key learning points from the previous year is, that in order to meet demand and to offer a service which meets a wide range of needs, we have had to flex the activities of some team members to ensure we have the staff resources to deliver. We will need to continue to partner more, to leverage expertise with other organisations and Councils but become more focussed to deliver the greatest impact. Establishing and working with the Labour Market Partnership (LMP) has demonstrated the importance of Co-Design. Pressure on budgets has meant that we have had to prioritise spend and this will become even more challenging in the year to come.</p> <p>One of the successes over the year has been the rollout and completion of the Fast Fibre Northern Ireland (FFNI) broadband project. This has been due to the ability of the team to work in collaboration both internally and externally and to drive project management through online meetings, tools and communications to ensure key milestones have been met.</p> <p>While many businesses use the services of the Economic Development Unit, many businesses remain unaware of what we do. On a wider scale we have not been able to attract new high growth businesses to the Borough due to resources and lack of clear marketing messages and appropriate designated space. Going forward we will need to address this to have a wider impact on the economic growth of the Borough but be mindful of the context of the economic situation.</p> <p>In order to ensure that we meet the targets set within the ITRDS and BRCD we will need to constantly review the impact of the services we provide. This is often a difficult task in year as not every intervention has a direct cause and immediate effect; often the results are longer term than can be captured in a one-year service plan or, contribute to elements which sustain a business rather than hit</p>

headline achievements. We will need to ensure we get the balance right and ensure that actions and their impact, as far as possible, can be measured and that we plan more with an outcomes focus.

The learning from our previous programmes will be taken on board for new programmes that will run in the coming year. The last year has demonstrated that services can be adapted and transformed to meet business support needs. The mix of 1:1 mentoring, and workshop elements will be adapted to reflect the current business climate, along with the demand for more tailored interventions across: Pre-employment and Skills development, Business Start; Post-Start and Growth, whether this be for existing businesses or attracting new investments. Social Enterprises and sector specific programmes will be streamlined to reflect the needs identified and service delivery.

Learnings from third-party contractual arrangements, such as Pickie Funpark, Exploris and the Marina, will be used to ensure that officers' time is best spent to support the Operators' activities; to encourage improved performance and communications and ensure that Operators' obligations are clear.

Another key learning point is to ensure regular involvement and communication with all team members so that everyone understands our objectives, and the processes needed to effectively deliver the service. Since March 2020, initially working from home and then on a hybrid basis has meant that effective communication has become more important and continued efforts are required to ensure staff cohesion and clear understanding of internal and external requirements.

How does our Service contribute to community planning outcomes and PEOPLE priorities?

The Economic Development Service can be expected to have a direct impact on the following:

Community Planning Outcome	PEOPLE priority	Our focus for 2023/2024
<p><b>Outcome 1:</b> All people in Ards and North Down fulfil their lifelong potential</p>	<p><b>OPPORTUNITY:</b> we will work with our partners to develop the potential of our residents, young and old</p>	<ul style="list-style-type: none"> <li>• Develop skills, apprenticeship and volunteering programmes.</li> <li>• Support partnerships to enable pathways to employment for disadvantaged individuals.</li> </ul>
<p><b>Outcome 4:</b> All people in Ards and North Down benefit from a prosperous economy</p>	<p><b>PROSPERITY:</b> we will create the conditions for businesses to start, grow, thrive, provide opportunities for employment and be sustainable</p>	<ul style="list-style-type: none"> <li>• Support local enterprise including start-up, incubation and business development</li> <li>• Create and support the environment for businesses to invest and grow</li> <li>• Partner with others to focus on employability, skills and mentoring, pathways to employment</li> <li>• Support entrepreneurial and skills development for our key sectors.</li> <li>• Collaborate with others on projects to support innovation, regeneration and development</li> </ul>

		<ul style="list-style-type: none"> <li>• Optimise opportunities to leverage funding sources which support sustainable economic development</li> <li>• Work with contracted operators to enhance our Council facilities to attract visitors and encourage spend in the borough</li> <li>• Support measures to facilitate better broadband access, increase digital optimisation and capability</li> </ul>
<b>Outcome 2:</b> All people in AND enjoy good health and wellbeing	<b>LIFE:</b> Provide support for businesses that want their employees to be healthier	<ul style="list-style-type: none"> <li>• Collaborate with other bodies to encourage health and wellbeing within our local businesses</li> </ul>
	<b>EXCELLENCE:</b> Growing a high- performing Council	<ul style="list-style-type: none"> <li>• Seek and use best practice models and collaborations</li> <li>• Manage our resources and budget spend to optimise costs and efficiencies</li> </ul>



## Key activities for 2023/2024

<b>SERVICE:</b>	<b>Economic Development</b>
<b>Community Plan Outcome:4</b>	All people in Ards and North Down benefit from a prosperous economy
<b>Corporate Plan PEOPLE priority:</b>	<p><b>PROSPERITY:</b> We will create the conditions for businesses to start, grow, thrive, provide opportunities for employment and be sustainable.</p> <p><b>LIFE:</b> We will support and deliver initiatives to improve the emotional wellbeing of our businesses and people</p> <p><b>OPPORTUNITY:</b> We will work with partners to develop the potential of our businesses and people through skills and apprenticeship initiatives</p> <p><b>EXCELLENCE:</b> We will work to be a high performing section to increase residents and business satisfaction in our services and make them accessible.</p>
<b>Council KPI(s):</b>	<ul style="list-style-type: none"> <li>• £m investment delivered</li> <li>• Number of businesses supported</li> <li>• Numbers of jobs created from the 'Start a Business' Programme and other support programmes</li> <li>• Number of skills programmes delivered</li> </ul>
<b>Service Objective:</b>	Promote business start-up and growth across the Borough and promote Ards and North Down as an attractive destination in which to do business and invest.
<b>What difference will it make?</b>	We will increase employment and skills levels, and the economic wellbeing of the Borough will be improved through business growth and enhanced connectivity
<b>Underpinning strategies:</b>	<ul style="list-style-type: none"> <li>• Integrated Tourism, Regeneration and Economic Development Strategy 2018-2030</li> <li>• Digital Strategy 2022-2024</li> <li>• Borough Marketing and Investment Strategy 2020-2024</li> </ul>

Business as Usual activities we will deliver in 2023-2024 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
1. Assist the development of the Creative and Digital sectors through a programme of support	Ongoing	Development Projects Manager (DPM), Creative & Digital Development Officer (CDDO)	ED, Arts and Heritage, Regeneration, Procurement, external expertise, local businesses, External speakers and trainers, internal Council services, and Corporate Communications
2. Identify the options to take forward the BRCD Innovation Hub	Ongoing	Head of Service	ED and Regeneration, BRCD team, Sector experts and economist, and Local businesses

Business as Usual activities we will deliver in 2023-2024 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
3. Manage and deliver the Digital Transformation Flexible Fund Programme	Ongoing	DPM CDDO	Newry Mourne, and Down District Council (lead Council), local businesses, communications, all NI Councils, and Invest NI
Develop and implement the Digital Strategy associated Action Plan. The elements of the Action Plan are: <ul style="list-style-type: none"> <li>• Digital Sector</li> <li>• Digital Infrastructure</li> <li>• Digital Skills</li> </ul>	Ongoing	DPM CDDO	DfE, SERC, businesses, Corporate Communications, Procurement, Business Technology, Assets and Property, Capital Projects, Compliance
Maximise draw down of funds from Letter of Offer via grant claims for the Seal Sanctuary (at Exploris)	Ongoing	Development Projects Officer (DPO) DPM	DAERA Delivery agent through Aquarium Exploris Ltd at Exploris and other Council service units
6. Support facilities and manage contracts for the operation of Council Facilities: <ul style="list-style-type: none"> <li>• Pickie Funpark</li> <li>• Exploris</li> <li>• Bangor Marina</li> </ul>	Ongoing	DPM DPO	Operators of the facilities, Assets and Properties, Capital Projects, and Procurement
7. Support local Labour Market Partnership through collaboration with relevant stakeholders and Government Departments	Ongoing	HOS, Economic Development Manager (EDM), LMP Manager	DfC, DfE, Education Authority, Colleges, Universities, Private Sector, and Community
8. Provide a business intelligence service to local businesses	Ongoing	EDM/Business Development Executive (BDE)	NISRA, databases, internal service units, and local estate agents
9. Work in collaboration with key partners to deliver a cross-sectoral programme of business support and advice	On-going	EDM, BDE, and Economic Development Officer (EDO)	Invest NI, SERC, DfC, DfE, City and Town Chambers, Key Industry bodies, Cross-departmental 11 Council Consortium, External Delivery Agents, Social Enterprise Northern Ireland (SENI) and Corporate Comms

Business as Usual activities we will deliver in 2023-2024 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
10. Provide local businesses with commercial premises intelligence	On-going	EDM BFO	Local Estate Agents, Planning Service, Invest NI and Private Developers
11. Support a Health and Wellbeing programme of initiatives for local businesses	On-going	EDM EDO	Public Health Authority, Environmental Health, and Mind Body Business partners
12. Undertake Business survey to identify needs and value of our services	On-going	EDM BDE	Local businesses
13. Implementation of Borough Marketing and Investment Strategy ED Action Plan	On-going	HOS BMM	Corporate Communications
14. Manage spend against Budget	On-going	HOS/EDM/DPM	Finance
15. Maintain a healthy working environment <ul style="list-style-type: none"> <li>a. Manage staff attendance</li> <li>b. Regular team briefings</li> <li>c. Conduct Pride in Performance conversations</li> </ul>	On-going	HOS EDM DPM	Human Resources & Organisational Development, and all team members

**Service Objective:** Promote business start-up and growth across the borough and promote Ards and North Down as an attractive destination in which to do business and invest

What service development/improvement will we undertake in 2023/2024?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
1. Number of businesses supported through the Digital Transformation Flexible Fund (DTFF) programme	Strategic Effectiveness Innovation Efficiency & Sustainability	To provide capital funding for small businesses to address the financial barrier that they face when seeking to digitally transform by establishing a capital grant fund that will support investment in the types of capital equipment considered critical to their strategic digital transformation ambitions (e.g., hardware, software, bespoke system development).	From April 2023	HOS, DPM, CDDO	Council service units, other 10 Councils, Invest NI, BRCD and local businesses
2. Development and Delivery of the Enterprise Support Services (ESS) Programme	Strategic Effectiveness, Service Quality, Availability, Fairness, Innovation and Sustainability	To deliver the new Enterprise Support Service (ESS) to individuals and companies who want to engage, consolidate and grow their businesses in AND	From Sept 2023	HOS Economic Development Manager (EDM) Economic Development Officer (EDO)/ Business Development Executive (BDE)/ Assistant Economic Development Officer (AEDO)/ Funding and Finance Coordinator (FFC)	Council service units, other 10 Councils, Shared Prosperity Fund Representatives, External consultants, Local businesses, and SOLACE

**SPECIFIED ASPECTS OF IMPROVEMENT**

What will this improve?	Definition
Strategic Effectiveness	is key to <b>linking</b> the community plan, and the ongoing processes that underpin it, with a council's improvement processes. The Department would expect that a council's strategic community planning outcomes and objectives should be central to that council's improvement activity and clearly contribute to the strategic effectiveness aspect.

## SPECIFIED ASPECTS OF IMPROVEMENT

What will this improve?	Definition
Service Quality	<p><i>all relate to service provision by aiming to meet the needs of citizens and ensuring fair ease of access to the most suitable services that meet their needs. Clearly, all of these objectives can be demonstrated individually or collectively. Fairness can also be demonstrated by exercising non-service functions in ways which reduce disadvantage and improve social well-being, for instance by improving citizens' access to information or by addressing inequalities experienced by Section 75 groups.</i></p>
Service Availability	
Fairness	
Sustainability	<p><i>When carrying out its functions or providing services, a council may demonstrate improvement when it operates in a way that contributes towards the sustainability of its area, as required under the Northern Ireland (Miscellaneous Provisions) Act 2006 and the associated Northern Ireland Executive Sustainable Development Strategy. On-going efficiency may also be shown if fewer resources are utilised while maintaining provision of substantially similar or better services. Should a council choose to alter the manner by which a service is provided and in so doing it uses fewer resources or more integrated services, it will not only be demonstrating efficiency, but may demonstrate improved sustainability as well</i></p>
Efficiency	
Innovation	<p><i>any changes to service design and delivery methods that are intended to yield improvement under any other aspect and are reasonably likely to do so. This allows councils to make changes which may not have tangible effects within the same reporting year, but are likely to in subsequent years, and still count them as improvements.</i></p>

**Service Objective:** Promote business start-up and growth across the borough and promote Ards and North Down as an attractive destination in which to do business and invest

What service / activities will we be stopping / changing in 2023/2024	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
1. Number of businesses supported through Digital Growth programme	The programme finished in March 2023	None	None	Support will need to be provided through other programmes	None
2. Number of participants on European Regional Development Fund (ERDF) Digital Transformation programme - Digital Surge	The programme finished in March 2023	None	None	None as participants will be able to transfer to DTFF	None
3. SHINE Growth Business Programme	Delivery completed in March 2023 – ERDF funding coming to an end. From September 2023, the programme will be included in the delivery of the ESS programme.	None	None - Business Support will be part of the new ESS programme	None - Business Support will be part of the new ESS programme	None
4. AND Social Programme	From September 2023, the programme will be included in the delivery of the ESS programme.	None	None - Business Support will be part of the new ESS programme	None - Business Support will be part of the new ESS programme	None
5. Women's programme	From September 2023, the programme will be included in the delivery of the ESS programme.	None	None - Business Support will be part of the new ESS programme	None - Business Support will be part of the new ESS programme	None
6. Go-for-it	From September 2023, the programme will be included	None	None -	None - Business Support will be part	None

What service / activities will we be stopping / changing in 2023/2024	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
	in the delivery of the ESS programme.		Business Support will be part of the new ESS programme	of the new ESS programme	
7. Job Fair	The Job Fair will be undertaken by the LMP. All the LMPs are including the delivery of the Job Fair as part of their action plan	None – reinvested in the Engage element of the ESS	None	None	None

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 YTD	2023/24 Target
1. Creative Industries Development – number of 1-1 mentoring series	Existing	Quarterly	n/a	n/a	n/a	n/a	18	18	12	4
2. Approval of OBC and creation of action plan to progress Innovation Hub concept	Existing	Annually	n/a	n/a	n/a	n/a	n/a	1	March 2023	March 2024
3. Delivery and implementation of Digital Strategy Annual Action Plan	Existing	Annually	n/a	n/a	n/a	n/a	n/a	1	1	March 2024
4. Number of businesses supported through the DTFE programme	New	Biannually	n/a	n/a	n/a	n/a	n/a	n/a	n/a	12
5. % Draw down of Seal Sanctuary funding from DAERA	Existing	Annually	23.7%	100%	100%	100%	100%	100%	100%	Awaiting confirmation of new funding package
6. % Operators' compliance with operating agreements	Existing	Annually	100%	100%	100%	100%	100%	100%	100%	100%
7. Appointment of Operator for Bangor Marina and Harbour	New	Annually	n/a	n/a	n/a	n/a	n/a	n/a	n/a	March 2024
8. Number of projects delivered in LMP Action Plan	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	6	12
9. Number of one-to-one business advice	Existing	Quarterly	80	100	110	115	115	83	63	100
10. Number of research assignments	Existing	Quarterly	80	100	110	115	74	50	75	75
11. Number of new jobs created through Go For It/Enterprise Support Service	Existing	Quarterly	138	85	111	105	101	83	74	11a: 85 11b: 123



<b>Performance Measures</b> (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	<b>Is the measure Statutory, Corporate, Existing or New?</b>	<b>Reporting frequency</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 Actual</b>	<b>2022/23 YTD</b>	<b>2023/24 Target</b>
12. Number of business employees registering for Health and Wellbeing initiatives	Existing	Annually	n/a	n/a	n/a	n/a	25	30	19	24
13. Number of surveys to identify needs and value of the ED and business support services	Existing	Annually	1	1	1	1	1	1	1	1
14. Number of PR & thought pieces placed in relevant publications/ channels	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	6	8	6
15. Number of sector-specific fact sheets with best-in-class borough business case studies for promotion on LinkedIn and Locate in AND website	New	Biannually	n/a	n/a	n/a	n/a	n/a	n/a	2	2
16. % Spend against budget	Existing	Quarterly	n/a	n/a	95%	95%	95%	93.5%	95%	95%
17. % Staff Attendance	Existing	Quarterly	n/a	n/a	95%	95%	95%	90%	95%	95%
18. % staff reporting regular receipt of team briefings	Existing	Quarterly	n/a	n/a	100%	100%	100%	100%	100%	100%
19. % Pride in Performance Conversations completed	Existing	Annually at end of Q2	n/a	n/a	100%	100%	100%	n/a	100%	100%

Risks

Corporate Risk Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
CR3	Failure to deliver against performance targets	3	3	9	<ul style="list-style-type: none"> <li>Monthly monitoring against financial targets.</li> <li>Quarterly reviews against activity targets by managers</li> <li>Annual review and reporting</li> </ul>	3	2	6	Tolerate		March 2024	Head of ED ED Manager Dev Projects Manager	
CR3	LMP's non compliance with DfC requirements	4	3	12	<ul style="list-style-type: none"> <li>Quarterly reports</li> <li>Internal Audit</li> <li>Change control notes</li> </ul>	4	2	8	Tolerate			ED Manager LMP Manager	
CR3	Failure to procure and deliver the elements of ESS	5	3	15	<ul style="list-style-type: none"> <li>Biweekly meeting of 11 Council Working Group</li> <li>Internal review process established to monitor and manage process and resources</li> <li>Procurement processes in place</li> </ul>	5	2	10	Action	Create Schedule of Regular management and planning meetings	Throughout 2023-2024	Head of ED ED Manager	11 Council working group and funding dependant
CR3	Inadequate contingency / emergency plans for events	3	3	9	<ul style="list-style-type: none"> <li>Pre &amp; Post event planning &amp; reviews</li> <li>Annual review of Procedures</li> <li>Effective Communication process in place</li> <li>Insurance in place for all events</li> </ul>	3	2	6	Tolerate		Throughout 2023-2024	Head of ED ED Manager Dev Project Manager Risk Manager	
CR3	Failure of Pickie Fun Park	4	2	8	<ul style="list-style-type: none"> <li>Monthly and Quarterly meetings with Operator to review operations</li> </ul>	4	1	4	Tolerate		Throughout 2023-24	Head of ED Dev Projects Manager	

					<ul style="list-style-type: none"> <li>Regular ongoing contact with Operator</li> <li>Interim and Annual review to assess planning against OA</li> </ul>													Dev Projects Officer
CR3	Not keeping IT systems up to date to deliver service leading to business failure	4	2	8	<ul style="list-style-type: none"> <li>Regular review of current systems and ability to deliver</li> <li>Periodic updates with IT Manager</li> </ul>	4	1	4	Tolerate		Throughout 2023-24							Head of ED ED Manager Development Project Manager in assoc. with IT Manager
CR3	Failure to deliver BRCD projects	4	3	12	<ul style="list-style-type: none"> <li>Regular Board meetings</li> <li>Regular Subgroup internal meetings</li> </ul>	4	1	4	Tolerate		Throughout 2023-24							Director Place Head of ED Dev Projects Manager
CR3	Failure to secure human resources to effectively deliver services & optimise opportunities	4	4	16	<ul style="list-style-type: none"> <li>Work with HR to plan appropriate &amp; timely recruitment for approved posts</li> <li>Workforce Group meetings</li> </ul>	4	3	12	Action	Follow up work with HR & ensure business cases & appropriate reports brought to Council	Throughout 2023-24							Head of ED ED Manager Dev Projects Manager
CR3	Lack of engagement/buy-in of key stakeholders to deliver ITRDS	3	4	12	<ul style="list-style-type: none"> <li>Regular engagement meetings with internal departments and key stakeholder organisations</li> </ul>	3	3	9	Action	Regular monitoring of progress against plans and targets	Throughout 2023-24							Head of ED ED Manager Dev Projects Manager Relevant Directorates
CR3	Failure of Exploris	4	2	8	<ul style="list-style-type: none"> <li>Monthly and Quarterly meetings with Operator to review operations</li> <li>Regular ongoing contact with Operator</li> <li>Interim and Annual review to assess planning against OA</li> </ul>	4	1	4	Tolerate		Throughout 2023-24							Head of ED Dev Projects Manager
CR3	Brexit	3	3	9	<ul style="list-style-type: none"> <li>Monitoring of advice related to Brexit</li> <li>Researching alternative sources of funding for programmes</li> </ul>	2	2	4	Tolerate	Ongoing monitoring and advice	Throughout 2023-24							Head of ED ED Manager Dev Projects Manager

					<ul style="list-style-type: none"> <li>Provision of advice sessions for businesses</li> </ul>								
CR7	Failure to monitor and comply with GDPR	4	3	12	<ul style="list-style-type: none"> <li>Password protected files</li> <li>Data Sharing Agreements</li> </ul>	4	1	4	Tolerate				ED Manager Dev Projects Manager

Resources

<p><b>Are all actions resourced within the current (2023/2024) budget plan?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>
<p><b>Will additional resources be required?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>                  (If no please comment in Section A below how the actions will be funded, ie Staff Resources, Equipment, Revenue Budget, Capital Budget.)                  (If yes please detail additional resources in Section B below.)</p>
<p><b>Section A:</b></p>
<p><b>Section B:</b> Budget is required from DIC to run the LMP and deliver the Action Plan.</p>
<p><b>Staff:</b> &lt;Details of changes to required resources to deliver on objectives&gt; n/a</p>
<p><b>Financial:</b> &lt;Insert budget required to deliver on objectives&gt; The Economic Development Budget for 2023-24 is £1.3m.</p>
<p><b>Other:</b> &lt;Insert details of other resources required to deliver on objectives&gt; n/a</p>
<p><b>If the required additional resources are NOT available, please state:</b></p>
<p>What is the likely impact on performance? n/a</p>
<p>What is the likely impact on the public? n/a</p>
<p>What is the likely impact on staffing? n/a</p>

## Monitoring and Review

Monitoring and review will be undertaken through regular team meetings and throughout the year at the specified intervals detailed above and/or as specified for particular projects. KPIs will be reported to the Place and Prosperity Committee each quarter in 2023-24. The targets and actions which are linked to the ITRDS will be reviewed on an ongoing basis.

## Conclusions

The Economic Development section will continue to strive to deliver an excellent and efficient service throughout the Council and the Borough. The key actions above will be driven by the ambitious targets set in the Integrated Tourism, Regeneration and Economic Development Strategy 2018-2030, Community Plan, new Entrepreneurship Support Service and Belfast Region City Deal but have been revised due to budget prioritisation and resources.

## Appendices

### 8.1 PESTLE Analysis

**Political:** The current economic and political climate is challenging, and the immediate future is uncertain due to the continuing effects of the pandemic and aspects of Brexit. The NI Executive's decisions and government department priorities over the coming period will impact the business climate and available support for our local businesses.

**Economic:** The Draft Programme for Government 2016-21 and the 10X Economy Strategy will determine several strategic issues and targets for local government, and the Industrial Strategy for Northern Ireland will inform key strategic priorities. More specifically, the Integrated Tourism Regeneration and Economic Development Strategy 2018-2030 (ITRDS) and new Entrepreneurship Support Service provides key economic drivers in relation to the number of jobs to be created and target productivity levels and will still inform our plans as we move forward.

The end of EU Funding and optimising new sources of funding such as UKSPR and PEACE Plus will be key to ensure continuity of services and support for local businesses. The outcome of the Belfast Region City Deal will have an impact on resources, budgets and activities within the Economic Development section and will have to be factored into plans and prioritised appropriately and collaboratively within the wider Directorate and across Council.

The rising costs of utilities and increase in inflation is having a great impact on the local and wider economy. Support and engagement will need to be tailored to assist best businesses' survival and sustainability.

**Social:** In Ards and North Down we have an aging population and a high percentage of young people with no qualifications while equally ranking high in the percentage of those with qualifications of NVQ level 4 and above. In planning our outworking from the ITRDS we need to be mindful of how we can address issues to ensure we have a qualified and able workforce to meet our businesses' needs in the Borough and how we can best prepare them for growth continuing to positively contribute to the Borough's economic wealth. The work being done through the local Labour Market Partnership will help to address some of the

issues businesses face in filling vacancies while helping to upskill and create new pathways for those seeking entry into employment. The way people work and spend their income has changed since the pandemic and in light of rising costs. Young people and the long-term economically inactive may be hardest hit by unemployment so we will work with partners, employers and government to deliver the appropriate support.

**Technology:** Technology is constantly changing the way people engage with services and want to receive information. This will impact on how we plan, deliver and communicate with our service users and how we help our businesses to be agile and adapt to the changes in order to grow. The lack of digital infrastructure across the Borough presents issues that still need to be addressed. The requirements for use of digital technologies have increased dramatically and with increasing numbers of employees expected to be working from home we will need to address digital literacy, capability and security, while ensuring as many people as possible across the borough get access to fast fibre broadband.

**Legal:** Ensuring best practice and value for money means that we will ensure that we comply with all regulations regarding procurement of goods and services and that training staff and members is kept up to date, especially in relation to new legislation such as GDPR, new regulations arising from Brexit and the move to include more social clauses in contracts.

**Environmental:** To assist Council in meeting its sustainability and environmental objectives we will work to ensure we adopt best practice in working with suppliers, and internally, use technology where possible to reduce our carbon footprint and look at new models of working to reduce unnecessary commuting. The internal Climate Action Working Group will help us collectively to work on progressing more sustainable business practices.

### 8.2 ED Unit SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Cohesive and capable team with ability to adapt to changing needs</li> <li>▪ Ability to leverage funds to optimise support delivered</li> <li>▪ Good partnership working to deliver results</li> <li>▪ Horizon scanning to capture latest trends to keep delivery fresh</li> <li>▪ Relationship building with business base</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Increasing delivery demands/projects with finite resources</li> <li>▪ Evolving technologies</li> <li>▪ Pace of projects and ensuring all team members kept up to speed in a timely manner</li> <li>▪ Time consuming nature of Government Departments demands on reporting mechanisms against resources</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ New sources of funding</li> <li>▪ Partnership working presents innovative ideas and business support mechanisms</li> <li>▪ Use of Digital technologies</li> <li>▪ BRCD</li> <li>▪ ED Partnerships</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>▪ Cessation of EU funding sources</li> <li>▪ Increasing delivery demands and competing priorities</li> <li>▪ Rising costs</li> </ul>

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**ITEM 7****Ards and North Down Borough Council**

Report Classification	Unclassified
Council/Committee	Place and Prosperity Committee
Date of Meeting	9 March 2023
Responsible Director	Directors of Place and Prosperity
Responsible Head of Service	Head of Economic Development
Date of Report	21 February 2022
File Reference	160167
Legislation	
Section 75 Compliant	Yes
Subject	ED Performance Report Q3 2022-23 (Oct-Dec 2022)
Attachments	N/A

**Context**

Members will be aware that Council is required, under the Local Government Act 2014, to have in place arrangements to secure continuous improvement in the exercise of its functions. To fulfil this requirement Council approved the Performance Management Policy and Handbook in October 2015. The Performance Management Handbook outlines the approach to Performance Planning and Management process as:

- Community Plan – published every 10-15 years
- Corporate Plan – published every 4 years (Corporate Plan Towards 2024 in operation)
- Performance Improvement Plan (PIP) – published annually (for publication 30 September 2022)
- Service Plan – developed annually (approved April/May 2022)

The Council's 18 Service Plans outline how each respective Service will contribute to the achievement of the Corporate objectives including, but not limited to, any relevant actions identified in the PIP.



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**Reporting approach**

The Service Plans will be reported to relevant Committees on a quarterly basis as undernoted:

Reference	Period	Reporting Month
Quarter 1 (Q1)	April – June	September
Q2	July – September	December
Q3	October – December	March
Q4	January - March	June

The report for Quarter 3, 2022-23 is attached.

**Key points to note:**

- Performance in certain areas of the Service has been affected as difficulties in recruiting staff to fill posts has continued into this year, as have some instances of staff illness. Workstreams had to be prioritised in line with the resources available and therefore some targets in this quarter have been not met and budgets underspent.
- Following a joint meeting with DfE and the NI Audit Office (NIAO) it has been agreed that Councils should reference both the statutory targets and the *Go for It* programme targets. We are therefore reporting on the two sets of targets for Business Start-up activity: the original target set as part of transferring functions under RPA (referred to as NIBSUP2) and the revised target issued last year by DfE for *Go For It*. The new target will not be formally agreed to replace the original until the Executive is in place.

The revised target is significantly higher and due to the challenging economic climate, the number of enquiries re starting a business has slowed and those progressing to setting up in business has therefore been limited. Our delivery agents are taking measures to continue to promote and encourage interest and marketing activity has increased so we expect the figures to increase again in the next quarter.

**Key achievements:**

- The Digital Surge Programme has picked up and, although the figure falls just behind the target for this quarter, the team along with the delivery agent has worked hard and been successful in working to identify opportunities with businesses on how digital transformation can have a real impact on their operations to create higher economic growth.
- Operator contracts continue to be managed and perform well as we prepare for the next phase of the Bangor Waterfront development.

**Emerging issues:**

- Timelines are tight but officers continue to work with all other Councils, and through Belfast City Council, with DLUHC, to prepare plans to ensure we have continuity of support for a new business start-up and the creation of a new support service.
- With the Letter of Offer only being confirmed in November 2022 it has been challenging to implement all the projects identified in the Labour Market Partnership work plan for the current year. Work with the Partnership is currently underway to agree for submission of a new Action Plan for 2023-24. It is unclear

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however, what the budget allocation might be or when it can be approved which, once again, could impact delivery of the plan in the coming year.

**Action to be taken:**

- Officers will continue to work with HR to address staffing issues.
- Officers will continue to work in collaboration with other Councils and government departments to progress funding confirmations for the required work streams.

**RECOMMENDATION**

It is recommended that Council notes this report.
















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## Quarterly Performance Report - Economic Development

Generated on: 21 February 2023

Last Update Q3 2022/23

Performance Data Traffic Light Icon	PI Short Name	Performance Data Current Value	Performance Data Current Target
	% spend against budget	93.38%	100%
	Manage operator agreements performance	100%	100%
	% staff attendance	90%	95%
	Team Briefings to be communicated to all available staff monthly (unless Sick or on leave)	100%	100%
	PR & thought pieces placed in relevant publications	2	6
	No of business support group interventions/workshops (cumulative)	17	21
	No of 1:1 Business Advice sessions (cumulative)	63	75
	Number of participants on ERDF Digital Transformation programme(SURGE)	8	9
	Number of business research assignments (cumulative)	58	67
	Creative Industries Development – number of group interventions/workshops (cumulative)	4	6
	No of new jobs created through NIBSUP2	76	60
	Number of new jobs created through Go For It programme (cumulative)	76	95
	Draw down of Seal Sanctuary claim from DAERA	100%	100%
	Creative Industries Development – number of 1-1 mentoring sessions (cumulative)	10	9
	Number of sector specific fact sheets with best in class promotion	1	1

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## ITEM 8

**Ards and North Down Borough Council**

Report Classification	Unclassified
Council/Committee	Place and Prosperity
Date of Meeting	09 March 2023
Responsible Director	Director of Prosperity
Responsible Head of Service	Head of Economic Development
Date of Report	09 February 2023
File Reference	ED123
Legislation	N/A
Section 75 Compliant	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Other <input type="checkbox"/> If other, please add comment below:
Subject	Labour Market Partnership Update Report
Attachments	N/A

**Background**

Members will be aware that the Ards and North Down Labour Market Partnership (LMP) was established on 17th August 2021. The LMP is currently working on its 2021-23 Action Plan which has been approved by Council and the Department for Communities (DfC). Council provides the secretariat to the LMP.

A Letter of Offer Acceptance Form for the Operational Budget was signed by the Council's Chief Executive and was returned following the R&D Committee approval on 30 June 2022. It must be noted that a Letter of Offer in relation to the Administration Costs (staff and administration resources) was received to allow for the set-up and running of the LMP on 15 April 2022. This funding was guaranteed by the DfC. However, the Letter of Offer relating to the Operational Costs was indicative and subject to an internal business case being agreed by DfC. Although it was stated in that Letter of Offer that the business case would be agreed by the end of June 2022, the letter of offer was not received until 4<sup>th</sup> November 2022.

Once the letter of offer was received the LMP staff began to procure delivery partners to deliver the projects detailed in the 2021-23 Action Plan.

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Three projects within the 2021-23 Action Plan required a tender to procure an appropriate delivery partner as agreed by Council at its December 2022 meeting. All other projects required quotations.

All tenders and quotes have been awarded and are progressing at pace in order to complete by 31<sup>st</sup> March 2023.

## **LMP Projects Update**

### ***Structure: LMP Members and Sub-committees***

Membership of the LMP consists of approx. 30 members from sectoral bodies, voluntary and community organisations and Council representatives.

The three subcommittees established as working groups relate to the themes within the 2022-23 Action Plan. Their role is to assist in the strategic development of the agreed projects.

The three themes are as follows:

- **Theme 1** – Supporting people into employment and employment enhancement
- **Theme 2** – Young People with employment challenges
- **Theme 3** – Covid-19 related labour market disruption

The subcommittees report back to the full LMP.

### ***Update on current projects (2022-23)***

#### **Thematic Group 1 - Supporting people into employment and employment enhancement**

1. *Upskill unemployed people with disabilities and help them gain employment through Job Focused Academies.*

A delivery Partner has been appointed via a tendering process to deliver four Academies for up to 40 participants to receive training in: Customer Services, Health and Social Care, Business Administration and Progression into Employment. The Academies are fully recruited for delivery by 31<sup>st</sup> March 2023.

2. *Upskill unemployed people and help them gain employment through Job Focused Academies.*

A procurement process took place for this project, however the LMP was unable to secure a delivery partner to deliver within this financial year. The feedback obtained from Procurement indicated that potential bidders felt they would not have the time to implement this programme.

3. *Job Fairs*

The Labour Market Partnership hosted four Employability Roadshows that took place in January 2023 in locations in Comber, Bangor, Kircubbin and

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Donaghadee. Across the four events of 47 people that attended, 8 then went on to attend the Ards and North Down Jobs Fair on 24<sup>th</sup> January 2023.

4. *Third level education student enterprise academy focusing on business start*  
Quotations for the delivery of the Third Level Education Student Enterprise were sought and the contract awarded on 23<sup>rd</sup> January 2023. The programme is currently recruiting and due to start in February to be completed by 31<sup>st</sup> March 2023.

### **Thematic Group 2 - Young People with Employment Challenges**

5. *10 School Videos produced*

10 videos are being produced featuring different sectors and employers across the Borough to highlight routes to employment and opportunities that are available within various sectors.

Five videos have been completed with the remaining five to be completed by 31<sup>st</sup> March. These videos will then be distributed to the 13 post primary schools/education providers across the Borough.

6. *Enterprise Skills Programme for 16-24-year-olds through Regional Colleges to support self-employment*

This Enterprise Skills Academy is being delivered through SERC, the only regional college in our Borough. The Academy is designed to encourage young people to consider self-employment and potentially setting up their own business. The Academy has started with an introductory session and is aimed to be completed by 31<sup>st</sup> March 2023.

### **Thematic Group 3 - Covid 19-related Labour Market Disruption**

7. *Reskilling for Job Vacancies – Health and Social Care Academy*

A delivery agent has been appointed for the delivery of three Health and Social Care Academies for 50 participants. The Academies are:

- Health and Social Care – Entry Level
- Health and Social Care – Upskilling
- Childcare – Entry Level and Upskilling Combined

These academies will conclude with a guaranteed job interview with a local employer and will be completed by 31<sup>st</sup> March 2023.

8. *Reskilling for Job Vacancies – HGV Training and Employment Academy*

An e-tender was prepared and advertised with a closing date of 23 March 2022. Tenders were assessed on 25 March 2022 in line with Council procurement processes and DFPP (People 1<sup>st</sup> and Henderson Wholesale Ltd) were appointed as the delivery agents.

The Academy was promoted via an e-flyer across Council Social Media channels and via ANDBusiness e-zine and was also featured on ANDBusiness as a News Story.

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A brief overview is as follows:

- Joint marketing between Council, People 1<sup>st</sup> and our partners – achieving 149 applicants.
- Following short assessment 122 candidates invited to interview.
- 30 candidates selected with 5 candidates on reserve awaiting drop out/failure to attend.
- Medicals complete for all eligible candidates with 16 licenses sent for upgrade.
- 7 Zoom workshops complete for those awaiting theory – further 2 workshops booked in for each eligible candidate.
- 2 candidates awaiting license.
- 7 candidates at theory stage.
- 12 candidates at Practical Stage.
- 9 candidates are currently completing their training for a new license.
- 8 candidates have now moved into employment following completion.

The Labour Market Partnership is currently planning a Submission of a One-year Action Plan for 2023-24 to DfC. The Action Plan is being drafted in full consultation with the Partnership and will inform the Operational Budget and all related activities for 2023-24.

The 2023-24 Action Plan will be submitted to DfC on 24 February for consideration, once approved by the Partnership. It is expected that, following DfC approval, a Letter of Offer will be issued to Council by 7 April 2023. The Chief Executive will be required to sign this letter of offer to allow for a prompt implementation of the new action plan.

### **RECOMMENDATION**

It is recommended that Council:

1. Notes the content of this report; and
2. Agrees that, upon receipt, the Chief Executive signs the Acceptance Form of the DfC Letter of Offer for the Administration and Operational Budgets relating to this 2023-24 Labour Market Partnership Action Plan.

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## ITEM 9

**Ards and North Down Borough Council**

Report Classification	Unclassified
Council/Committee	Place and Prosperity Committee
Date of Meeting	09 March 2023
Responsible Director	Director of Place
Responsible Head of Service	Head of Economic Development
Date of Report	21 February 2023
File Reference	RDP196
Legislation	
Section 75 Compliant	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Not Applicable <input type="checkbox"/>
Subject	UKREiif Attendance 2023
Attachments	N/A

**Renewed Ambition Background**

Council agreed to be a member of the Renewed Ambition Programme (RAP) in January 2022. RAP is a joint public and private sector-led initiative and aims to work collaboratively to showcase investment and development opportunities across the Belfast City Region as we seek to deliver on our shared ambitions for the region as an exciting place to work, live, visit, and invest. It is a 5 pillared programme focused on activities to ensure that Belfast and the wider city region is well positioned to continue to attract investment and to deliver on inclusive growth.

The 5 pillars:

- 1) Programme of Content aimed at the local and international real estate audience which aims to showcase the Belfast City Region for future real estate investment through participation at virtual and in-person conferences and showcase events.
- 2) Programme of Engagement and Advocacy to facilitate two-way conversations with policy makers and to showcase real estate opportunities to the investor community. This aims to position the Belfast City Region positively and seeks to identify and try to address barriers that investors, developers, and occupiers may face when they consider Belfast as a destination.
- 3) Media and Stakeholder Engagement, reinforcing positive messaging around Belfast's investment proposition through international marketing and



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communication campaigns, targeting the national and international real estate investment and development community.

- 4) A shared access Repository on the investinbelfast.com website which facilitates sharing of data, marketing collateral and intel to help ensure consistent messaging and shared narrative is used by all partners when promoting the city region.
- 5) Research aligned to the impact of real estate investment to inform the city proposition and narrative.

### **UKREiif 2023**

The full programme of activity for 2023-24 is still being developed, however, it has been agreed that the RAP partners, led by Belfast City Council, will participate in UKREiif, the UK's Real Estate Investment and Infrastructure Forum which is a three-day event taking place in Leeds on 16-18 May 2023.

This event brings together the public sector with UK city and regions involved alongside Government, investors, funders, developers, and housebuilders.

#### **Participation in the event will offer:**

- 6,000+ Event Attendees
- 500+ Speakers Across 14 Stages
- 150+ Exhibitors
- 75+ Fringe Events

#### **The event is focused on:**

Connecting people, places, and businesses to accelerate the Levelling Up Agenda, whilst unlocking sustainable, inclusive, and transformational investment across the UK. The event is supported by a high number of regional combined authorities, local councils and Government departments – as well as the largest developers and investors from across the UK and internationally.

Members will be aware that the Chief Executive and Director of Place attended UKREiif last year and as reported to Council found it to be a very good platform to present the regeneration and development offerings within the borough to potential developers and investors.

#### **UKREiif 2023 Proposed RAP activities include:**

- Belfast Region branded exhibition stand (4x2m) in the exhibition hall to act as a meeting point for partners and showcase investment opportunities.
- Investment showcase and networking events

The £15k RAP sponsorship package, which was approved by Council in January 2022, will be extended to include attendance at UKREiif 2023 led by Belfast City Council. Council officer attendees are expected to cover delegate passes at a discounted cost of approximately £650/per participant (compared to the current online price approximately £800 - £900). Participants are also required to cover their own travel and accommodation costs which are estimated to be approximately £600 per participant, depending on time of booking.

There may also be an opportunity to host a dinner at the event for key potential investor partners. This is currently estimated at £400 per Council partner.

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Attracting investment into the Borough is an integral part of our Integrated Tourism, Regeneration and Economic Development Strategy (ITRDS) and collaborating with the Renewed Ambition Programme to attend UKREiiF will help to raise the profile of AND, as well as the opportunity to talk to potential developers, investors and end users, as well as reaching into wider markets.

### **RECOMMENDATION**

It is recommended that Council approves the attendance of up to two ANDBC officers at UKREiiF 2023, as part of the Renewed Ambition Programme at an estimated total cost of £2900 which will be met from existing budgets.

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## ITEM 10

## Ards and North Down Borough Council

Report Classification	Unclassified
Council/Committee	Place and Prosperity
Date of Meeting	09 March 2023
Responsible Director	Director of Prosperity
Responsible Head of Service	Head of Tourism
Date of Report	21 February 2023
File Reference	160127
Legislation	N/A
Section 75 Compliant	Yes <input type="checkbox"/> No <input type="checkbox"/> Other <input checked="" type="checkbox"/> If other, please add comment below: Screening in progress for new programmes
Subject	Tourism Service Unit Plan 2023/24
Attachments	9.1 Tourism Service Unit Plan 2023/24

Since 2017/18 Service Plans have been produced by each Service in accordance with the Council's Performance Management policy.

Plans are intended to:

- Encourage compliance with the new legal, audit and operational context;
- Provide focus on direction;
- Facilitate alignment between Community, Corporate, Service and Individual plans and activities;
- Motivate and develop staff;
- Promote performance improvement, encourage innovation and share good practice;
- Encourage transparency of performance outcomes;
- Better enable us to recognise success and address underperformance.

A draft plan for 2023/24 is attached. This plan has been developed to align with objectives of The Big Plan for Ards and North Down 2017-2032; the Corporate Plan 2020-24 and the Annual Performance Improvement Plan (PIP) 2023/24. The Plan will also support delivery of the ITRDS. The

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agreement of the plan will also contribute toward achievement of the Council's performance improvement duties under the Local Government Act (NI) 2014.

The Service Plan highlights where the service contributes to the Corporate Plan and, where this is the case, sets out the objectives of the service for the 2023/24 year. It further identifies the key performance indicators used to illustrate the level of achievement of each objective, and the targets that the Service will try to attain along with key actions required to do so.

The plan has been developed in conjunction with staff, officers, and management and in consultation with key stakeholders where relevant.

The plan is based on the agreed budget. It should be noted that, should there be significant changes in-year (e.g. due to Council decisions, budget revisions or changes to the PIP) the plan may need to be revised.

The Committee will be provided with update reports on performance against the agreed plan.

### **RECOMMENDATION**

It is recommended that Council agrees the attached Service Plan.

## Tourism Service

**1 April 2023 – 31 March 2024**

<b>Head of Service signature</b>	<i>S Mahaffy</i>
<b>Date</b>	<a href="#">21/02/2023</a>
<b>Peer Review signature</b>	<i>Clare McGill</i>
<b>Date</b>	<a href="#">14/02/2023</a>
<b>Director signature</b>	<i>Ann McCullough</i>
<b>Date</b>	<a href="#">21/02/2023</a>

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## 1. Introduction

Name of Service	Tourism
Included Service Units	<ul style="list-style-type: none"> <li>• <b>Tourism Development</b> including Experience Development, Visitor Servicing, Food and Drink Destination Development and Tourism Administration.</li> <li>• <b>Tourism Events</b> including delivery of Council tourism events and management of grants to third part event organisers, management of Open House SLA and capacity building.</li> </ul>
Directorate	Prosperity
Purpose of Service	<p>Our purpose is to facilitate, sustainably grow and promote the tourism offering within the Borough, focusing on key strengths that resonate with identified markets, to increase the overall NI visitor market share and economic return to the Borough in line with the targets set by the Integrated Tourism Regeneration and Economic Development Strategy 2018-2030 (ITRDS) and the Prosperity priority within the Corporate Plan.</p> <p>Priority 1: Prosperity: Growing our local economy And the Community Plan</p> <p>Outcome 4: All people in Ards and North Down benefit from a prosperous economy.</p>
Key customers/ stakeholders and their needs	<p>Our <b>key customers/stakeholders</b> include</p> <ul style="list-style-type: none"> <li>• Visitors</li> <li>• Tourism sector and Food sector</li> <li>• Elected members</li> <li>• Tourism NI and TIL</li> <li>• Event and experience delivery partners</li> <li>• National Food and Drink Bodies e.g. Food NI, Hospitality Ulster, NIFDA</li> <li>• Other councils</li> <li>• Other services</li> <li>• Staff</li> </ul> <p>A full analysis of needs is included in Appendix 1</p>
Context, challenges & key assumptions	<p><b>Context:</b> The Tourism service continues to operate within the framework of the ITRDS, launched In March 2018. This sets a series of outcomes/targets in the context of a visitor, investor and place proposition. The first of these, the visitor, is the priority proposition for the Tourism service. The service has four key thematic priorities which will enable the Council, working with external partners, to develop tourism against the requirement to deliver an increase in visitor share and spend – especially off/by overnight visitors.</p>

In collaboration with all relevant Council services, the Tourism service feeds into action plans to deliver on the integrated actions and sub-actions identified within the ITRDS, across the short and medium-to-long term.

See Appendix 2 for PESTLE analysis.

**Key challenges:** The greatest issue facing the tourism and hospitality sector at present is the cost-of-living crisis and the cost pressures businesses face. The long-term impact of Covid-19 has meant that many hospitality businesses, especially those in the food and drink sector, have been unable to return to pre-pandemic models, opening hours and staffing constraints being particularly impacted; Brexit impacting the latter.

Further to this, the re-opening of travel 'post Covid -19' and the ability/desire for the NI market to return to holidays abroad, means the NI market is diminished and the return and increase of 'in-bound' visits is required.

A further challenge is the AND tourism sector's ability to welcome visitors due to a potentially impacted offering.

Uncertainty arising from these factors will continue to impact all or most elements of the service's operations and budgets, with both likely to have to be reconfigured on a continual basis throughout 2023/24. Some of the performance measures and KPIs have been reduced to reflect reduced council budgets and higher cost of supplies.

At the time of writing this report the UNWTO reports that international tourism was on track to reach 65% of pre-pandemic levels by the end of 2022, as the sector continues to bounce back from the pandemic, however the IMF has reported on weakening economic indicators that suggest significant challenges to the global economy. The energy crisis is expected to continue to dominate the European macro-outlook in 2023. Tourism Ireland report the market is forecast to return to pre pandemic levels by 2025 with the island of Ireland at 75% return currently.

Positively the latest performance data available from STR reports that hotel occupancy for Oct 2022 in Northern Ireland was 77%, +9% in October 2019.<sup>1</sup>

The latest Consumer Sentiment Research conducted by Tourism NI indicates that anxiety levels relating to Covid-19 remain low, with the majority of consumers in NI and ROI believing that the worst has passed; when thinking ahead to holidays planned for 2023, excitement and optimism were the top emotions expressed in each market. While there is still a sense of worry about the cost-of-living, many respondents are still relatively optimistic, with over half of ROI consumers (53%) and 46% of NI consumers saying they "intend to keep doing things I enjoy in 2023 even if the impact of cost-of-living increases is a concern"<sup>2</sup>.

NI and ROI consumers' travel intentions indicate a generally steady performance for short breaks in the first quarter of 2023. Competition from ROI and GB remains strong however, with a significant increase in those considering a longer

<sup>1</sup> Situation Outlook SOAR report, Tourism Ireland, December 2022

<sup>2</sup> Tourism NI Wave 10 Consumer Sentiment Research – January 2023



	<p>break abroad also evident. When it comes to cancelling or reducing spend on staycations, a slight softening is evident. While spend on eating out, going to pubs and events will likely see a reduction, the number in both markets saying they won't reduce spend on these things has also increased since the October research. The proportion of NI residents planning to reduce spending on leisure day trips remains high but has declined compared to the last research report.</p> <p>In research conducted in Aug/Sept 2022, just under one-fifth of businesses indicated they would reduce opening days/hours (17%) and cut some products/services (16%). Approximately one-quarter of businesses employing staff highlighted ongoing concerns in relation to staff recruitment, retention and training.</p> <p>The Tourism service will have to remain agile to react to price increases and availability of season operating businesses for its own direct delivery activity and the impact this may have on the destination offering. Sustainability is now key in travellers' decision making and must remain to the forefront of the work the Tourism service delivers.</p> <p><b>Assumptions:</b> The Tourism service will retain at least its planned level of resource, both financially and staffing, to deliver the actions as outlined in this plan and that internal resource in other supporting services will remain. The resource/support to deliver marketing will remain at the current level.</p>
<p>Reflection on previous performance – successes and lessons learned</p>	<p>The Tourism Service began to function more 'normally' in 2022 with public facing services fully open and events operating in a less restricted environment. A number of staff who were redeployed or seconded during the pandemic chose to move posts within Council and staffing vacancies were particularly challenging for the VIC service (alongside sickness related to Covid). At present, the Tourism Service is operating a mixture of hybrid or regular office working dependent upon the business requirement. Both permanent VICs operated fully during the year, however footfall has not yet returned as anticipated. Outreach activity has been somewhat restricted due to staffing, but a plan is in place, to deliver more of this in 23/24. Cockle Row Cottages are also scheduled to reopen in 2023.</p> <p>The Tourism Development Service has focussed on building and maintaining business relationships with tourism providers, and with this support, the service has delivered 18 experiences and 25 walks and tours averaging 57% of Out of Borough visitors. The Food Service attended three trade shows as TASTE AND, and the area secured 88 awards by 18 companies. Once again, the Service has successfully secured a grant from Tourism NI to deliver a series of themed bespoke experiences, one focusing on the importance of sustainable tourism experiences. These will be delivered prior to the end of the financial year. Lessons learned include fully understanding the challenging environment within which businesses are currently operating with regard to supplies, costs and staffing and that the Council offering 'de-risk' support is essential at this time.</p> <p>The Events Service was able to deliver its planned programme of six events. Continuing challenges are arising from increased cost of infrastructure and supplies and climate 'proofing' events. Lessons learned include mitigating all events against weather events across the entire season. This incoming year, the</p>

events programme has a reduced budget to deliver the same number of events, with this being the case it is anticipated that the programmes will require more localised content and strengthened partnerships. The Service has supported Tourism Event Grant applicants throughout the year and has worked with colleagues in Community and Wellbeing to deliver a new merged AND Events and Festivals Fund. This Fund will be monitored to ensure it is fit for purpose relating to outcomes relevant to the Prosperity Directorate.

Borough Marketing no longer sits within the Tourism Service (now within Corporate Comms); however, the teams work closely together and two key visitor seasonal campaigns plus food and experiential campaigns have continued to pay dividends with continual growth on the social channels. Partnership activity with Tourism NI and Visit Belfast continue to grow and yield good results. Funding was also secured from Tourism NI to assist with campaign delivery.

Key lessons for the Tourism Service in 2023/24 are that the officers must have a planned approach to 'worst case' budget scenario planning due to likely unknown cost increases, continue to seek efficiencies via internal systems and continue to maximise collaborative partnerships. Regular communication with stakeholders will be essential to understand the volatile changing tourism business environment and services should be planned with contingency arrangements in place.

## 2. How does our Service contribute to community planning outcomes and PEOPLE priorities?

The Tourism Service can be expected to have a direct impact on the following:

Community Planning Outcome	PEOPLE priority	Our focus for 2023/2024
Benefit from a prosperous economy	<p><b>Prosperity</b></p> <p>Growing our local economy</p>	<p>The tourism service will focus on contributing to a prosperous economy by:</p> <p>Growing:</p> <ul style="list-style-type: none"> <li>growing the tourism offering (experiences, events and visitor services)</li> <li>promoting it to key markets</li> </ul> <p>Better:</p> <ul style="list-style-type: none"> <li>improving services in line with identified trends/needs of customers</li> </ul> <p>Together:</p> <ul style="list-style-type: none"> <li>work in partnership with key stakeholders</li> </ul> <p>In doing so the service will attract visitors, especially on overnight trips, to spend in the local economy.</p>
<b>Tourism has indirect impact on below</b>		
Feel pride from having access to a well-managed sustainable environment	<p><b>Environment</b></p> <p>Growing a cleaner, greener local and global environment</p>	Ensuring all tourism experiences, events and promotional activity have sustainability to the fore in both planning and execution.
Fulfil their lifelong potential	<p><b>Opportunity</b></p> <p>Growing the lifelong potential of our community</p>	Continuing to provide support (information, advice, collaborative platforms and promotional opportunities) to local tourism sector businesses. Developing the capacity of the local events sector.
Live in communities where they are respected, are safe and feel secure	<p><b>Pride</b></p> <p>Growing empowerment, respect, and safety of our community</p>	Ensuring all communities can see their communities represented positively to visitors through tourism products and experiences developed across the Borough.
	<p><b>Excellence</b></p> <p>Growing a high-performing Council</p>	Manage our resources and budget to optimise costs and efficiencies.

### 3. Key activities for 2023/2024

<b>SERVICE:</b>	<b>Tourism</b>		
<b>Community Plan Outcome:</b>	All people in Ards and North Down benefit from a prosperous economy (The Big Plan - Outcome 4)		
<b>Corporate Plan PEOPLE priority(ies):</b>	Prosperity		
<b>Council KPI(s):</b>	£ increase in the visitor economy		
<b>Service Objective:</b>	To facilitate, sustainably grow and promote the tourism offering within the Borough		
<b>What difference will it make?</b>	Increase visitors to the Borough and increase visitor revenue		
<b>Underpinning strategies:</b>	Integrated Tourism, Regeneration and Economic Development Strategy 2018 - 2030 Borough Events Strategic Direction 'Heart and Soul – what's next for events' 2021-2026 Borough Communication and Marketing Strategy – 2020-2024		
<b>Business as Usual activities we will deliver in 2023/2024 (actions)</b>	<b>Due Date</b>	<b>Lead Officer(s)</b>	<b>Who do we need to help us? (Internal/External partners)</b>
AND Experience Walks and Tours (will reduce in number due to reduction in budget and programme focus, reflected in target)	Ongoing	Tourism Development Officer (TDO)	Tour guides, suppliers, Marketing, Corporate Comms, other services within Council
'Taste of AND' Food Tours/Showcases	Ongoing	Food and Drink Officer (F&DO)	Food providers, entertainers, Marketing, Corp Comms, other services within Council
Engagement with tour operators and delivery of familiarisation visits to the Borough (including virtual)	Ongoing	TDO	Local tourism providers, tour operators, Tourism NI, Visit Belfast
Development of bookable visitor AND Experiences	Ongoing	TDO	Local business suppliers, tour guides, Marketing, Council services, TNI
Continued support for development of existing Cluster/Network groups	Ongoing	Tourism Manager (TM) and TDO	Strangford Lough Tourism Cluster, Green Network and Food and Drink Network
Visitor information provision via VICs (Ards and Bangor), Local Visitor Information Office (Exploris and Cockle Row Cottages), Tourism Information Points (TIPs) and outreach.	Ongoing	TDO	Exploris and stakeholders with TIPs
Delivery of agreed Tourism Events Programme	Ongoing	Events Manager (EM)	4 TAGs and 1 CAG (Town and City Advisory Groups), PSNI, Property & Assets, Waste, Lands,

			Licensing, Environmental Health, Risk Manager, Food & Drink Officer
Management of AND Events and Festivals Fund (Shared with Community and Development Service)	Ongoing	Events Manager	Event Organisers, Marketing and Corp Comms
Management of Open House Festival Contract	Ongoing	Events Manager	Open House Festival Board
Market Research at Events	Ongoing	Events Manager	Appointed Company Event Attendees
Capacity Building for Events Sector	Ongoing	Events Manager	Festival Forum, SERC, Admin
Promote the borough as a tourism destination via the Visit AND Destination Social Media Strategy with key messaging focused on potential visitors, including digital media campaigns with calls to action	Ongoing	Borough Marketing Manager (BMM)	Corp Comms, Tourism NI (TNI) Tourism Ireland (TIL) Visit Belfast (VB)
Deliver up-to-date promotional materials available in digital and /or print formats, aligned to the ITDRS and reflecting Visitor Proposition	Ongoing	Marketing Officer (MO)	TDO team, Events team, Corp Comms, Arts, Community, tourism trade partners
Adhere to finance and attendance policies and manage accordingly	Ongoing	HOS/TM/EM/ line managers	Finance and HR&OD
Deliver team meetings and conduct corporate Pride in Performance conversations	Ongoing	HOS/TM/EM line managers	Tourism team HR&OD

**Service Objective:**

What service development/improvement will we undertake in 2023/2024?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Creation of additional online visitor themed mapping project on Screen Tourism	Service Quality	Visitors are researching more activity/ideas online. This will increase the number of online visitor thematic map/tours available in the borough, particularly focussing on the range of film/tv locations.	Q2	TDO/ATDO	Screen NI, Local tv/film location scouts
Creation of additional online visitor themed mapping project on Food (farm shops/ markets)	Service Quality/Strategic Effectiveness	Visitors and locals will be able to increase their knowledge on where to buy/ source local fresh produce from SMEs. This will increase the profile of those businesses and increase the number of online thematic maps.	Q3	F&DO/ATDO	Food Businesses
Development of food and drink "meet the buyer" event for local food, drink and hospitality businesses.	Service Quality/Strategic Effectiveness	To improve access for local hospitality businesses to local produce. This activity will offer local producers the opportunity to 'get in front of' local buyers in the hospitality industry.	Q3	F&DO	Businesses, ED and Corporate Comms
Attendance at national/international food and drink shows to promote AND Food and Drink.	Service Quality/Strategic Effectiveness	Increase the knowledge and profile of Taste AND, food and drink and the producers from the Borough to a national and international audience.	Q4	F&DO	Suppliers and producers Trade show organisers
Creation of 3-year Events Programme with aligned procurement	Service Quality	This will enable improved planning and marketing for the events, partners will be able to invest to improve quality of delivery (subject to annual Rates Setting)	Q4	EM/EO	Procurement, Event stakeholders

What service development/improvement will we undertake in 2023/2024?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Development and delivery of High Tier Grant Scheme	Service Quality	The Borough Events Strategic Direction (2021- 2026) recommends the development of a higher tier grant scheme, which will support organisations that can deliver events which meet economic and tourism/cultural outcomes.	Q3	EM/EO	Finance and Community and Culture
Capacity Building for External Event Organisers	Service Quality	Continue with capacity building for recipients of Events and Festivals Funding, set up of Festivals Forum with bespoke training	Q4	EM/EO	Risk Manager, Marketing Manager Licensing Manager National Trust Open House
Carry out review of Borough Marketing and Communications Strategy outputs.	Service Quality	The BCMS is due to complete end 2024. The review of outputs will be completed pre end of the Strategy to determine the way forward for tourism (visitor) and economic development (investor) propositions and promotional plan.	Q2	BMM	Tourism, Economic Development and Regeneration. Corporate Communications
VAND web platform – one technical enhancement initiative	Service Quality	To increase efficiencies in search capabilities.	Q2	BMM	Tourism and web development company

## SPECIFIED ASPECTS OF IMPROVEMENT

What will this improve?	Definition
Strategic Effectiveness	<i>is key to <b>linking</b> the community plan, and the ongoing processes that underpin it, with a council's improvement processes. The Department would expect that a council's strategic community planning outcomes and objectives should be central to that council's improvement activity and clearly contribute to the strategic effectiveness aspect.</i>
Service Quality	<i>all relate to service provision by aiming to meet the needs of citizens and ensuring fair ease of access to the most suitable services that meet their needs. Clearly, all of these objectives can be demonstrated individually or collectively. Fairness can also be demonstrated by exercising non-service functions in ways which reduce disadvantage and improve social well-being, for instance by improving citizens' access to information or by addressing inequalities experienced by Section 75 groups.</i>
Service Availability	

## SPECIFIED ASPECTS OF IMPROVEMENT

What will this improve?	Definition
Fairness	
Sustainability	<p><i>When carrying out its functions or providing services, a council may demonstrate improvement when it operates in a way that contributes towards the sustainability of its area, as required under the Northern Ireland (Miscellaneous Provisions) Act 2006 and the associated Northern Ireland Executive Sustainable Development Strategy. on-going efficiency may also be shown if fewer resources are utilised while maintaining provision of substantially similar or better services. Should a council choose to alter the manner by which a service is provided and in so doing it uses fewer resources or more integrated services, it will not only be demonstrating efficiency, but may demonstrate improved sustainability as well</i></p>
Efficiency	
Innovation	<p><i>any changes to service design and delivery methods that are intended to yield improvement under any other aspect and are reasonably likely to do so. This allows councils to make changes which may not have tangible effects within the same reporting year, but are likely to in subsequent years, and still count them as improvements.</i></p>



Service Objective:					
What service / activities will we be stopping / changing in 2023/2024	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
Completion of updated Food and Drink Destination Plan	This will be complete early 23/24	n/a	Creates key workstreams for F&D for the next 4 years	Outcomes will enhance the F&D offering for public in AND	Creates key workstreams for the next 4 years. Potentially increases levels of work leading to adjustments in other tourism development areas.
Creation of online mapping of an AND coastal driving trail	Completed by end March 23	n/a	Enhanced offering	Provide public with new tool for discovering the area	Provide new promotional tool for tourism
Continued management of Ice Cream and Hot Drinks Licences	Management of Licences moving to Lands in 23/24	n/a	n/a	n/a	Tourism officer staff time (NB approx. 4 day per annum) saved but resource needs transferred to Lands Officer.
Running of tourism/food webinars/seminars	Removal from ED programme due to reduced budget in Estimates process	£5,000	Removal of bespoke training sessions by council for the sector	Impact on businesses Training will need to be sought from alternative bodies/sources where possible	Seek alternative mechanisms of training

What service / activities will we be stopping / changing in 2023/2024	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
Continued Development of Bid For Strategy	No budget in 23/24, therefore this activity is paused.	£110,000	Stalls progress on recommendation within BESD	Minimal for first year	Enables research to be carried out on other projects
Develop Sustainability Action Plan	Due to complete by end March 23 and actions to be implemented in 23/24	Officer time on development	New good practice in place	More sustainable events	Guidance provided by action plan
Develop new visitor-centric blog content for the new website for VAND.com	Complete	Officer time	More content	Improved service for visitors	Content building system in place

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 To Date	2023/24 Target
Number of AND Experience Walks and Tours	Existing	Quarterly	n/a	n/a	n/a	6	16	25	14
% of Out of Borough (OoB) sales of AND Exp Walks and Tours	Existing	Quarterly	n/a	n/a	n/a	20%	7%	54%	50%
Number of Food Tours/Showcases	Existing	Quarterly	n/a	n/a	n/a	5	4	8	4
% of Out of Borough sales of Food Tours/Showcases	Existing	Quarterly	n/a	n/a	n/a	0%	7%	40%	33%
Delivery of tour operator FAM visits to the Borough (including virtual)	Existing	Annual	n/a	n/a	n/a	1	10	6	4

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 To Date	2023/24 Target
Number of new bookable AND Experiences	Existing	Quarterly	n/a	n/a	n/a	5	15	18	16
% of OoB sales of bookable AND Experiences	Existing	Quarterly	n/a	n/a	n/a	0%	51%	59%	50%
Number of Tourism and Food and Drink Clusters/ Networks supported	Existing	Annual	n/a	n/a	n/a	2	3	3	3
Number of visitor servicing outreach activities	Existing	Annual	n/a	n/a	n/a	n/a	n/a	15	15
Delivery of online maps (screen and food & drink)	New	Annual	n/a	n/a	n/a	n/a	n/a	1	2
Development of food and drink "meet the buyer" event for local food, drink and hospitality businesses.	New	Annual	n/a	n/a	n/a	n/a	n/a	n/a	1
Attendance at National/international food and drink shows to promote AND Food and Drink	New	Annual	n/a	n/a	n/a	n/a	n/a	n/a	2
% Increase in VisitAND social media (revised target 21/22) - Key output Year 3 of BMCS	Existing	Quarterly	n/a	n/a	7631 page views	11,805 page views 1302 F'book Filwrs	99%	43%	10%

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 To Date	2023/24 Target
Number of Tourism and Taste AND PR pieces - Key output Year 3 of BMCS	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	14	10
Review of Borough Marketing and Communications Strategy outputs.	New	Annually	n/a	n/a	n/a	n/a	n/a	n/a	1
VAND web platform – one technical enhancement initiative	New	Annually	n/a	n/a	n/a	n/a	n/a	n/a	1
% engagement rate of ezines to tourism trade and consumer database (revised target from number of ezines to % engagement)	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	43%	30%
% Increase in VisitStrangford Lough social media (revised reporting method)	New	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	5%
Management of Open House Contract – monitoring of SLA	Existing	Annual	n/a	n/a	n/a	n/a	n/a	100%	100%
Market Research Plan implemented at key tourism events	Existing	Annual	n/a	n/a	n/a	n/a	n/a	1	1
Number of attendees at Tourism Events	Existing	Quarterly	168,700	157,000	147,500	cancelled	19,500	92,166	75,000
% Customer satisfaction at Tourism Events	Existing	Quarterly	80%	96%	96%	cancelled	77%	89.9%	85%
% of attendees from OoB at Tourism Events	Existing	Quarterly	n/a	n/a	16%	cancelled	28%	26.7%	25%

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 To Date	2023/24 Target
% of attendees from outside of NI at Tourism Events	Existing	Quarterly	n/a	n/a	1.67%	cancelled	0%	1.3%	2%
Average spend per attendee	Existing	Quarterly	n/a	n/a	£ 16.75	cancelled	£11.26	£11.77	£12.00
Number of attendees as Grant Aided events	Existing	Quarterly	121,482	81,494	60,656	cancelled	91,506	81,104 (one event still to happen)	Grant process yet to complete, which will confirm targets
Cost per attendee – Grant Aided Events	Existing	Quarterly	n/a	n/a	£1	cancelled	£0.80	£0.90 (one event still to happen)	
Number of Event Sector participants at training/ capacity building	Existing	Quarterly	n/a	n/a	n/a	n/a	n/a	16	40
Creation of 3-year Events Programme with aligned procurement	New	Annually	n/a	n/a	n/a	n/a	n/a	n/a	1
Development and delivery of High Tier Grant Scheme	New	Annually	n/a	n/a	n/a	n/a	n/a	n/a	1
% staff attendance	Corporate	Quarterly	95%	97.91%	95.73%	94.38%	95.85%	91.15%	95%
% spend against budget	Corporate	Quarterly	95%	92.33%	87.08%	97.07%	66.5%	97.31%	95%
% staff reporting regular receipt of team engagement/briefings	Corporate	Quarterly	n/a	n/a	n/a NB C19 impact	n/a NB C19 impact	100%	100%	100%
% staff receiving Pride in Performance conversations	Corporate	Annually	n/a	n/a	n/a NB C19 impact	n/a NB C19 impact	100%	n/a	100%

### 4. Risks

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
CR2	Failure to maintain human resource to effectively deliver services & optimise opportunities meaning service delivery is impacted	4	4	16	HOS and Manager one to ones and Manager and Team updates/one to ones New staff inducted and supported Staff team day Monthly team meetings Utilise vacancy control management scheme. Robust business case in pro forma.	4	4	16	Action	Monitor staff and apply and adhere to good team communication Regular phone calls and Teams meetings to maintain communication while working in a hybrid manner. In person meetings as required for business need. Training as required.	Set team day date. End April 23. HOS/SUMs agree timeline for any known vacancies/pos ts. 3 months in advance. Throughout 2023/24	Head of Tourism Tourism Manager Events Manager	
CR5	Failure to engage key stakeholders fully in outputs relevant and deriving from the ITRDS, impacting on	3	4	12	Industry updates (monthly ezines) Engagement platforms TAGs, CAG & Chambers (events where applicable) Events internal and external groups	3	3	9	Action	Monthly schedule Maintain updated TAG/CAG schedule with Regen. Set Food Network/Committee schedule start of each year.	Complete by end of Jan each year	Marketing Officer Events Manager Tourism Manager	

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
	Borough experience/ Product. Or any new Strategy. Failure to engage stakeholders in event planning. Leading to service/event not supported.				Food Network and Committee								
CR3	Failure to secure funding to deliver projects/ Programmes meaning outcome less cost efficient or no project	3	5	15	Review budgets aligned to projects. Set scoping targets for income generating activity at events	3	4	12	Action	Monitor and review per project for Tourism and Marketing.  Identify all available streams of funding – grants, ticketing, sponsorship etc.  Submit applications	Throughout 2023/4	Tourism Manager  Borough Marketing Manager  Events Manager	
CR3	Failure to deliver against performance targets and impact	3	4	12	Monitoring against financial targets as per Finance schedule  Quarterly reviews against KPIs by managers	3	3	9	Tolerate			Head of Tourism  Tourism Manager  Events Manager	

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
	corporate objectives				Annual review and reporting of Service Plan to Council Monthly HOS-SUM meetings at which performance against KPIs are discussed Addition of Risk review on monthly agenda					Throughout 2023/24	Borough Marketing Manager		
CR3	Non-adherence to procurement / governance requirements leading to financial cost, audit and public criticism  Inadequate controls over financial management and resource planning resulting in poor service delivery and financial loss to the Council	4	3	12	Governance arrangements, Audits  Monitoring against financial targets as per Finance schedule	4	3	12	Action	Continue to review tenders/quotes.  Staff training if required on panels  Monthly HOS/SUM financial monitoring  Events budget monitoring plan	Ongoing   End March 23	All relevant officers  SUMs/HOS  Events Manager	



Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
CR4	Inadequate contingency / emergency plans for tourism events causing harm to staff/ attendees	5	3	15	RA and Safety Plans for individual events  Communication process in place with key stakeholders/agencies  Long range weather updates via emergency planning and climate impact – Climate RA  Corporate Council Insurance in place for all events	5	3	15	Action	Event Management Plan per event including RA  Interagency/ stakeholder communication per event with post evaluation debrief meetings completed  Promote Events Toolkit to relevant groups  Tourism events to consider any Covid/public health restrictions and RA's included in EMPs  Climate mitigations and adaption for	Throughout 2023/24	Events Manager	

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
									events included in planning and EMP				
CR1	Failure to respond to the challenges of Brexit specific to hospitality and tourism sector impacting outcomes	2	3	6	Monitoring of advice related to Brexit.	2	3	6	Tolerate	Maintain and monitor to respond to negative impacts in some markets, opportunities created from others.	Ongoing	Head of Tourism Tourism Manager	
CR3	Risk of fraud in administering grant applications with financial loss to Council	4	3	12	Developed plans with robust systems with advice from other relevant departments. Staff training complete.	4	3	12	Action	Apply Fraud RA to new AND Events and Festivals Policy, ensure all fraud actions implemented as per previous fund (joint action with Community and Culture)	End April 2023	Events Manager and Events Officer (Grants and Evaluation) Community Development Manager	
CR7	Failure to adhere and monitor GDPR requirement leading to data breach and reputational damage	3	4	12	Controls include password and minimised access to databases, GDPR permission forms for photography and imagery in place with content to be reviewed in line with data compliance officer guidance. GDPR to be added as	3	3	9	Action	Implement all required GDPR related measures as per guidance from Compliance officer-ongoing. Data cleanse	Throughout 2023/24	Tourism Manager Events Manager Borough Marketing Manager	Failure to adhere and monitor GDPR requirement

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
					regular agenda item on team monthly meetings.								
CR2	Poor staff morale causing poor service performance	3	5	15	Team Briefings, investment in staff development, focus on positive working environment Team Day Monthly Team meetings All staff updates circulated. Fortnightly/monthly HOS/SUM meetings. Specific marketing meetings.	3	4	12	Action	Maintain focus on communication and engagement and training internally Consider 2 <sup>nd</sup> Team Day dependent on survey feedback. Set schedule of marketing meetings – Food, generic tourism	Throughout 2022/23	Head of Tourism Tourism Manager Events Manager Borough Marketing Manager	

## 5. Resources

<b>Are all actions resourced within the current (2023/24) budget plan?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
<b>Will additional resources be required?</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (If no please comment in Section A below how the actions will be funded, ie Staff Resources, Equipment, Revenue Budget, Capital Budget.) (If yes please detail additional resources in Section B below.)	
<b>Section A:</b> Although the activity within the service plan is resourced via the tourism revenue budget, it should be noted that the draft Food and Drink Destination Strategy 2023-2027 (FDDS) is being finalised at the time of writing. It is likely that resource available to deliver the requirements of the Strategy both human and financial may not be at the required level for 2023/34. The Action Plan associated with the FDDS will be developed in line with available resource for the actions to be delivered by Council.	
<b>Section B:</b>	
<b>Staff:</b> TDOs may have additional 'food development' work aligned to assist with the above as an interim measure.	
<b>Financial:</b> Final 23/24 Tourism Budget is £1,563,200.	
<b>Other:</b> n/a	
<b>If the required additional resources are NOT available, please state:</b>	
What is the likely impact on performance?  Delay on delivering all actions.	
What is the likely impact on the public?  Delay on outcomes.	
What is the likely impact on staffing?  n/a	

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## 6. Monitoring and Review

- Regular communication between HOS and SUMs to address challenges to the Service Plan as soon as they arise
- Monthly updates meetings between HOS and SUMs at which reporting on progress against KPIs is a standard agenda item
- Quarterly reporting of performance to the Place and Prosperity Committee.

## 7. Conclusions

This plan has been written with an optimistic view on what the tourism environment may present for 2023/24, however it is anticipated that there will be a likelihood that a level of adaptability will be required for the Service and regular adjustments made during the year, especially regarding programming activities/events.

## 8. Appendices

[Appendix 1: Full list of key customers/stakeholders and needs](#)

[Appendix 2: PESTLE Analysis](#)

## Appendix 1 – Full list of key customers/stakeholders and needs

Customers	Needs
Visitors	Globally, but especially from rest of NI, GB, and the Republic of Ireland Information and promotional offers for trip planning; easily accessible quality products and experiences, Covid-safe.
Tourism Sector (tourism providers)	Includes hospitality businesses, attractions, activity and experience providers. Information, advice, marketing and networking opportunities and support for collaborative working to attract visitors.
Food Sector (tourism providers and producers)	Includes hospitality businesses, food and drink producers and producer/retailers plus Food NI, Hospitality Ulster, NIFDA. Information, advice, marketing and networking opportunities, support for collaborative working, retail opportunities.
Elected Members	Information, responses to ratepayer queries and complaints, delivery of agreed strategies, observance of agreed policies, formal reports for governance purposes.
Tourism NI	Collaborative/partnership working with ANDBC, including guidance on local tourism products and experiences, to support the national strategic vision for tourism. Distribution of information and promotion of training and national marketing campaign opportunities, including securing AND trade offers.
Tourism Ireland	Marketing information on AND to support the all-Ireland strategic vision for tourism in global markets.
Visit Belfast	Information on AND experiences and marketing messages to aid promotion of AND as part of "Belfast Plus" region, including via travel operator and travel writer engagement platforms.
Event Delivery Partners	(Including event organisers, Town Advisory Groups, Chambers, internal Events Group, emergency services, Translink and SERC etc.) Collaborative/partnership working to ensure successful and safe tourism events.
Other external agencies/ organisations	(Includes funders, central government departments, statutory agencies and various relevant partners - National Trust, ORNI, KNIB, HU, boatfolk, Open House, Chambers of Commerce, SLLP, NITA, Clondeboye Estate, Invest NI, Strangford Lough Tourism Cluster) Collaborative/partnership working with ANDBC to ensure ongoing provision of sustainable tourism products and experiences, for mutual gain.
Other Councils	Collaboration/partnership working to achieve shared funding and/or economies of scale; mutual benchmarking and sharing of ideas and knowledge.
Service Units	Council-wide – Needs centred around integrated working and good communication to ensure best performance outcomes for ANDBC across all services.
Residents/Community Groups	General awareness of new tourism projects and experiences, and of promotion of all regions of the borough to visitors; engagement/consultation on new tourism products where impacted.
Staff	Resources, training, development opportunities, mentoring and support.

**Appendix 2: PESTLE Analysis**

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>•Brexit –in some markets creating negative sentiment re travel to the UK (but this may also boost travel to Ireland, including NI, by visitors arriving in Dublin).</li> <li>•NI Executive budget may reduce ability to deliver Tourism Recovery Plan</li> <li>•Additional funds via NI Executive to be confirmed at time of writing report, specific to tourism support ie TNI capital or revenue programmes</li> <li>•ANDBC Transformation agenda – pressure for efficiencies</li> <li>•Localised budget pressure</li> <li>•Diminished support for businesses via central government support for energy grants</li> <li>•Home Office introduction of a new travel visa – the Electronic Travel Authorisation (ETA) scheme – obstacle to travel from ROI to NI</li> <li>•War in Ukraine</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>•Potential failure of local tourism businesses as UK government energy support schemes for energy are no longer available</li> <li>•Restricted capacity of businesses to open due to staffing</li> <li>•Potential reduction of internal budgets due to cost-of-living crisis</li> <li>•External funding opportunities with very short deliver timelines – very difficult to deliver best return with resource and governance processes in place</li> <li>•Strength of other currencies vs £ - customers may stay at home as travel beyond UK becomes unaffordable</li> <li>•Strength of other currencies vs £ makes UK more attractive for international travel</li> <li>•Cut in APD on domestic routes</li> <li>•Cost of doing business</li> <li>•Labour market</li> <li>•Increasingly competitive environment</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>•Continuing uncertainty on travel due to availability of disposable income</li> <li>•Strong demand for VFM travel, increased competition from European market</li> <li>•Heightened demand for "slow travel" – fewer and shorter trips with more relaxed itineraries boosting physical and mental wellbeing – shorter lead times, uncertainty for bookings for businesses</li> <li>•Desire for sustainable travel options</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>•Continuing shift to mobile/online information digital channels/services for our tourism research and booking.</li> <li>•Digital transformation including virtual travel experiences, booking while still at home and touchless tech solutions</li> <li>•Pandemic has accelerated remote working for staff and use of wider engagement</li> <li>•Expectation that governance arrangements can meet industry demand on digital platforms of 'choice'.</li> </ul>
<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>•Carbon targets and offsetting</li> <li>•Legislative changes due to Brexit</li> <li>•Compliance with relevant legislation re GDPR, procurement, land use, road closures, safety and risk etc</li> </ul>	<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>•Potential new wave/s of Covid in 2023</li> <li>•Heightened awareness of and demand for sustainable travel and tourism/ "green" credentials</li> <li>•Crowded and highly competitive tourism marketplace</li> <li>•ANDBC drive to integrate sustainable materials and processes across all services</li> <li>•Climate change and impacts</li> </ul>

Unclassified

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**ITEM 11****Ards and North Down Borough Council**

Report Classification	Unclassified
Council/Committee	Place and Prosperity
Date of Meeting	9 March 2023
Responsible Director	Director of Prosperity
Responsible Head of Service	Head of Tourism
Date of Report	3 February 2023
File Reference	TO/MAR4/160167
Legislation	
Section 75 Compliant	Yes <input type="checkbox"/> No <input type="checkbox"/> Other X If other, please add comment below: Performance Report
Subject	Tourism Performance Report – Q3
Attachments	

**Context**

Members will be aware that Council is required, under the Local Government Act 2014, to have in place arrangements to secure continuous improvement in the exercise of its functions. To fulfil this requirement Council approved the Performance Management Policy and Handbook in October 2015. The Performance Management Handbook outlines the approach to Performance Planning and Management process as:

- Community Plan – published every 10-15 years
- Corporate Plan – published every 4 years (Corporate Plan Towards 2024 in operation)
- Performance Improvement Plan (PIP) – published annually (for publication 30 September 2022)
- Service Plan – developed annually (approved April/May 2022)

The Council's 18 Service Plans outline how each respective Service will contribute to the achievement of the Corporate objectives including, but not limited to, any relevant actions identified in the PIP.



Unclassified

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**Reporting approach**

The Service Plans will be reported to relevant Committees on a quarterly basis as undernoted:

Reference	Period	Reporting Month
Quarter 1 (Q1)	April – June	September
Q2	July – September	December
Q3	October – December	March
Q4	January - March	June

The report for Quarter 3 2022-23 is attached.

**Key points to note:**

- Food seminars delivered with Economic Development are due to complete in Q4
- Strategic partnerships with Visit Belfast and Tourism Northern Ireland help extend the reach of our promotion of the Borough to a wider audience.
- Event visitor spend has not met its target, possibly suggesting a reduction due to the cost-of-living crisis

**Key achievements:**

- Tourism staff attended World Travel Market, Flavours of Ireland, London, and Irish Tour Operators' event in Enniskillen. Evaluation report to Committee in February 2023.
- Awards season for Food and Drink sector complete with 89 awards secured by 19 companies.
- Digital marketing channels continue to strengthen for Visit Ards and North Down. The social media audience growth is very strong, driven by an 'always on' stream of inspiring visual content.
- Q3 included marketing campaigns focussed on autumn offers, and a Borough-wide Christmas programme campaign which successfully promoted Switch Ons, markets and other seasonal events.
- Delivery of weather-proof solutions for Bangor and Ards Christmas Switch Ons.
- Formation of Festivals Forum to better assist collaborative activity.

**Emerging issues:**

- Increase in costs for events infrastructure, first aid provision, programming and weather 'proofing' events will be very challenging for the events 2023/24 season.
- VIC staffing requirement with regard to one full time post and seasonal staffing.
- The budget for the 'bid for' strategy will no longer be available in 2023/24 due to the cost efficiencies savings process.

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**Action to be taken:**

- Vacancy control process to be completed for visitor servicing roles for 23/24 operations.
- Events planning budget to be closely monitored.
- Activity relating to the Bid for Strategy cannot progress at this time. It is therefore recommended that the 'Develop a Bid For Strategy' KPI is removed from the end of year Service Plan. Officers will continue to work, resources permitting, with colleagues and partners on scoping next stage plans, with the intent to submit a business case in the Rates Process in the following year/s.

**RECOMMENDATION**

It is recommended that Council notes the report and further approves the removal of the 'Develop Events Bid for Strategy' KPI from the Tourism Service Plan.












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## Quarterly Performance Report - Tourism







Generated on: 03 February 2023

Last Update Q3 2022/23

Performance Data Traffic Light Icon	PI Short Name	Performance Data Current Value	Performance Data Current Target
	No of Tourism/food webinars/seminars (cumulative)	0	3
	% spend against budget	97.31%	100%
	% customer satisfaction at events	92.8%	85%
	% staff attendance	91.15%	95%
	No of event organisers and volunteers receiving support/training (cumulative)	16	15
	Borough Marketing Strategy – No of campaigns (cumulative)	1	1
	Increase VAND social media audience by 10% annually	43%	7.5%
	Borough Marketing Strategy – No of PR pieces	14	7
	Borough Marketing Strategy – No. of Blogs	13	7
	% Out of Borough Visitors on Experience Walks and Tours	15%	10%
	No. of Experience Walks and Tours (cumulative)	25	13
	% of Out of Borough sales of bookable Experiences	49%	35%
	% of Out of Borough visitors on Taste of AND Food Tours/showcases	41%	33%
	No of Taste of AND Food Tours/Showcases (cumulative)	11	8
	Number of attendees to grant assisted events	81,104	78,175

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Performance Data Traffic Light Icon	PI Short Name	Performance Data Current Value	Performance Data Current Target
	Average engagement rates from e-zine to tourism trade and consumer database	45%	25%
	Enhance new VAND web platform – story and event submission sections	1	1
	% of Out of Borough Visitors attending events	34.2%	20%
	% of Ex NI Visitors attending events	1.8%	1%
	Event Visitor spend per attendee	£11.77	£16.00
	Number of attendees at Tourism events (cumulative)	92,166	75,000

Unclassified

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**ITEM 12****Ards and North Down Borough Council**

Report Classification	Unclassified
Council/Committee	Place and Prosperity Committee
Date of Meeting	09 March 2023
Responsible Director	Director of Place
Responsible Head of Service	Head of Capital Projects
Date of Report	21 February 2023
File Reference	160127
Legislation	N/A
Section 75 Compliant	Yes <input type="checkbox"/> No <input type="checkbox"/> Other <input type="checkbox"/> If other, please add comment below:
Subject	Capital Projects Service Unit Plan Report 2023/24
Attachments	Capital Projects Service Unit Plan 2023/24

Since 2017/18 Service Plans have been produced by each Service in accordance with the Council's Performance Management policy.

Plans are intended to:

- Encourage compliance with the new legal, audit and operational context;
- Provide focus on direction;
- Facilitate alignment between Community, Corporate, Service and Individual plans and activities;
- Motivate and develop staff;
- Promote performance improvement, encourage innovation and share good practice;
- Encourage transparency of performance outcomes;
- Better enable us to recognise success and address underperformance.

A draft plan for 2023/24 is attached. This plan has been developed to align with objectives of The Big Plan for Ards and North Down 2017-2032; the Corporate Plan 2020-24 and the Annual Performance Improvement Plan

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(PIP) 2023/24. The Plan will also support delivery of the ITRDS. The agreement of the plan will also contribute toward achievement of the Council's performance improvement duties under the Local Government Act (NI) 2014.

The Service Plan highlights where the service contributes to the Corporate Plan and, where this is the case, sets out the objectives of the service for the 2023/24 year. It further identifies the key performance indicators used to illustrate the level of achievement of each objective, and the targets that the Service will try to attain along with key actions required to do so.

The plan has been developed in conjunction with staff, officers, and management and in consultation with key stakeholders where relevant.

The plan is based on the agreed budget. It should be noted that, should there be significant changes in-year (e.g. due to Council decisions, budget revisions or changes to the PIP) the plan may need to be revised.

The Committee will be provided with update reports on performance against the agreed plan.

### **RECOMMENDATION**

It is recommended that Council agrees the attached Capital Projects Service Plan.

# STRATEGIC CAPITAL DEVELOPMENT

Service Plan: 01 April 2023 – 31 March 2024

FEBRUARY 2023



Ards and  
North Down  
Borough Council

## APPROVALS

Prepared By	Peer Reviewed By	Approved By
Andrew Dadley	Brian Dorrian	Susie McCullough
		
Head of Strategic Capital Development	Head of Regeneration	Director of Place
15/02/2023	20/02/2023	20/02/2023



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DRAFT

## 1. Introduction

<i>Service</i>	<i>Strategic Capital Development</i>
<b><i>Included Service Units</i></b>	Capital Projects
<b><i>Directorate</i></b>	Place
<b><i>Purpose of Service</i></b>	<p>The purpose of the Strategic Capital Development Service is to support, advise and provide strategic direction across all Council directorates, to support the successful delivery of Council's Capital Projects. With focus on the delivery of strategic project portfolio in line with our PEOPLE-focused priorities: Prosperity, Life, Pride, Excellence.</p> <p>To fulfil this role and deliver an effective and efficient service we continue to have to support directorates in:</p> <ol style="list-style-type: none"> <li>I. Adopt a structured approach to project delivery, utilising best practice tools and techniques, recognised by the likes of Central Government, MAG, HM Treasury and Project Delivery Professionals e.g., Five Case Model, NEC Contracts, and the Capital Handbook</li> <li>II. Proactively assist in identifying, applying, and securing partner funding from various sources to achieve our ambitions of investing in and enhancing the Borough to drive the economy and attract new visitors, businesses, and residents.</li> <li>III. Prioritise capital projects in order of our PEOPLE-focused priorities, readiness, risks, and affordability to deliver Best Value for Money (BVfM) on behalf of Stakeholders</li> <li>IV. Seek opportunities to enhance sustainability across both our new and existing assets</li> <li>V. Embrace technology, ensuring officers are adequately trained and provided with the tools and equipment needed to deliver the required service</li> <li>VI. Implement and encourage other Council directorates to use robust governance procedures to manage the often complex and challenging situations that arise in the delivery of capital projects in Local Government and the Public Sector</li> </ol>

<i>Service</i>	<i>Strategic Capital Development</i>
<p><b>Key customers / stakeholders and their needs</b></p>	<p>Our key customers are Council directorates requiring professional advice and support in the delivery of Council's Strategic Capital Projects during the following key stages:</p> <ul style="list-style-type: none"> <li>• Project Brief Development</li> <li>• Business Case &amp; Feasibility Study Preparation</li> <li>• Design &amp; Construction Process</li> <li>• Commissioning, Handover &amp; Defect Correction</li> <li>• Post Project Evaluation</li> </ul> <p>To a varying degree, other key stakeholders include:</p> <ul style="list-style-type: none"> <li>• Elected Members / politicians</li> <li>• AND Ratepayers (Residents &amp; Businesses)</li> <li>• Facility operators / end users / customers / Visitors</li> <li>• Community Groups, Schools, Charities, Churches, Sports Clubs, Youth Clubs, Youth Council &amp; Funeral Directors</li> <li>• Central &amp; Local Government Departments</li> <li>• Various Northern Ireland Public Bodies e.g., Forest Service, NIEA, NIHE, NMNI, NITB, NI Water, PSNI, Sport NI &amp; SIB</li> <li>• Other local councils</li> </ul> <p><b>Strategic Need:</b> To develop and implement a strategy that supports Council to successfully deliver the Capital Projects Portfolio in line with our PEOPLE-focused priorities, internal governance, and project delivery procedures.</p> <ul style="list-style-type: none"> <li>• Promote the Borough to attract investment, visitors &amp; new residents</li> <li>• Reduce our carbon emissions and help our residents and businesses to reduce theirs</li> <li>• Improve our open spaces and facilities to make them accessible for all</li> <li>• Integrate tackling anti-social behaviour into the design of new Council facilities</li> <li>• Increase opportunities for people to be active by investing in greenways, blue-ways, parks and accessible beaches</li> <li>• Improve how we provide services to meet our customers' needs</li> <li>• Progress transformation and efficiency opportunities to ensure continued value for money</li> </ul>
<p><b>Context, challenges &amp; key assumptions</b></p>	<p>1. Agile Working: Staff continue to work efficiently and effectively in the delivery of our services through a combination of home and office-based work. Over the past year we have embraced agile working, and</p>

<i>Service</i>	<i>Strategic Capital Development</i>
	<p>implemented hot desking, paperless processes, video conferencing and use of other digital platforms.</p> <ol style="list-style-type: none"> <li>2. Resource capacity to match council ambition is challenging given the current resource numbers but, the team has adapted well by adopting a collaborative and proactive approach to project delivery.</li> <li>3. The following assumptions have been made in the formulation of this plan:               <ol style="list-style-type: none"> <li>a. Council will receive the total amount of partnership funding from government departments as set out in the Capital Projects Portfolio (c50% - some of which is yet to be secured).</li> <li>b. The Strategic Transformation Programme (including the Estate Strategy and Office Rationalisation) will continue to gain momentum, which will inform the detailed requirements for several capital projects and drive efficiency in the organisation.</li> <li>c. The required staff resourcing levels will be made available to deliver implementation of the capital projects instructed by Council.</li> <li>d. Generally, projects will receive the backing and support of ratepayers, elected members, statutory consultees, and any other key stakeholders, to allow the project to progress efficiently through the design, planning and construction stages.</li> <li>e. The rate of inflation on capital construction costs remains within the projections currently forecast by industry professionals and organisations such as BCIS. This will need to be kept under constant review with regular updates provided to Council on value for money and affordability.</li> </ol> </li> </ol>
<p><b><i>Reflection on previous performance – successes and lessons learned</i></b></p>	<p>Our service has performed well and responded effectively to the challenges of the past year. Some notable successes include:</p> <ul style="list-style-type: none"> <li>• Staff attendance rates YTD to 31 December 2022 was 99.61%.</li> <li>• Forecast expenditure for the Service Unit remains within budget.</li> <li>• Strategic Capital Development has played an integral role in earmarking &gt;£4.6 M of additional capital funding from central government during 2022/23</li> <li>• A key success within the reporting period has been the cross-cutting engagement across all Council Services through the Capital Projects Advisory Group (CPAG), which is chaired by the Head of Strategic Development to share planned projects information and lessons learned</li> </ul>

Strategic Capital Development

<i>Service</i>	<i>Strategic Capital Development</i>
	<p>on all ongoing and planned Capital Works (construction, maintenance, and sustainability). A database of capital projects across all Council sections has been created on the CPAG Share point and is updated bimonthly to capture all available data and identify opportunities for collaborative working.</p>

## 2. How does our Service contribute to community planning outcomes and PEOPLE priorities?

The Strategic Capital Development Service can be expected to have a direct impact on the following:

Community Planning Outcome	PEOPLE priority	Our focus for 2023/2024
Promote the Borough to attract investment, visitors & new residents	Prosperity	Progress the development and delivery of Council's strategic projects that will increase visitor numbers and enable people in Ards and North Down to benefit from a prosperous economy e.g., Bangor Waterfront Redevelopment
Reduce our carbon emissions to help our residents and businesses to reduce theirs	Environment	Identify opportunities to incorporate green energy solutions and embed Council's sustainability strategy within the brief for all strategic capital projects to reduce carbon emissions and move towards net carbon zero e.g., Solar Power Installation to service Cairn Wood car park & toilet facilities
Improve our open spaces and facilities to make them accessible for all	Opportunity	Progress the development and delivery of Council's strategic projects that will improve access to open spaces and facilities e.g., Greenways, Ward Park Redevelopment & Whitespots Country Park.
Integrate tackling anti-social behaviour into the design of new Council facilities	Pride	Working with key stakeholders and consultants to identify opportunities and incorporate innovative design solutions that discourage and/or reduce anti-social behaviour e.g., Donaghadee Sports Facilities & Bangor Waterfront Redevelopment
Increase opportunities for people to be active by investing in greenways, blueways, parks, and accessible beaches	Life	Progress the development and delivery of Council's greenways projects and continue to work with relevant stakeholders such as DfI Blue/Green Active Travel Unit in delivering connectivity through urban cycle routes.
Improve how we provide services to meet our customers' needs	Excellence	Progressing any of Council's strategic projects will make a positive difference to everyone

Strategic Capital Development

		who has a stake in the Ards and North Down Area
<p><b>Progress transformation &amp; efficiency opportunities to ensure continued value for money</b></p>	<p>Excellence</p>	<p>Continue to prioritise those strategic projects that maximise Benefits Realisation and the delivery of Best Value for Money (BVfM) on behalf of everyone who has a stake in Ards and North Down e.g., Estate Strategy and Office Rationalisation</p>

## Strategic Capital Development

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## 3. Key activities for 2023/2024

<b>SERVICE:</b>	<b>Strategic Capital Development</b>		
<b>Community Plan Outcome:</b>	Supporting All Outcomes		
<b>Corporate Plan PEOPLE priority:</b>	Excellence		
<b>Council KPI(s):</b>	-		
<b>Service Objective:</b>	To assist all directorates to develop and deliver their strategic projects and associated benefits		
<b>What difference will it make?</b>	These activities will assist Council to successfully deliver the Capital Projects Portfolio in line with our PEOPLE-focused priorities		
<b>Underpinning strategies:</b>	Project Management Policy, Estates Management Plan & Sustainability Road Map		
<b>Business as Usual activities we will deliver in 2023/2024 (actions)</b>	<b>Due Date</b>	<b>Lead Officer(s)</b>	<b>Who do we need to help us? (Internal / External partners)</b>
Progress the development and delivery of Council's strategic projects whilst monitoring and reporting on the progress of Council's strategic capital projects throughout the design, planning and construction processes, proactively seeking the approval of statutory bodies, highlighting potential delays, and taking appropriate mitigating actions	Ongoing	Andrew Dadley	All Services
Contribute to and assist in the identification, application and securing of partnership funding from external bodies e.g., DfI Active Travel, The Levelling Up Fund, Complementary Fund, NLHF, PEACEPLUS & TRPSI	Ongoing	Andrew Dadley	All Services
Continue to inform the organisation through Project Boards, CPPB, CPAG, SPFG and support directorates reporting to relevant Council committees	Ongoing	Andrew Dadley	All Services, Consultants & Statutory Consultees
Collaborate with 3 <sup>rd</sup> parties in the audit of project delivery processes and procedures by our Service Unit, including the implementation of any recommendations	Ongoing	Andrew Dadley	All Services
Refer SROs/ Senior Users of Project Management Handbook, to the templates therein and the standardised 5 case model OBC	Ongoing	Andrew Dadley	All Services
Use standard template to effectively track the progress of active planning applications and responses from Statutory Consultees	Ongoing	All Project Officers	Planning



## Strategic Capital Development

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Service Objective					
What service development/improvement will we undertake in 2023/2024?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Identification and escalation of Risks (Corporate and Service Unit)	Escalating Risks	Council officers are legally required to have risk management arrangements in place to meet the Council's legal obligations.	Quarterly or upon identification	Andrew Dadley	Risk and Compliance
Professional development and accreditation	Professional Development	In line with the organisation's commitment to professional development, the two new non-NEC accredited members of staff will receive in-house training and attend an industry recognised NEC4 Project Manager's Accreditation course within the next 12 months	July 2023	Julia Kane	NEC4 Accreditation Organisation
Professional development/ embracing technology	Professional Development	In line with the organisation's commitment to professional development, train all CPU staff in using Power BI	Dec 2023	Steven Ferguson	Power BI training Programme
Procurement in line with TEO requirements using CPD templates	Procurement of Consultants/ Contractors	All externally funded schemes require CPD approval of Procurement Packages ahead of issuing the tenders.	ongoing	All Officers	Procurement Service Unit and CPD

Strategic Capital Development

**Service Objective**

What service / activities will we be stopping / changing in 2023/2024	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
Establish a centralised repository for all Project Briefs and Business Cases	Already established will update as new OBCs approved	N/A	N/A	N/A	N/A
Embrace technology to develop an interactive reporting dashboard for all capital projects, which provides a clear visual representation of key data such as cost, programme, and risk	Power BI Dashboard developed to help the Project Board, Senior Management and Elected Members to understand and make informed decisions regarding project delivery and potential outcomes. Objective changed to delivery of Power BI training for CPU staff.	N/A	N/A	N/A	N/A

## Strategic Capital Development

<b>Performance Measures</b> (Should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	<b>Is the measure Statutory, Corporate, Existing or New?</b>	<b>Reporting frequency</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 YTD</b>	<b>2022/23 Target</b>	<b>2023/24 Target</b>
No. of engagement sessions with potential partnering organisations (cumulative)	Existing	Quarterly	N/A	N/A	N/A	N/A	8	7	8	8
% Spend against budget	Existing	Quarterly	N/A	N/A	N/A	N/A	80.56%	98.19%	100%	100%
% Staff attendance	Existing	Quarterly	N/A	N/A	N/A	N/A	99.81%	100%	95%	95%
% Staff reporting regular receipt of team briefings	Existing	Quarterly	N/A	N/A	N/A	N/A	100%	100%	100%	100%
% Staff receiving regular Pride in Performance Conversations	Existing	Quarterly	N/A	N/A	N/A	N/A	N/A	80%	100%	100%
No of NEC Training Sessions both formal and in-house to support new project officers in achieving NEC 4 Project Manager Accreditation	New	Quarterly								8
% Staff receiving Power BI training	New	Quarterly								100%

## Strategic Capital Development

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## 4. Risks

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner
		I	L	R		I	L	R	Tolerate / Action			
1	External funding delays impacting on project delivery, benefits realisation, and Value for Money	4	4	16	Apply internal governance procedures to monitor and report on identified issues	4	2	8	Action	Review, embed and communicate governance arrangements. Also incorporate lessons learned.	Ongoing	AD
2	Sustainable Investment decisions	4	3	12	Test investment decisions via business cases & Implement 5 case model	4	2	8	Action	Appropriately test Strategic Need and Economic Viability at an early stage	Ongoing	AD
3	Low staff morale resulting in poor service / performance	3	3	9	Regular Team Briefings, investment in staff development, focus on positive working environment	3	2	6	Action	Maintain focus on communication, invest in team building and engagement	Ongoing	AD
4	Non-adherence to Capital Handbook	4	3	12	Governance arrangements & Quality Assurance Audits	4	2	8	Action	Review, embed and communicate governance arrangements, processes, and procedures	Ongoing	AD
5	Office accommodation / physical environment not fit for purpose	2	4	8	Flexible working, hot desking	1	4	4	Tolerate	Estate wide Council office requirements to be reviewed as part of an outline business case	Ongoing	AD
6	Lack of communication with Service Units/Client to establish future project pipeline and key requirements / deliverables	2	4	8	Raise through HOST and CPAG	2	3	6	Action	Develop existing relationships with relevant service units and seek to improve processes where issues have been identified	Ongoing	AD
7	Failure to develop suitable asset management strategy	5	4	20	Asset management working group to be established	5	3	15	Action	Actively engage as part of the working group to progress project and engage with CLT to investigate potential Procurement models	Ongoing	AD
8	Unplanned need to support delivery of non-strategic capital projects impacting on delivery of strategic capital programme of works	5	4	20	Increase awareness and accountability through forums such as CPAG. Adopt consistent approach to capital delivery across the organisation by implementing best practice and sharing lessons learned	5	2	10	Action	Engage with all Council's directorates to review and confirm anticipated pipeline of capital works (irrespective of scale / scope / complexity)	Ongoing	AD

## 5. Resources

<p><b>Are all actions resourced within the current (2023/24) budget plan?</b> <input checked="" type="radio"/> Yes <input type="radio"/> No <input checked="" type="checkbox"/></p>
<p><b>Will additional resources be required?</b> <input checked="" type="radio"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>(If no please comment in Section A below how the actions will be funded, i.e., Staff Resources, Equipment, Revenue Budget, Capital Budget.) (If yes please detail additional resources in Section B below.)</p>
<p><b>Section A:</b> N/A</p>
<p><b>Section B:</b></p> <p><b>Staff:</b> Due to Council's rolling 10-year Strategic Capital Plan and Estate Strategy Implementation, additional staff resources are required to meet the increasing workload and demands from across the organisation for our services.</p>
<p><b>Financial:</b> TBC</p>
<p><b>Other:</b> N/A</p>
<p><b>If the required additional resources are NOT available, please state:</b></p> <p>What is the likely impact on performance?</p> <p>Less capital projects will be developed and or at a slower pace, which will affect the delivery of expected project outcomes and benefits</p>
<p>What is the likely impact on the public?</p> <p>Outcomes from the new / improved facilities taking longer to deliver</p>
<p>What is the likely impact on staffing?</p> <p>Reduced morale as their workloads may increase</p>

## 6. Monitoring and Review

In adherence with corporate requirements, including quarterly reporting to Committee. Performance will also be discussed at regular manager meetings and all staff workshops.

## 7. Conclusions

This plan provides focus for the service for the 2023/24 financial year.

## 8. Appendices

### Who are your customers and what do you know about them?

Customers	Profile / characteristics	Interest <i>How much does our work and our plans impact upon this stakeholder and vice versa? (Low, Medium or High)</i>	Power <i>How much influence does this stakeholder have over the success or failure of our work and our plans? (Low, Medium or High)</i>	Support <i>What is this stakeholder's current view of our work and our plans? (Supporter, Neutral or Critic)</i>
CLT	Chief Executive and Directors	High	High	Supporter
HOST	Heads of Service, typically with responsibility for a Service comprised of a broad range of functions	High	High	Supporter
Service Unit Managers	Managers, typically with responsibility for specific functional unit	High	Medium	Supporter
All staff	The entire ANDBC staffing population	High	Low	Supporter
Elected Members	40 Aldermen and Councillors	High	High	Supporter
NIAO	Northern Ireland Audit Office	Low/Medium	Medium	Neutral
Residents and the wider public	All residents	Medium	Medium/high	Neutral
Businesses	All businesses in ANDBC	Medium	Low	Neutral

Strategic Capital Development

<b>Customers</b>	<b>Profile / characteristics</b>	<b>Interest</b> <i>How much does our work and our plans impact upon this stakeholder and vice versa? (Low, Medium or High)</i>	<b>Power</b> <i>How much influence does this stakeholder have over the success or failure of our work and our plans? (Low, Medium or High)</i>	<b>Support</b> <i>What is this stakeholder's current view of our work and our plans? (Supporter, Neutral or Critic)</i>
Wider public sector	Other Councils Govt Departments and other agencies	High	Medium/High	Neutral

## What are your customers' needs/demand levels?

<i>Customers</i>	<i>Needs / demands from the service</i>
CLT	Supporting compliance Enabling performance improvement and strategic capital development.
HOST	Supporting Services Enabling performance improvement
Service Unit Managers	Supporting Services Enabling performance improvement
All staff	Supporting compliance Communication Transfer of knowledge Enabling performance improvement
Elected Members	Supporting compliance Enabling performance improvement
NIAO	Supporting compliance Enabling performance improvement
Residents and the wider public	Supporting compliance Providing value for money Communication Enabling performance improvement
Businesses	Providing skills and opportunities to bid for services/supplies
Wider public sector	Applications for grant aid and evidencing of same Policy input and delivery Partnership on policy and delivery to improve services and efficiency



Unclassified

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**ITEM 13****Ards and North Down Borough Council**

Report Classification	Unclassified
Council/Committee	Place and Prosperity Committee
Date of Meeting	09 March 2023
Responsible Director	Director of Place
Responsible Head of Service	Head of Strategic Capital Development
Date of Report	14 February 2023
File Reference	
Legislation	
Section 75 Compliant	Yes <input type="checkbox"/> No <input type="checkbox"/> Other <input type="checkbox"/> If other, please add comment below:
Subject	Strategic Capital Development Performance Report Q3
Attachments	Quarterly Performance Report – Strategic Capital Development

**Context**

Members will be aware that Council is required, under the Local Government Act 2014, to have in place arrangements to secure continuous improvement in the exercise of its functions. To fulfil this requirement Council approved the Performance Management Policy and Handbook in October 2015. The Performance Management Handbook outlines the approach to Performance Planning and Management process as:

- Community Plan – published every 10-15 years
- Corporate Plan – published every 4 years (Corporate Plan Towards 2024 in operation)
- Performance Improvement Plan (PIP) – published annually (for publication 30 September 2022)
- Service Plan – developed annually (approved April/May 2022)

## Unclassified

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The Council's 18 Service Plans outline how each respective Service will contribute to the achievement of the Corporate objectives including, but not limited to, any relevant actions identified in the PIP.

### Reporting approach

The Service Plans will be reported to relevant Committees on a quarterly basis as undernoted:

Reference	Period	Reporting Month
Quarter 1 (Q1)	April – June	September
Q2	July – September	December
Q3	October – December	March
Q4	January - March	June

The report for Quarter 3 2022-23 is attached.

### Key points to note:

- Attendance levels are 99.38% despite the resurgence of covid infections exceeding the 95% Target.
- There continues to be good investment in staff briefings with regular fortnightly team meetings, alternating between Teams and in person.
- Professional development is also continuing as the unit continues to deliver a capital portfolio in excess of £170m over the next 10 years.
- There continues to be a good level of consultation with other Councils and Government departments through BRCD, Community Estates, the Greenways projects, Councils Estates Forum and individual meetings.

### Key achievements:

- Continued to share capital knowledge and allow a holistic approach to all large, small and maintenance capital projects undertaken by a wide range of directorates through CPAG
- Working with CPD to produce tender documents which take account of social value on all funded project as council policy develops

### Emerging issues:

- Delays in statutory responses to planning creating knock-on delays in programming projects.
- Council resources to deliver ambitious capital delivery
- High construction inflation.

### Action to be taken:

- Continue to review capital cost estimates
- Assist in the Estate Strategy development
- Assist in capital transformation project

## RECOMMENDATION

It is recommended that the Council note this report.








Unclassified

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## Quarterly Performance Report - Strategic Capital Development

Generated on: 14 February 2023

Last Update Q3 2022/23

Performance Data Traffic Light Icon	PI Short Name	Performance Current Value	Data Performance Current Target	Data
	Provide training sessions on the Implementation of the Capital handbook as required	No	No	
	Support and respond through CLT, HOST, CPPB and SPFG (SCRG)	Yes	Yes	
	No of Engagement sessions with potential partnering organisations (cumulative)	6	6	
	% spend against budget	92.27%	100%	
	Develop a standard template to effectively track the progress of active planning applications and responses from Statutory Consultees	No	No	
	% staff attendance	99.38%	95%	
	% staff reporting regular receipt of team briefings	100%	100%	
	Develop and implement interactive reporting dashboard for all capital projects	No	No	
	Establish a centralised repository for all Project Briefs and Business Cases	Yes	Yes	

Unclassified

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**ITEM 15****Ards and North Down Borough Council**

Report Classification	Unclassified
Council/Committee	Place and Prosperity Committee
Date of Meeting	09 March 2023
Responsible Director	Director of Place
Responsible Head of Service	Head of Regeneration
Date of Report	22 February 2023
File Reference	RDP 236
Legislation	n/a
Section 75 Compliant	Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable <input type="checkbox"/>
Subject	Floral Sculpture- Comber Brent Goose
Attachments	None

**Background**

As Members will be aware, the Council was awarded £1.75M Covid-19 Recovery Revitalisation funding to support the four town centres and city of the Borough to recover following the impact of Covid-19.

In 2020, a proposal was presented to the Advisory Groups to install a bespoke floral sculpture within each town/city with the main benefit of the project being the capacity to attract visitors over an extended period. This was agreed and a budget of approximately £10,000 was allocated per sculpture. It was agreed that a Brent Goose structure would be developed for Comber. This represented the wildlife spectacle that takes place annually on the shores of Strangford Lough.

The sculptures were installed in Spring 2021 and remained in place for a number of months.

It was agreed that upon completion of the project, the Council would explore options for the relocation of the floral sculptures and to work with others to have them maintained and displayed as the Council did not have a budget for this.

Unclassified

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**Request from Castle Espie Wetland Centre**

At a recent meeting of the Comber Town Advisory Group, 21 February 2023, a request was received on behalf of Castle Espie Wetland Centre, for the Brent Goose Floral Sculpture to be relocated in its current state to Castle Espie Wetland Centre. The Wetland Centre would then install the Sculpture in a prominent position at the facility.

The Town Advisory Group was content to support the request as it would ensure the Sculpture would be on display to the public and be maintained in a safe and useful way.

**RECOMMENDATION**

It is recommended that Council:

1. enters into a loan agreement for the transfer of the Brent Goose Structure to Castle Espie Wetland Centre, on the conditions that Castle Espie Wetland Centre engage a structural engineer to carry out the necessary inspections and repair works, undertake a risk assessment, submits a planning application (if necessary), arranges public liability insurance and undertakes the maintenance of the structure and
2. arranges transport of the Brent Goose structure to the facility.