



28 October, 2022

**Chairperson, Vice Chairperson** and Members of the Development Committee

**Ex Officio:** The Right Worshipful the Mayor and Deputy Mayor

Notice of Meeting

A meeting of the Regeneration & Growth Committee will take place on **Thursday, 3rd November 2022 at 6:00 pm** in the Council Chamber and remote locations for the transaction of business on the undernoted Agenda.

For those Members attending this meeting remotely, the Zoom link and passcodes are contained within the Outlook invitation that has been issued.

A hot buffet will be available in Lighters Restaurant from 5.15 pm for those Members who have confirmed in advance.

**DAVID BURNS**  
**Chief Executive**  
**Lisburn & Castlereagh City Council**

# Agenda

## 1.0 Apologies

## 2.0 Declarations of Interest

- (i) Conflict of Interest on any matter before the meeting (Members to confirm the specific item)
- (ii) Pecuniary and Non-Pecuniary Interest (Members to complete the Disclosure of Interest Form)

## 3.0 Report from Head of Economic Development

### 3.1 HGV Transport Academy - update

- ▢ *1. HGV Transport Academy (for decision) v3.docx* *Page 1*

### 3.2 Covid Recovery Small Settlements Regeneration Programme - Update

- ▢ *2. Small Settlements Update report Nov 2022.docx* *Page 4*

- ▢ *Appendix 2a Covid Recovery Small Settlements Project Update 13 10 22.pdf* *Page 7*

- ▢ *Appendix 2b Rural Investment Fund - Expression of Interest FINAL 24 08 2....pdf* *Page 13*

- ▢ *Appendix 2c Rural Investment Fund - Application FINAL 24 08 22.pdf* *Page 38*

### 3.3 Assessment of Applications to Rural Business Development Grant Scheme funded by DAERA under the Tackling Rural Poverty and Social Isolation programme (TRPSI)

- ▢ *3. For Noting - TRPSI Assessment Panel Recommendations.docx* *Page 50*

- ▢ *Appendix 3 - Assessment Panel Recommendations.pdf* *Page 53*

## 4.0 Report of the Head of Planning and Capital Development

### 4.1 Planning Publication Policy

- ▢ *4. Planning Publication Policy - FINAL.DOCX* *Page 57*

- ▢ *Appendix 4 - Planning Publication Policy - Version 1 - 5 October 2022.pdf* *Page 60*

## 5.0 Confidential Report of Director of Service Transformation

Items are confidential for reason of containing information relating to the financial or business affairs of any particular person (including the Council holding that information)

<b>5.1</b>	<b>Estimates Process 2023/24</b>	
	▢ <i>1Confd Estimates Report Nov 2022.docx</i>	<i>Not included</i>
<b>5.2</b>	<b>Dublin Belfast Economic Corridor Resource Request and Update</b>	
	▢ <i>2Confd DBEC Dublin Belfast Economic Corridor - Update Nov.22.docx</i>	<i>Page 64</i>
	▢ <i>Appendix 2a - DBEC Strategy-Draft.pdf</i>	<i>Page 69</i>
	▢ <i>Appendix 2c - DBEC Partnership Programme Manager Job Description.pdf</i>	<i>Page 153</i>
	▢ <i>Appendix 2b - Dublin Belfast Economic Corridor (DBEC) Partnership Resour.....pdf</i>	<i>Page 159</i>
	▢ <i>Appendix 2d - DBEC Partnership Programme Officer Job Description.pdf</i>	<i>Page 165</i>
<b>5.3</b>	<b>Belfast Region City Deal (BRCD) Update</b>	
	▢ <i>3Confd Belfast Region City Deal (BRCD) Extension to Posts Confidential.....docx</i>	<i>Not included</i>
<b>5.4</b>	<b>Full Fibre Networks NI Collaborative WAN/MPLS Contract Update</b>	
	▢ <i>4. Confidential Report FFNI Collaborative WAN contract Eirevo - Update MF2.docx</i>	<i>Page 172</i>
	▢ <i>Appendix 4 - FFNI.PDF</i>	<i>Page 176</i>
<b>5.5</b>	<b>Tender Report for award of Boiler Replacement Programme</b>	
	▢ <i>5Confd Tender Report for Boiler replacementsV2 (002)_Redacted.pdf</i>	<i>Page 177</i>
<b>5.6</b>	<b>Tender Report for Planned Maintenance Inspections of Gas Detection Equipment</b>	
	▢ <i>6. Confidential Report tender T2223-010 PPM 2 for Gas Detection Equipment.___Redacted.pdf</i>	<i>Page 181</i>

## **6.0 Any Other Business**



## Development Committee

### 3 November 2022

#### Report from:

Head of Economic Development

#### Item for Decision

**TITLE:** HGV Transport Academy - update

#### Background and Key Issues:

##### Background

1. Members should note that at the Full Council Meeting in January 2022, the Local Investment Programme 2022-2023 was approved. As part of the District Electoral Area (DEA) Plan, a budget of £25,000 was allocated to the delivery of an HGV Transport Academy across Lisburn & Castlereagh City Council.
2. In addition, as part of the Labour Market Partnership's Action Plan which was agreed in May 2022, an additional budget of £20,000 was also allocated to the delivery of an HGV Transport Academy across the Council area.

##### Key Issues

1. Belfast City Council has recently completed a major procurement exercise to appoint delivery agents for a number of sectoral based skills programmes. Lisburn and Castlereagh City Council was named as part of that procurement exercise to allow the Council to utilise the framework and avail of the economies of scale that come with it.
2. In line with this procurement exercise, it is therefore proposed that the Council appoints Workforce Training Services as the delivery agent, as they were the successful tenderer for the HGV element of the tender exercise. Workforce Training Services will deliver the Lisburn and Castlereagh HGV Transport Academy under the terms and conditions of Belfast City Council's Employment Academies Framework T1983 – Lot 3 Practical Sector).
3. The Council is now in a position to deliver an HGV Transport Academy across the Council area. The employment academy will have an overall maximum budget of £45,000 which will

enable a minimum of 20 participants to complete the programme.

4. It should be noted that the £20,000 element to be financed from the Labour Market Partnership Action Plan allocation will be subject to final confirmation from the Department for Communities of this amount, and receipt by the council of the associated letter of offer. Officers are confident that there will be sufficient demand for the 20 places given ongoing feedback received from companies, and a number of individuals that have already registered interest.

#### Recommendation:

It is recommended that the Committee considers and agrees to proceed with the appointment of Workforce Training Services as the delivery agent for the HGV Transport Academy under Belfast City Council's Employment Academies Framework T1983 – Lot 3 Practical Sector up to a maximum budget of £45,000 as outlined above.

#### Finance and Resource Implications:

The total budget for the HGV Transport Academy is £45,000 (£25,000 DEA and £20,000 from DfC)

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? Yes

**If no, please provide explanation/rationale**

If yes, what was the outcome?:

Option 1	Option 2	Option 3
Screen out without mitigation	Screen out with mitigation	Screen in for a full EQIA
Yes	Yes/No	Yes/No

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

It has been concluded that a detailed equality impact assessment is not necessary as all the potential impacts identified are minor and positive.

**Insert link to completed Equality and Good Relations report:**

### 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

Yes

Has a Rural Needs Impact Assessment (RNIA) template been completed?

Yes

If no, please give explanation/rationale for why it was not considered necessary:

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

The programme has been developed in order improve employability conditions for those who are economically inactive or unemployed regardless of their urban / rural location.

SUBJECT TO PLANNING APPROVAL:

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:



## Development Committee

### 3 November 2022

#### Report from:

Head of Economic Development

#### Item for Noting

**TITLE:** Covid Recovery Small Settlements Regeneration Programme - Update

#### Background and Key Issues:

##### Background

1. Funding has been secured through the Department for Communities, Department for Infrastructure and the Department for Agriculture, Environment and Rural Affairs to deliver a Covid Recovery Small Settlements Regeneration programme.
2. A letter of Offer has been signed and returned to the Department for Communities, and Council match funding of £232,333 has been ring-fenced from the 2022/2023 corporate budget estimates.
3. It must be noted that the deadline for programme delivery is 31<sup>st</sup> March 2023 as per the letter of offer although it is envisaged that this may be negotiable as project delivery progresses.

##### Key Issues

1. Further to the update information provided to the Council in June 2022 officers continue to work through the delivery of the Covid-19 Recovery Small Settlements Regeneration programme. Attached (**see Appendix**) is an update on the current status of the key initiatives within the scheme.
2. The Project Board continues to meet and review the progress of the projects, monitoring progress, managing risks and reviewing the budgets. It must be noted that the budgets allocated to each project are estimated figures and will be reviewed and potentially updated



on a rolling basis, as each project progress and procurement exercises are completed.

3. Attached for noting (**see Appendices**) are the terms of reference and application documents previously agreed by the Chair, Vice Chair and Director under the agreed delegated authority for the Rural Investment Fund. This initiative went live on 4<sup>th</sup> of October 2022.
4. Faithful and Gould have been appointed as the Employers Agent for Small Settlements. The contract will be an NEC4 Professional Service Contract. A project initiation meeting took place on Wednesday 27<sup>th</sup> August. The appointment was based on the projected costs and associated fees submitted through the framework. These costs will be monitored as we progress through each initiative, any changes will be controlled and agreed through the project board, with rolling updates provided to the committee.
5. As part of the Heritage Shopfront Scheme, new gateway signage for Moira has been designed and consulted on. These are currently in production and will be installed mid to late November 2022.

**Recommendation:**

It is recommended that the Committee notes the update provided.

**Finance and Resource Implications:**

Match-funding provision of £232,333 has been made within the existing 2022/2023 budget estimates.

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? Yes

**If no, please provide explanation/rationale**

If yes, what was the outcome?:

<b>Option 1</b> Screen out without mitigation	Yes	<b>Option 2</b> Screen out with mitigation		<b>Option 3</b> Screen in for a full EQIA	
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**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

An overarching screening document has been completed for the programme but each project will be screened individually

**Insert link to completed Equality and Good Relations report:**

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?	Yes	Has a Rural Needs Impact Assessment (RNIA) template been completed?	Yes
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**If no, please give explanation/rationale for why it was not considered necessary:**

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

The projects will be undertaken in a rural environment, an overarching RNIA has been undertaken but each individual project will require a rural needs impact assessment.

**SUBJECT TO PLANNING APPROVAL:** Yes

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

- Appendix 2a** - Small Settlements Project Update
- Appendix 2b** - Rural Investment Fund Expression of Interest
- Appendix 2c** - Rural Investment Fund Application form

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?** No

**If Yes, please insert date:**

## Covid Recovery Small Settlements Regeneration Programme – 2022/202

## Timescale for delivery – March 2023

Project Title	Project Description	Locations	Approx. Budget	Current Status
<b>Rural Investment Fund (RIF)</b>	Grant aid to encourage new business into the area or support existing businesses to diversify their current offer through repurposing of vacant units (this must include unused areas of their current premises)	Across all Small Settlements	£316,000	The Expression of Interest for the Rural Investment Fund was released on 4 <sup>th</sup> October 2022. PR Photo completed on 13/09/22 with Ald Ewart, the DAERA Minister and a representative from DfC. To date we have received a number of queries regarding the programme. An Information Workshop is took place on Thursday, 13 <sup>th</sup> October 2022 at 6pm for interested applicants. Deadline for the Expression of Interest to be submitted is Monday, 31 <sup>st</sup> October 2022. Eligible applicants will then be invited to submit a full application.
<b>Improved Transport and Walkability Infrastructure</b>	Infrastructure to support Traffic Calming Measures and increase safety across a number of villages.	Glenavy Aghalee Annahilt	£420,000	<u>Faithful and Gould appointed as Employers Agent</u>  <u>Glenavy:</u> Ongoing meetings with DFI Roads Street Lighting. Topographical surveys carried out. Street lighting agreed with DfI lighting Speed control measures detailed and tender docs prepared to issue. Awaiting confirmation from DFI Roads that the Roads Order is in place to allow works to proceed.  <u>Aghalee:</u> The information has been sent to DfI to commence the roads order for Aghalee Topographical surveys carried out.

				Engagement with utility companies ongoing Tender docs are currently being drafted.
<b>Environmental Improvement Scheme</b>	Improvements to footpaths, lighting, roads etc.	Annahilt	£430,000	<p><u>Faithful and Gould appointed as Employers Agent</u></p> <p>Utility engagement re existing services has been completed and discussions are ongoing with DfI Street Lighting.</p> <p>Concept designs have been drafted for the delivery of a public realm scheme in Annahilt. These designs informed a meeting held on 6<sup>th</sup> October 2022 between officers, Hanna &amp; Hutchinson (consultant for Small Settlements) and DfI to discuss the implementation of an Environmental Improvement Scheme in Annahilt. Hanna &amp; Hutchinson provided initial drawings to include traffic calming measures, pedestrian crossing, additional parking bays and resurfacing of footpaths.</p> <p>Early conversations have indicated that achieving traffic calming measures across the village does not meet DfI policy as the number of cars passing through the village per day exceeds 5000 although DfI will consider the installation of a pedestrian crossing through the planning application process.</p>

<b>Greenway Enhancement Schemes</b>	Increase the accessibility of Greenway links across Small Settlements to include improvements to sections of the Lagan Towpath linking the tow path to villages and creating walking loops for residents of the villages, resurfacing to allow for better navigation and the installation of benches, bins, sign posting and bicycle racks, improving usability of these linkages (Bike lock ups where possible).	Drumbridge car park	£250,000	<p><u>Faithful and Gould appointed as Employers Agent</u></p> <p>Scheme proposals have been drafted and are being reviewed internally</p> <p>Consultation on-going with stakeholders and potential users</p>
<b>Access to the Lagan Tow Path from Navigation House</b>	Reopen access from the Navigation House to the Lagan Tow Path. Historically there were steps from the Navigation House site through a gate down to the path.	Navigation House, Lisburn	£100,000	<p><u>Faithful and Gould appointed as Employers Agent</u></p> <p>Concept Design completed to allow initial discussion with NHT, HED and Planners.</p> <p>A topographical survey has been carried out and initial designs draft by a conservation architect and landscaper for Navigation House. Officers have met with representatives of Lagan Navigation Trust and Historical Environment Division onsite to review proposals to install a path from the house to the towpath.</p> <p>An arboricultural consultant has been commissioned to undertake a tree survey at the back of Navigation House to ascertain the health and condition of the trees which is maybe be required for removal to facilitate access.</p> <p>Consultation with LNT and Stepping Stones is ongoing.</p> <p>Utility engagement undertaken re existing services.</p>

<b>Implementation of an Active Travel Network Strategy (ATNMS)</b>	Implementation of an Active Travel Network Strategy to identify existing walking and cycling routes and to investigate where upgrades or new routes can be anticipated over the next 15 years (Future Routes). The Strategy will be publicised on the Council Website.	Hillsborough Moira Drumbo Annahilt Moneyreagh Dromara Glenavy Aghalee	£80,000	Strategy now complete and is being reviewed internally – projects coming forward are yet to be defined
<b>Parklets</b>	Identify areas across rural settlements that can be cleared and suitably landscaped to create a community parklet/ seating area. The implementation of a Parklet will create a central space for villagers and shoppers alike to relax and enjoy a coffee contributing to the improved mental health of the village and also provide local hospitality businesses with extended space to facilitate customers.	Moira Hillsborough Annahilt	£70,000	Parklet in Annahilt now complete Works on Parklets in Hillsborough and Moira still ongoing
<b>Heritage Shop Front Scheme</b>	The scheme aims to support business, whose shop fronts currently sit outside of planning regulations, from a heritage perspective, and help the businesses to replace their shop front façade and signage in order to conform to the guidelines as per the Lisburn Conservation area guide. The aim of the scheme is to create a more pleasing village centre environment by improving heritage shop fronts, resulting in wider benefits for the public realm and civic pride.	Hillsborough Moira	£265,000	The Expressions of interest process for the shop front Heritage scheme in Moira and Hillsborough is now closed, Approx. 36 businesses have successfully progressed through to stage 3 of the Heritage Shopfront Scheme in Moira and Royal Hillsborough. Council require all businesses to submit their planning applications and provide a planning reference number prior to receiving a letter of offer to ensure the completion deadline of March 2023 is met. 18 letters of offer have been issued to date with the remaining to be issued over the next few weeks.

<b>Improved Planting at Gateways and improving arterial routes</b>	A range of interventions have been identified through the village Renewal Plans and consultation with members that would improve the environment of the gateways and along the main arterial routes through small settlements. This would include improved planting and creating more accessible walking routes from just outside of the villages to the core of the village community. It would also create an improved central community space to support the wider community and related commercial activity.	Across all Small Settlements	£45,000	Parks and Amenities have ordered a five-year cycle of Bulbs to the value of £40,000 to undertake the improved planting at Gateways and arterial routes. It is hoped this will commence in the coming weeks. Wildflower planting will also be undertaken.
<b>Small Settlements Shop Front Scheme</b>	This grant will be offered to small business owners with premises in hospitality/ retail units on the main street within small settlements, to enhance the appearance and condition of their shop fronts and signage, making the area a more attractive place for both occupiers and visitors.	Glenavy Dromara Annahilt Aghalee Milltown Moneyreagh	£81,333	The team are currently drafting the Terms of Reference and the Expression of Interest documents for the Shop Front scheme to be delivered across all the rural settlements, these will be circulated to the Chair and Vice Chair of Development and the Director of Service Transformation for review in the coming weeks.
<b>Improvements to dedicated open space and walking trails</b>	To include signage, digital signage, maps, capital infrastructure.	Moneyreagh	£60,000	A site meeting was undertaken on 31 <sup>st</sup> August 2022 to review the proposed projects for Moneyreagh. Communities have put forward a project to provide groundworks including mechanical and electrical connections to support the delivery of a Coffee Kiosk at Moneyreagh Community Centre through a social enterprise. There is currently no other coffee provision across the village and the community centre would be considered the focal point of Moneyreagh. The proposed project supports the aims and objectives of the Small Settlement scheme. This initiative is being led by Communities.

				In addition, it has been proposed to undertake landscaping improvements to the green space in the centre of the village. This includes; clearing and planting and enhancing the existing 'reading corner'.
<b>Community Markets pilot</b>	Pilot scheme supporting community groups to deliver 'Farmers style' markets in the small villages. Based on the success of the markets in Hillsborough, Moira and Newtownbreda it is proposed to pilot two community markets, providing funding to purchase the infrastructure to facilitate delivery of the markets and provide funding to two local communities to take on the responsibility of delivering a monthly market in their area. This pilot will be extended to Moira to allow the Market to offer a 'community' element which will expand the reach of the current market.	Villages with populations of 500+	£50,000	Expression of interest documentation has been drafted for the community markets by Communities working with Economic Development; Communities' update report to L&CD Committee; following completion of procurement, community markets' contribution to growth in the food and drink programme in Moira and Hillsborough being developed as part of Tourism Food and Drink Campaign
<b>Destination Tourism Packages based around Royal Hillsborough and Historic Moira.</b>	Council have been working closely with 39 rural business who have agreed to act as Local Champions for 'Royal Hillsborough and Historic Moira' creating a series of Destination packages to promote the villages as tourism and hospitality destinations. These packages are aimed at boosting the visitor economy within these areas.	Hillsborough Moira	£85,000	Tender for Integrated Marketing Campaign (to include Destination Tourism Packages across Royal Hillsborough and Historic Moira) has recently closed, two submissions were received.
<b>Marketing and PR</b>	Marketing and PR	N/A	£5,000	Ongoing as per individual projects
<b>Additional staff resources</b>	Revenue funding will be allocated towards additional staffing/consultant resources to support the delivery of the initiatives outlined.	N/A	£66,000	Recruitment for a Rural Regeneration and Infrastructure Officer is currently out to the market.
<b>Total Budget</b>			<b>£2,323,333</b>	





**Lisburn & Castlereagh City Council**

**Small Settlements**

**Rural Investment Fund**

**Stage 1: Expression of Interest**



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## Small Settlements - Rural Investment Fund

### Expression of Interest

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#### 1. The Opportunity

Lisburn & Castlereagh City Council has developed a Rural Investment Fund funded through the COVID Recovery Small Settlements Regeneration Programme. The fund offers businesses situated in Small Settlements\* the opportunity to apply for a grant towards capital costs for interior and exterior improvements to commercial buildings, expansions or repurposing of premises.

\*Small Settlements are defined as areas with a population of between 1,000 and 4,999. These include; Aghalee, Annahilt, Ballinderry, Dromara, Drumbeg, Glenavy, Hillsborough, Maghaberry, Milltown, Moira and Moneyreagh.

#### 2. Scheme Objective

The scheme will assist new businesses wishing to renovate a vacant property; or an existing business planning to diversify their current offer through repurposing an unused area within their premises.

The business premises must be situated within the black line boundary of the Small Settlement as demonstrated at **Appendix 2**.

It is important that improvements carried out within this scheme are appropriate to the character of the village they sit within and that a high standard of materials and workmanship are used.

The aims and objectives of the Rural Investment Fund is to:

1. Improve the commercial offer in the village centre of Small Settlements by reducing the current vacancy rates and attracting new businesses.
2. Enhance the environment and raise the image of the village.
3. Decrease the number of vacant units in the village centre by offering financial assistance to:
  - a) reopen a business
  - b) repurpose an unused area in an existing business premises
  - c) new businesses wishing to renovate a vacant property

#### 3. Application Process

Please see below a timeline for the application process. Submissions will be processed as and when received. Therefore, the sooner you submit the required information the quicker you will move through the process.

Applications will be assessed in the 3 stages as follows:

- **Stage 1 – Expression of Interest**

Applicants are given the opportunity to apply through an expression of interest process and are required to submit an estimated cost to undertake the works. If the submission meets any one of the objectives of the scheme they will be invited to submit an application.

The following basic eligibility criteria applies and will be assessed on a pass/fail basis as part of the evaluation process:

- a) The property must be located within the black line boundary of a Small Settlement as demonstrated at **Appendix 2**.
- b) The property must be vacant and being taken on by a new business or an existing business wishing to repurpose an unused area in their business premises.
- c) The business must either own the property or have a minimum of **three years remaining** on their Lease.

**Deadline for Expressions of Interest – Monday, 10<sup>th</sup> October 2022 at 12 noon**

• **Stage 2 – Application**

In order to progress this stage, the applicant will be required to provide further details of the proposed works.

Full application will include the provision of:

- a) Confirmation of engagement with competent architect (*Contact details must be provided*)
- b) An outline project plan providing detailed information about the project/concept design (*please provide images / drawings separately*)
- c) Written quotations for proposed works demonstrating value for money has been achieved (*see procurement section for details*)
- d) Written confirmation from the local planning department that details all necessary statutory consents required to carry out your project (*including but not limited to: planning permission, advertising consent, listed building consent, building control consent, change of use etc.*)
- e) Confirmation that 20% match funding in place with the applicant
- f) Evidence of security of tenure and/or written consent from property owner

If your application is successful, confirmation will be sent via email, detailing the amount of grant you are eligible for and match funding required. Your letter of offer will be issued to you upon receipt of your planning reference number.

**Deadline for Applications – Wednesday, 30<sup>th</sup> November 2022 at 12 noon**

• **Stage 3 – Letter of Offer**

A letter of offer will be provided via email, detailing the amount of grant awarded, on provision of the following:

- Architectural drawings of the proposed works submitted to planning and planning reference number provided. Drawings should be shown to scale e.g. 1:100. *To ensure clarity of shop front detail, include elevation drawings at a scale of 1:20 and section drawings at 1:10 as appropriate.*

**Final Deadline for Planning Submission & Reference Number – Tuesday, 31<sup>st</sup> January 2023 at 12 noon**

**We understand that this process can be lengthy so please allow for time to consult with planning and provide final drawings in order to secure planning approval.**

## 4. The Grant

This grant will encourage new businesses to renovate a vacant property or support existing businesses to diversify their current offer through repurposing an unused area within their premises.

Preference will be given to business with on-street frontage and who are providing a service/business offering currently lacking in the village.

Businesses located or wishing to locate within a Conservation Area must liaise directly with council's Conservation Officer in order to ensure adherence to Conservation Design Standards and Guidelines.

Successful applicants will receive a grant of up to **80% - maximum £30,000 (ex VAT)**.

You must demonstrate your contribution of a **minimum 20% of the overall costs (ex VAT)** has been secured.

In order to receive the maximum grant, your certified paid invoices **must** equate to at least £37,500 (ex VAT).

For example:

- Total project spend - £37,500 – Grant - £30,000 (ex VAT).
- Total project spend - £30,000 – Grant - £24,000 (ex VAT).
- Total project spend - £24,000 – Grant - £19,200 (ex VAT).

Following the Expression of Interest stage, the Council will evaluate the submissions and invite successful applicants to submit an application.

When the Stage 2 - Application Process closes, council will be in a position to confirm the grant funding level that will be offered. This will be based on the quotations submitted at Stage 2.

Funding will be offered on a percentage of the total costs of the work as detailed above. The funding amount will be clearly detailed in the letter of offer.

Please note the grant funding will be for works only excluding VAT. **Professional and statutory fees are not funded through this scheme.**

It is expected there will be a high demand for the funding and regrettably the Council will only be able to support a proportion of the expressions of interest received. Funding will be assessed and awarded cognisant of the scheme criteria.

## 5. Who can apply?

The applicant must either be a new business wishing to renovate a vacant property; or an existing business planning to diversify their current offer through repurposing an unused area within their premises.

The applicant must either own the property or have a minimum of 3 years remaining on their Lease.

**Please note: Grants will not be awarded to businesses who are closing an existing unit to open in an alternative premises.**

If demand exceeds the amount of funding that is available, priority will be given to businesses which provide a different or 'enhanced' offer; are likely to create more jobs and footfall; and will enhance the evening economy offering in a village environment.

Properties must be located within the defined commercial centres of a Small Settlement. Please refer to the boundary maps located in **Appendix 2**.

Eligible applicants will;

- Occupy vacant properties
- Repurpose existing properties or part thereof
- Improve the village centre and complement what is currently on offer
- Demonstrate how repurposing existing businesses will benefit the village centre and the business
- Create a viable and sustainable business investment opportunity
- Demonstrate value for money will be achieved in the cost of the works
- Applications are limited to one per property/business
- A minimum 3 year lease is required
- Be given priority if they provide a 'unique' business offer
- Be given priority if the property has on-street frontage
- Enhance the evening economy offering in a village environment.

Award of the grant will be at the Councils discretion.

This scheme is to encourage new business types and activities which will improve the perception of the village and increase footfall. Therefore, council will have the ultimate decision in determining the types of business that are eligible for grant funding assistance. This will be assessed on a case by case basis.

## 6. Who cannot apply?

In general, the following will not be eligible to apply for funding:

- Businesses **not** situated within the black line boundary of the Small Settlement as demonstrated at **Appendix 2**.
- Pay day loan shops
- Betting/ gambling shops
- Charity shops
- Pawn shops
- Vape shops
- Adult shops
- Budget/Pound shops
- Temporary shops
- Sports Clubs
- Public Buildings
- Political Organisations
- Multiples

## 7. What can be funded?

Funding is available for:

- Improvement works to vacant unit(s) which are required to improve the building and allow a business to commence trading.
- Replacement of doors/ windows/flooring, electrical works, plumbing works, minor construction works such as knocking down walls/ roof repairs etc. i.e. any works required to allow a business to commence/continue trading may be considered.
- Internal modifications to vacant properties which includes shop fit-out, subdivision of, internal decorations, flooring, mechanical and electrical works with a view to improving the vacant property (written consent from property owner must be evidenced).
- External facades and signage.
- Maintenance works to include removal of redundant signage, cleaning (power washing), and clearing of debris and repairs of decorative features.

## 8. What cannot be funded?

In general, the following will not be eligible for funding:

- Projects **not** situated within the black line boundary of the Small Settlement as demonstrated at **Appendix 2**.
- Any costs or projects which are clearly another statutory agency's responsibility or costs that can be claimed back from elsewhere e.g. **VAT cannot be funded**
- Costs incurred prior to a letter of offer from Council (retrospective funding)
- Professional and statutory fees including planning consents, building control and legal fees or any costs incurred in obtaining quotes in preparation of applications
- Loan Repayments
- Consultancy fees
- Costs towards ongoing running costs/ cash/flow (e.g. electricity, rent, rates, insurance etc.)
- Costs towards banking charges and / or repayment of debt.
- Costs which are not clearly linked to the project
- Costs that are assessed as poor value for money, or have not followed the scheme guidance
- Costs that are already covered by other funding or income sources
- Costs which are deemed excessive by Council
- Cash expenditure will not be eligible for refund from Council
- Salary costs will not be funded
- Alcohol, gratuities, gifts and prizes will not be funded
- Purchase of stock for general trading purposes
- Costs relating to transportation/vehicles
- Council reserves the right to reject late applications

Please note:

Any significant alterations to the works that were agreed at application stage must be put in writing (email will suffice) and approved by the Council in advance to ensure it is eligible for funding.

## 9. Procurement

Applicants must provide valid quotations, as per the table below, for each element of the works when submitting their application which demonstrates value for money has been sought. A letter of offer will not be issued until all valid quotations have been received.

Council understand that there may be slight variances between quotations and final invoices due to timing and the nature of the proposed works. Invoices must be made available prior to allocation of the grant.

Expenditure for items/activity	No. of quotations
Up to £5,000	3 written quotations from separate suppliers must be provided with your application (e.g. screenshots from supplier website or an email from supplier)
£5,001 - £30,000	4 written quotations from separate suppliers must be provided with your application (e.g. screenshots from supplier website or an email from supplier)

## 10. Statutory Consents

It is the applicant's responsibility to secure and provide evidence of all necessary statutory consents and to ensure legal compliance with all approvals. A 'Certificate of Lawful use or Development' may be necessary to prove that planning consent is not required if there is any uncertainty.

All statutory and legal consents must be in place before the grant payment can be made.

Please see below contact details for the relevant statutory departments:

- Planning

Telephone: 028 9244 7300

Email Address: [planning@lisburncastlereagh.gov.uk](mailto:planning@lisburncastlereagh.gov.uk)

- Building Control

Telephone: 028 9244 7300

Email Address: [building.control@lisburncastlereagh.gov.uk](mailto:building.control@lisburncastlereagh.gov.uk)

- Environmental Health

Telephone: 028 9244 7300

Email Address: [Env.Health@lisburncastlereagh.gov.uk](mailto:Env.Health@lisburncastlereagh.gov.uk)

- Food premises registration [Food Premises Registration Form](#) (where applicable).

If a business receiving grant funding is later held to account for any breaches relating to those improvements, the funding can be held back or if paid then claimed back from the recipient.

**Applicants are encouraged to submit all necessary statutory consents as soon as possible.**



**Appendix 1 -**

**Stage 1: Small Settlements – Rural Investment Fund**

**Expression of Interest Form**

**Section 1 – Applicant Details**

The applicant must be the key contact to discuss all details of this application

<b>Full Name</b>	
<b>Address Line 1</b>	
<b>Address Line 2</b>	
<b>Address Line 3</b>	
<b>County</b>	
<b>Postcode</b>	
<b>Contact Telephone Number</b>	
<b>Email Address</b>	
<b>Relationship to property</b> (Please attach proof of ownership or tenancy agreement with your submission)	<b>Owner</b> <input type="checkbox"/> <b>Tenant</b> <input type="checkbox"/> <b>How many years lease?</b> _____ <b>Other</b> <input type="checkbox"/> <b>Please Specify</b> _____

**Section 2 – Property Owner Details (same as above ☐)**

<b>Name of Registered Property Owner</b>	
<b>Address Line 1</b>	
<b>Address Line 2</b>	
<b>Address Line 3</b>	
<b>County</b>	
<b>Postcode</b>	
<b>Contact Telephone Number</b>	

<b>Email Address</b>	
<b>If there are multiple registered property owners, please provide all property owner details.</b>	
<b>Property Owner Name</b>	
<b>Address Line 1</b>	
<b>Address Line 2</b>	
<b>Address Line 3</b>	
<b>County</b>	
<b>Postcode</b>	
<b>Contact Telephone Number</b>	
<b>Email Address</b>	
<b>Do you own other properties in Lisburn &amp; Castlereagh City Council area?</b>	Yes <input type="checkbox"/> Please specify: _____ No <input type="checkbox"/>

*Additional owner details should be supplied in appendices.*

**Sections 3 – Property Details**

<b>Property Address Line 1</b>	
<b>Property Address Line 2</b>	
<b>Property Address Line 3</b>	
<b>County</b>	
<b>Postcode</b>	
<b>Is the business property occupied or vacant?</b>	Occupied <input type="checkbox"/> Vacant <input type="checkbox"/> For how long? _____

<p><b>What was/is your building used for?</b> E.g. retail, offices, residential, industrial etc.</p>	<p><b>Basement:</b></p> <p><b>Ground Floor:</b></p> <p><b>1<sup>st</sup> Floor:</b></p> <p><b>2<sup>nd</sup> Floor:</b></p>
<p><b>Provide a detailed description of the external condition of the property or the area earmarked for repurposing if this relates to your project.</b></p> <p>(Please attach supporting photographs with your submissions)</p>	
<p><b>Provide a detailed description of the internal condition of the vacant property or the area earmarked for repurposing if this relates to your property.</b></p> <p>(Please attach supporting photographs with your submissions)</p>	
<p><b>Is the property vacant or partially vacant?</b></p>	<p style="text-align: center;">Yes <input type="checkbox"/>                      No <input type="checkbox"/></p>
<p><b>Are you planning to repurpose an unused area?</b></p>	<p style="text-align: center;">Yes <input type="checkbox"/>                      No <input type="checkbox"/></p>
<p><b>What is the current annual rates for the property? (£)</b></p>	

<b>What is the current NAV (non-domestic net annual value) for the property? (£)</b>	
<b>Is the property a Listed Building?</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>Is your property in a Conservation Area?</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>Is your property structurally safe to enter for assessment purposes?</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>

**Section 4 – Proposed Business/Project Details**

<b>Proposed Business Name</b>	
<b>What is the nature of the proposed business?</b> e.g. Retail, Hospitality, Hair & beauty etc.	
<b>Please provide details of the proposed project.</b>  (Supporting information e.g. photographs, images, drawings, material specification etc.)	
<b>Is this a new business or are you wanting to repurpose an unused area within an existing business?</b>	<p>New Business <input type="checkbox"/></p> <p>Repurpose Unused Area <input type="checkbox"/></p>
<b>Does your project require statutory consent/s?</b>  Please provide reference numbers for any lodged applications.	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p><b>If yes, please specify:</b></p> <p>_____</p> <p>_____</p> <p>_____</p> <p><b>Reference number/s:</b></p>

**Section 5 - Declaration**

- I declare that I have fully completed sections 1-4 above and that the information provided is true and correct to the best of my knowledge
- I confirm that I am aged 18 or above
- I declare that I have provided internal and external images of the property/unused areas
- I declare that I have provided evidence of security of tenure (copy of lease) and written consent to from property owner to carry out the works

<b>Full Name</b> (Block Capitals)	
<b>Signature</b>	
<b>Date</b>	

**Expressions of Interest to be received no later than**

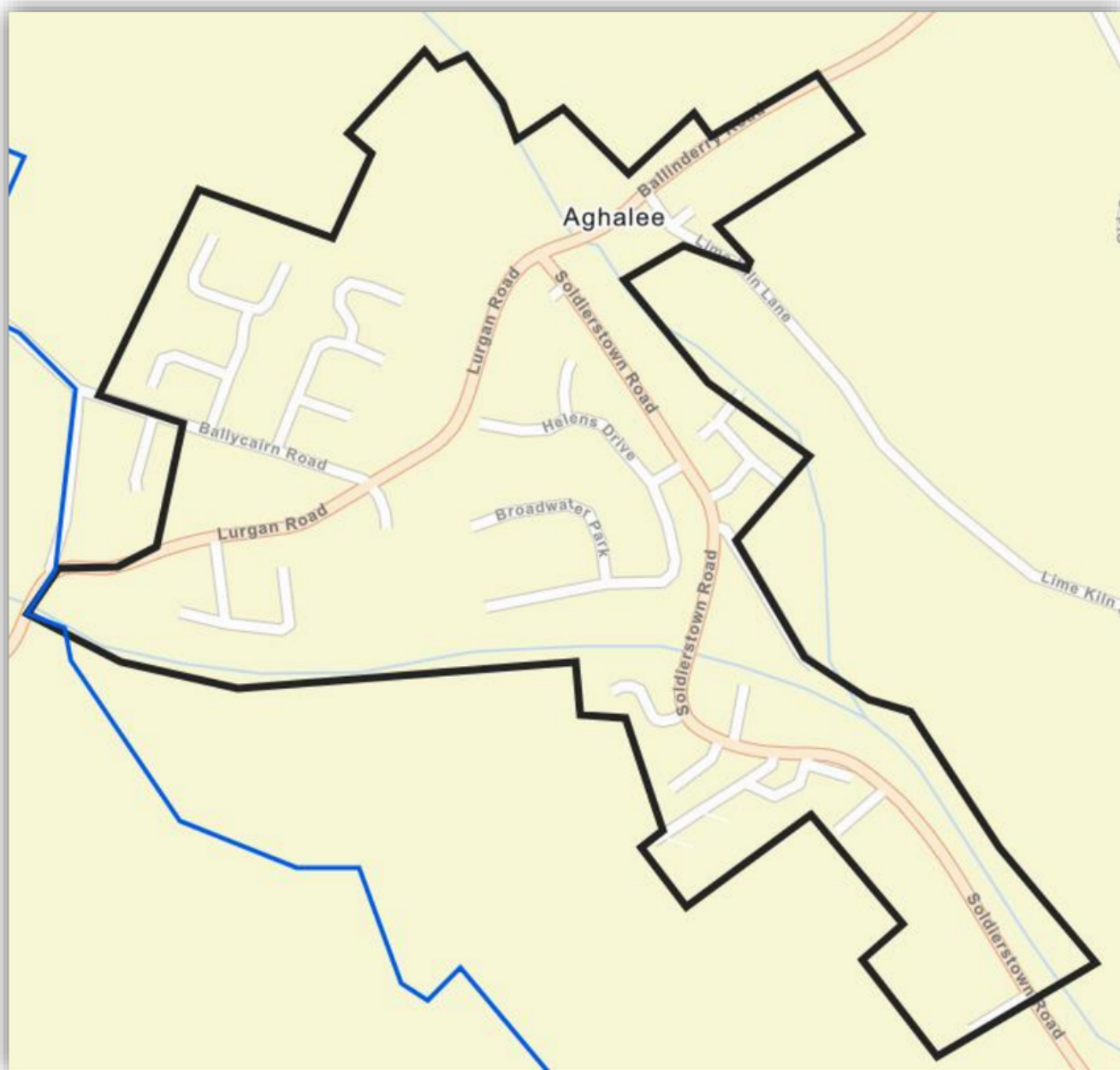
**Monday, 10<sup>th</sup> October 2022 at 12 noon**

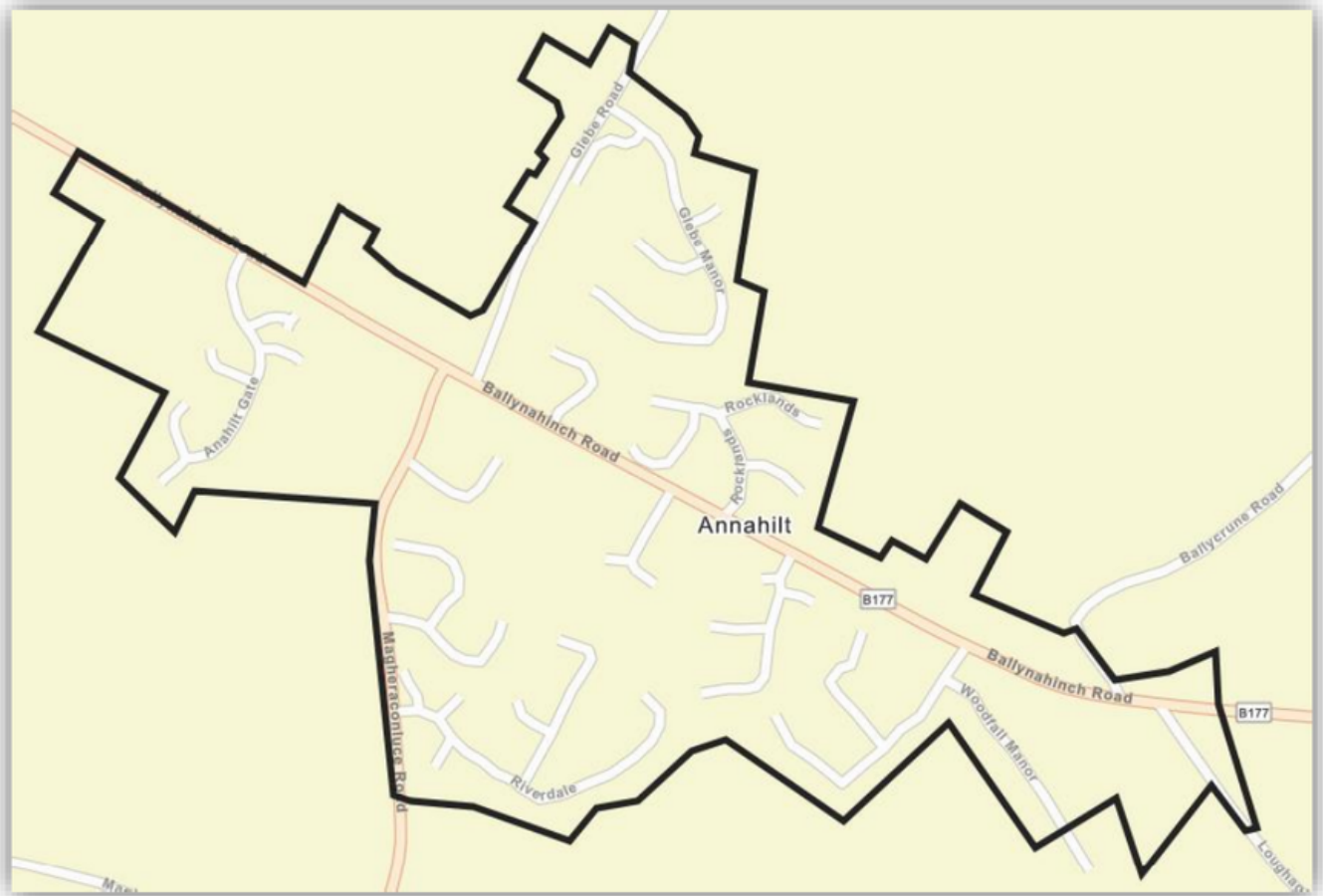
**Please return the completed expression of interest form and supporting documents to [becky.gamble@lisburncastlereagh.gov.uk](mailto:becky.gamble@lisburncastlereagh.gov.uk) or via post to Becky Gamble, City Centre Management, 11-13 Market Square, Lisburn, BT28 1AE.**

**If you require any additional information please telephone 07747008353.**

### Appendix 2 - Small Settlements Boundary Maps

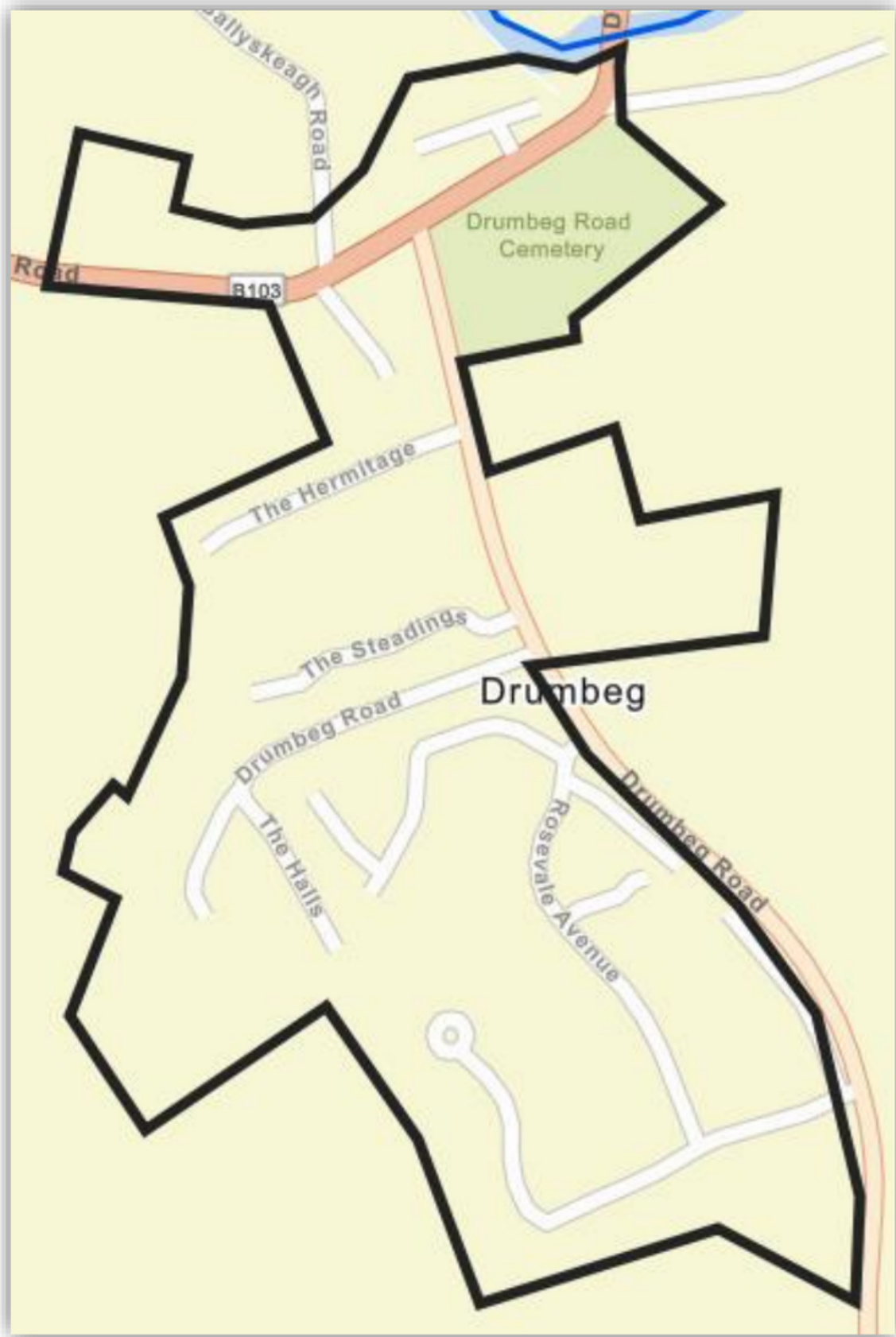
**These include Aghalee, Annahilt, Dromara, Drumbeg, Glenavy, Hillsborough, Ballinderry, Maghaberry, Milltown, Moira and Moneyreagh.**

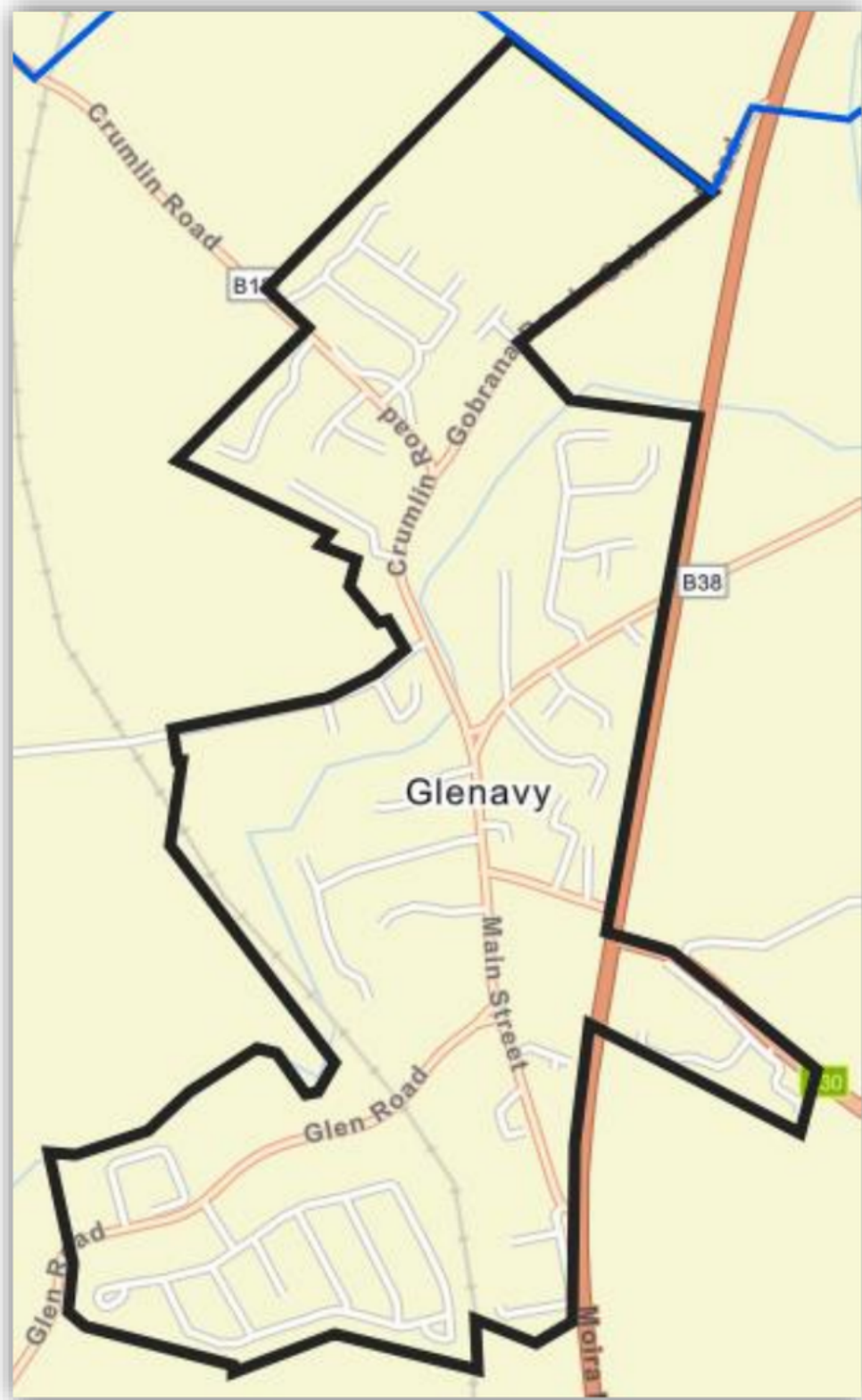


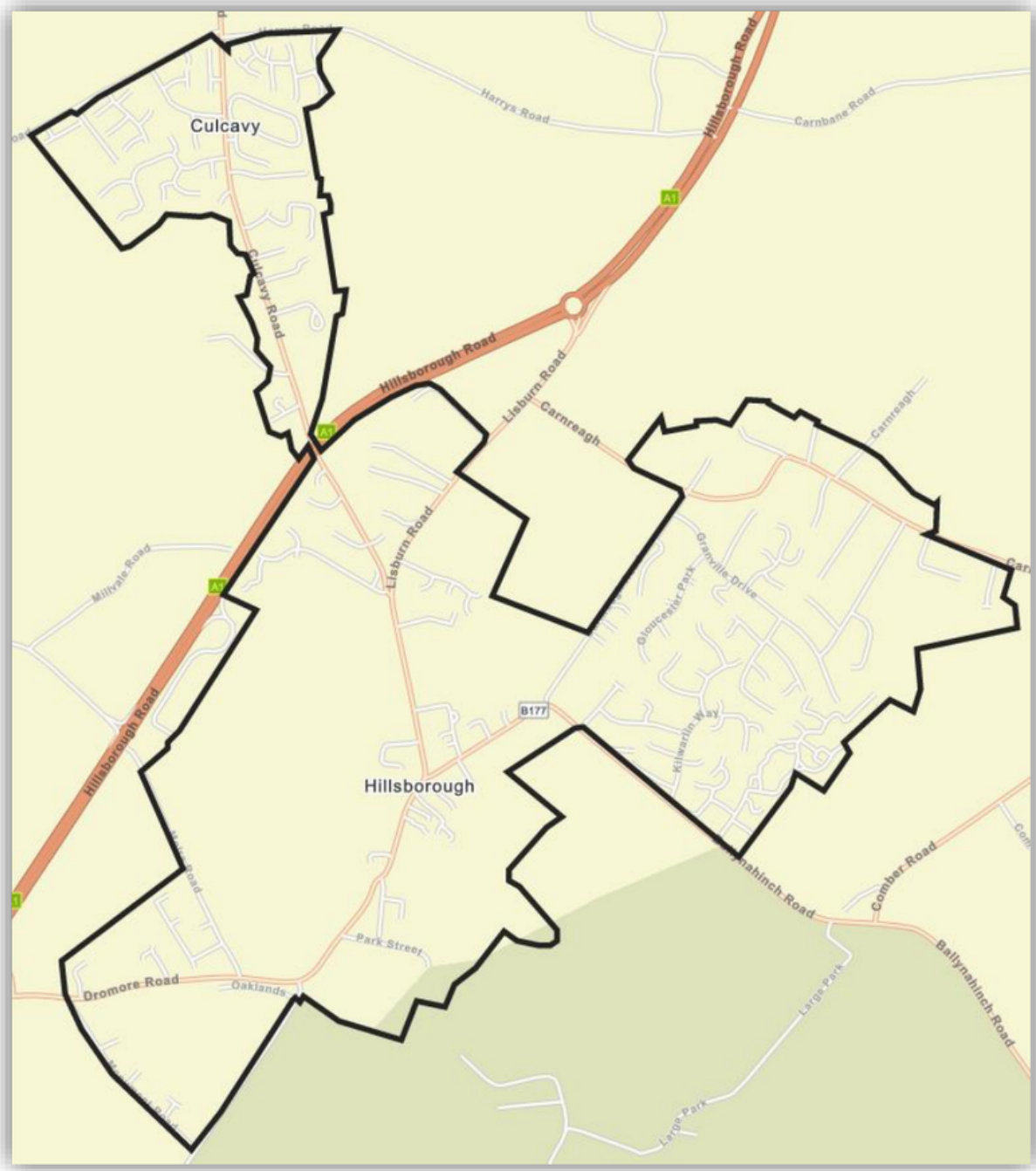


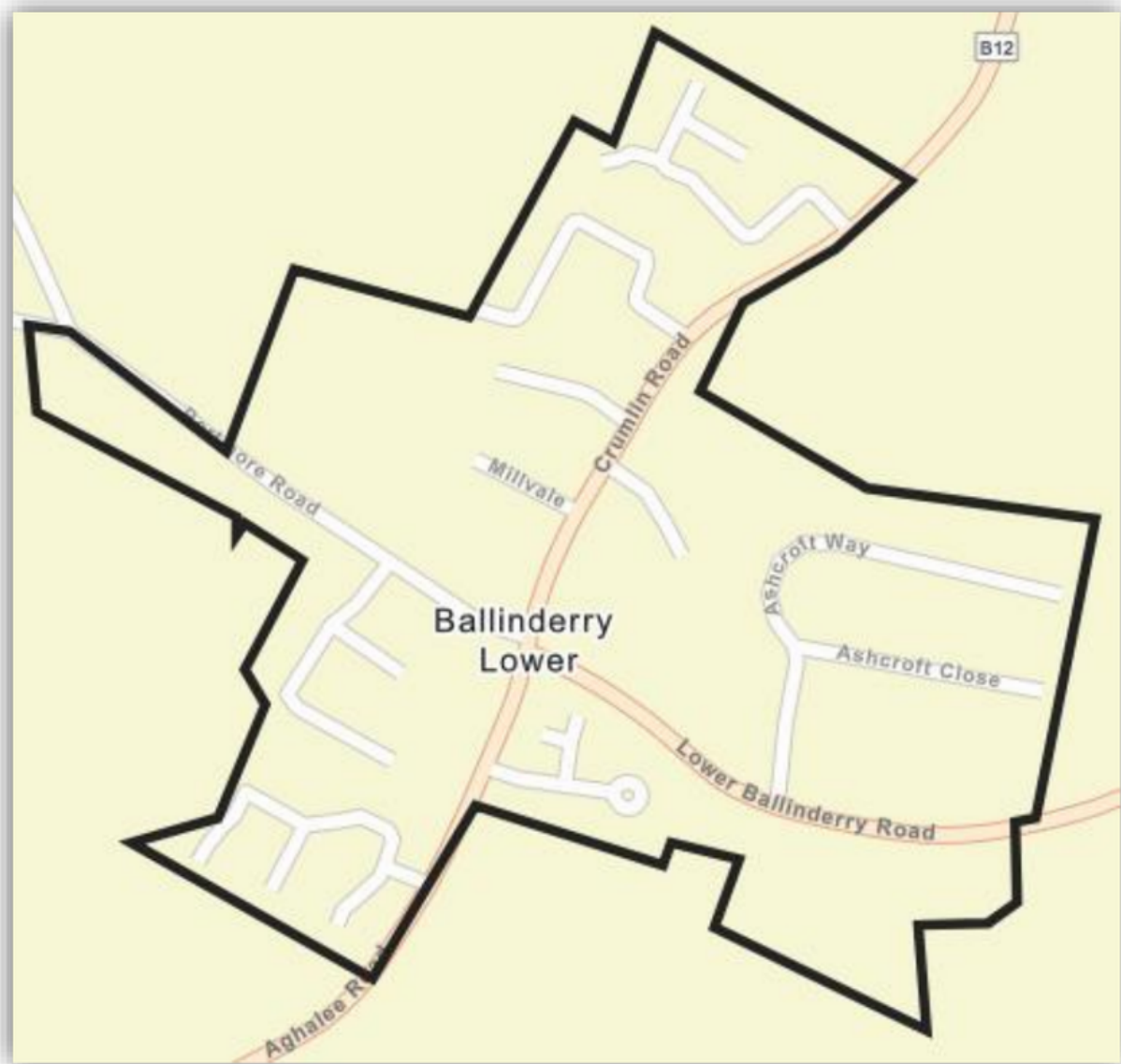




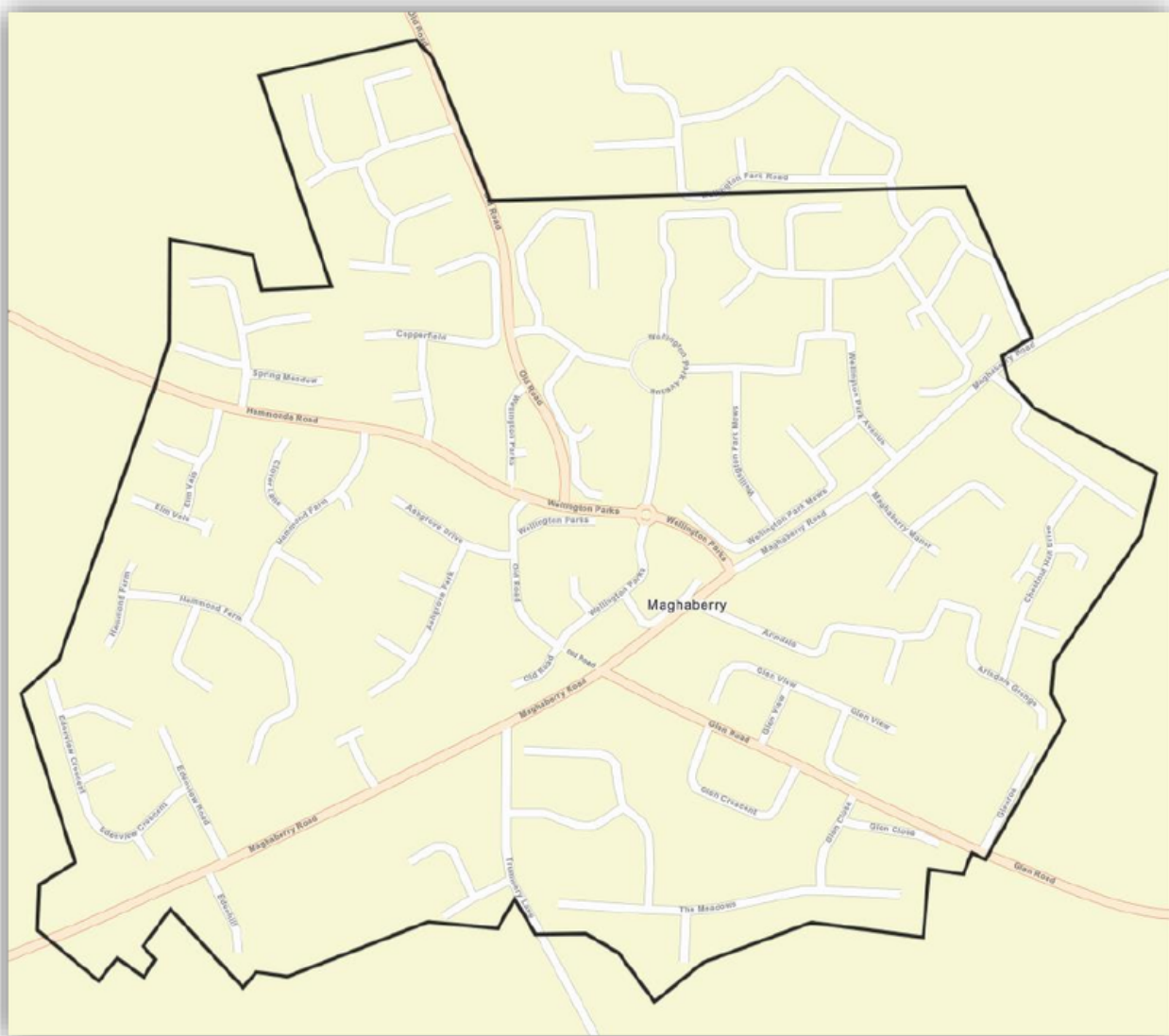


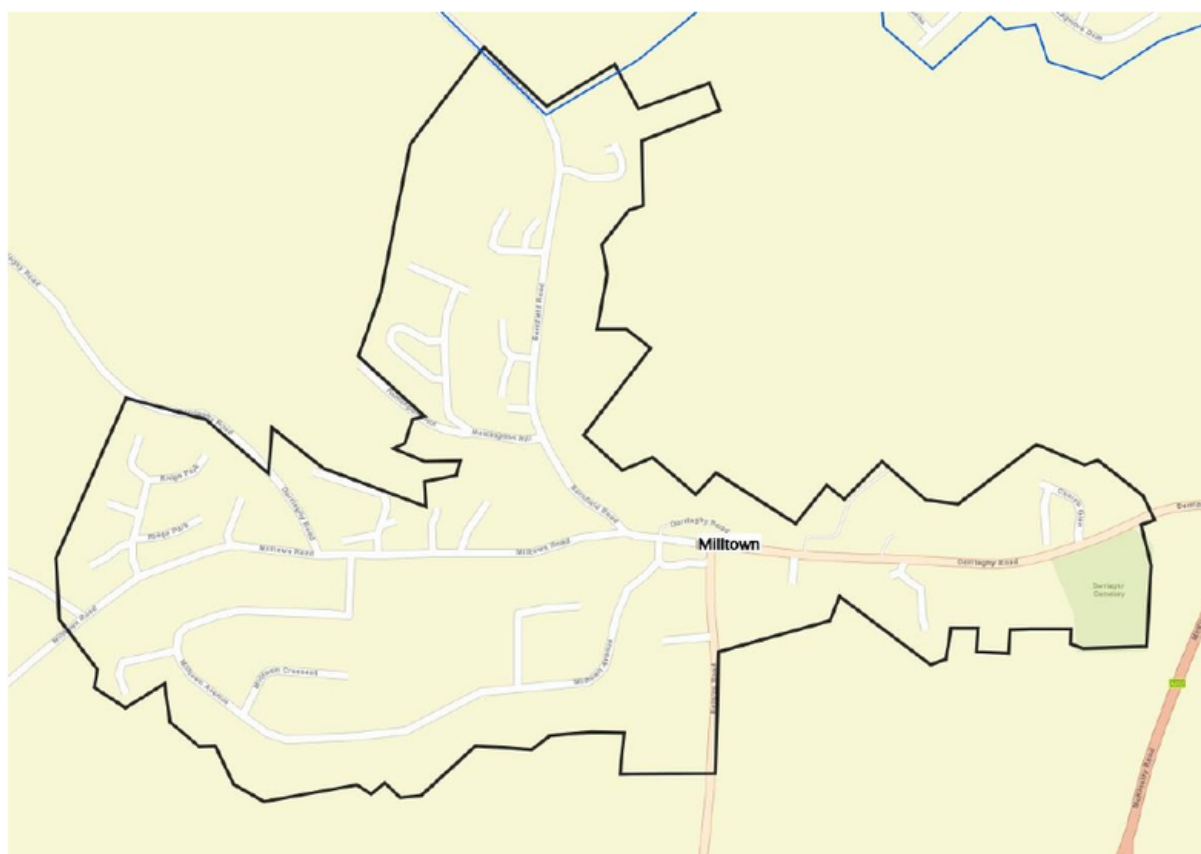


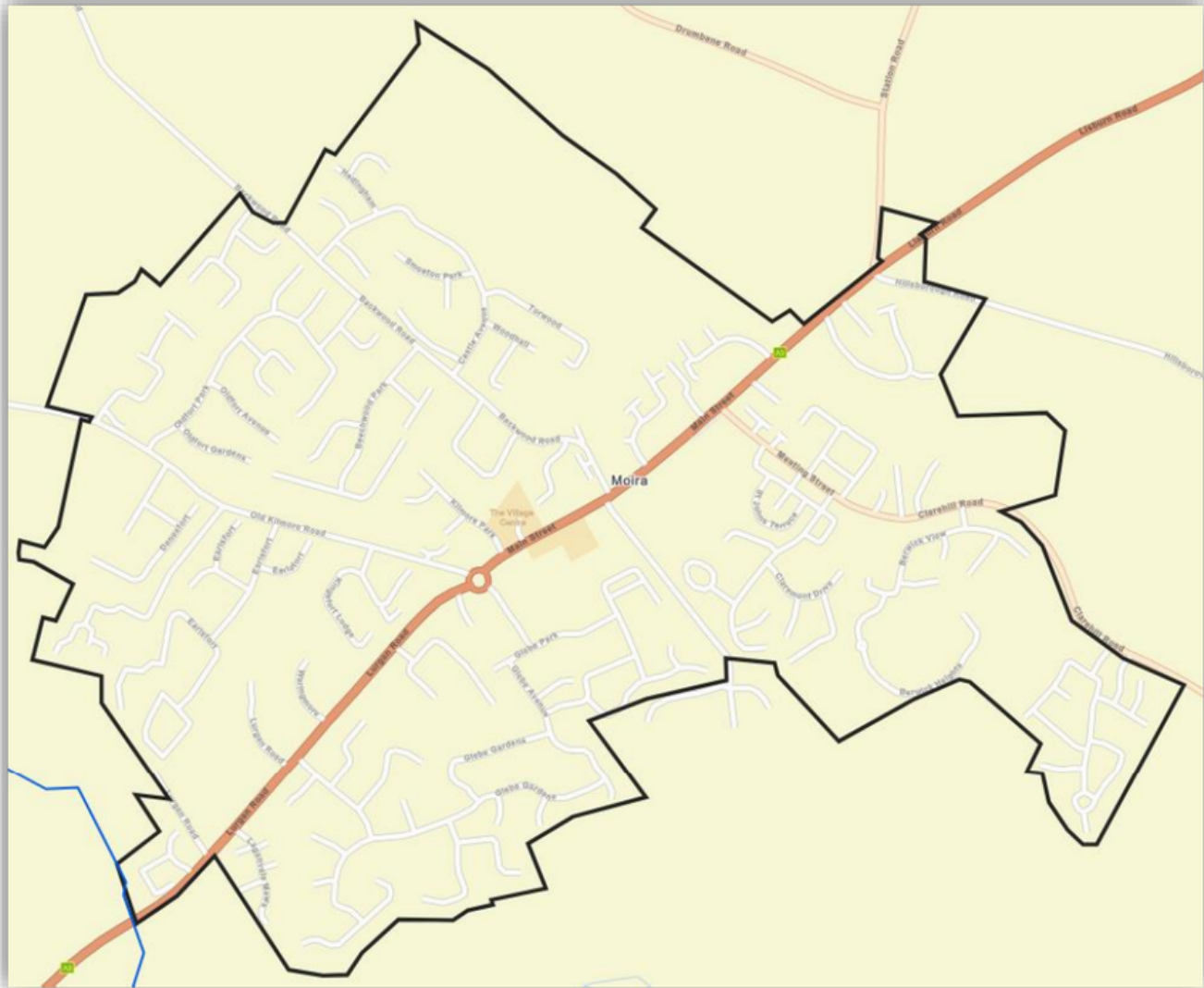


















**Lisburn & Castlereagh City Council**

**Small Settlements**

**Rural Investment Fund**

**Stage 2: Application Process**



## Contents

1. Application Details	Page 3
2. Procurement	Page 4
3. Statutory Consents	Page 4
4. Payment of Grants	Page 5
5. Evaluation Criteria and Scoring	Page 5

### Appendix 1 - Stage 2: Application Form

## Small Settlements - Rural Investment Fund

### Application

#### 1. Application Details

Thank you for submitting an Expression of Interest for the Rural Investment Fund. You are now invited to submit an application.

#### **Please note – funding will be allocated as follows;**

Successful applicants will receive a grant of up to 80% - maximum £30,000 (ex VAT) and must be able to demonstrate your contribution of a minimum 20% of the overall costs (ex VAT) has been secured.

Submissions will be processed as and when received. Therefore, the sooner you submit the required information the quicker you will move through the process.

- **Stage 2 – Application**

In order to progress this stage, the applicant will be required to provide further details of the proposed works.

Full application will include the provision of:

- a) Confirmation of engagement with competent architect (*Contact details must be provided*)
- b) An outline project plan providing detailed information about the project/concept design (*please provide images / drawings separately*)
- c) Written quotations for proposed works demonstrating value for money has been achieved (*see procurement section for details*)
- d) Written confirmation from the local planning department that details all necessary statutory consents required to carry out your project (*including but not limited to: planning permission, advertising consent, listed building consent, building control consent, change of use etc.*)
- e) Confirmation that 20% match funding in place with the applicant
- f) Evidence of security of tenure and/or written consent from property owner

If your application is successful, confirmation will be sent via email, detailing the amount of grant you are eligible for and match funding required. Your letter of offer will be issued to you upon receipt of your planning reference number.

#### **Deadline for Applications – Wednesday, 30<sup>th</sup> November 2022 at 12 noon**

- **Stage 3 – Letter of Offer**

A letter of offer will be provided via email, detailing the amount of grant awarded, on provision of the following:

- Architectural drawings of the proposed works submitted to planning and planning reference number provided. Drawings should be shown to scale e.g. 1:100. *To ensure clarity of shop front detail, include elevation drawings at a scale of 1:20 and section drawings at 1:10 as appropriate*

## **Final Deadline for Planning Submission & Reference Number – Tuesday, 31<sup>st</sup> January 2023 at 12 noon**

We understand that this process can be lengthy so please allow for time to consult with planning and provide final drawings in order to secure planning approval.

### 2. Procurement

Applicants must provide valid quotations, as per the table below, for each element of the works when submitting their application which demonstrates value for money has been sought. A letter of offer will not be issued until all valid quotations have been received.

Council understand that there may be slight variances between quotations and final invoices due to timing and the nature of the proposed works. Invoices must be made available prior to allocation of the grant.

<b>Expenditure for items/activity</b>	<b>No of quotations</b>
Up to £5,000	3 written quotations from separate suppliers must be provided with your application (e.g. screenshots from supplier website or an email from supplier)
£5,001 - £30,000	4 written quotations from separate suppliers must be provided with your application (e.g. screenshots from supplier website or an email from supplier)

### 3. Statutory Consents

It is the applicant's responsibility to secure and provide evidence of all necessary statutory consents and to ensure legal compliance with all approvals. A 'Certificate of Lawful use or Development' may be necessary to prove that planning consent is not required if there is any uncertainty.

All statutory and legal consents must be in place before the grant payment can be made.

Please see below contact details for the relevant statutory departments:

- Planning

Telephone: 028 9244 7300

Email Address: [planning@lisburncastlereagh.gov.uk](mailto:planning@lisburncastlereagh.gov.uk)

- Building Control

Telephone: 028 9244 7300

Email Address: [building.control@lisburncastlereagh.gov.uk](mailto:building.control@lisburncastlereagh.gov.uk)

- Environmental Health

Telephone: 028 9244 7300

Email Address: [Env.Health@lisburncastlereagh.gov.uk](mailto:Env.Health@lisburncastlereagh.gov.uk)

- Food premises registration [Food Premises Registration Form](#) (where applicable).

If a business receiving grant funding is later held to account for any breaches relating to those improvements, the funding can be held back or if paid then claimed back from the recipient.

**Applicants are encouraged to submit all necessary statutory consents as soon as possible.**

#### 4. Payment of Grants

- Do not commence work, pay deposits or confirm the purchase of any materials until you have received a letter of offer and returned a signed form of acceptance to the Council. **Council will not retrospectively fund projects.**
- Payment of grant will be made to the applicant via direct BACS payment. No cash or cheque payments will be made.
- Payment will only be made upon receipt of the following documentation:
  - Completed Form of Acceptance;
  - Completed New Supplier Form;
  - Copy of certified paid invoice(s) for planned activity/works – **All invoices must be dated after the letter of offer is issued;** and
  - Copy of all relevant consents. Statutory Permissions must be in place before your project commences.

#### 5. Evaluation Criteria and Scoring

Applications will be evaluated as follows:

1. **Applicant can demonstrate that they either own the property or that they are entering into a 3 year lease with the agent or can demonstrate that they already hold a lease for at least 3 years for the property that the proposed grant will renovate. (Pass/Fail)**
2. **Applicant will be making improvements to the quality of the village centre through the utilisation of a currently vacant or underused space.** (Points are allocated based on the occupancy status of the property as per the table below, a maximum of 50% will be awarded to businesses taking on a vacant property)

Criteria	Weighting	% Scored
----------	-----------	----------

Re use of a currently vacant property	<u>5</u>	<u>50%</u>
Repurposing a currently vacant level of the existing building with a different offering to the current business (1 <sup>st</sup> or 2 <sup>nd</sup> floor)	<u>4</u>	<u>40%</u>
Improvement to the street scape through occupation of a vacant unit with 'on street' frontage	<u>3</u>	<u>30%</u>
Re purposing a currently vacant area of the existing building used by the business	<u>2</u>	<u>20%</u>
Diversification of current business offering within current business premises	<u>1</u>	<u>10%</u>
Failed to address the criteria	<u>0</u>	<u>0%</u>

**3. Applicant will contribute to the local economy through:**

- a) the creation of new jobs (10%)
- b) increased footfall in the village centre (10%), and
- c) enhancement of the evening economy offer (10%)

**4. Provision of new business not currently offered in the village centre. (10%)**

**5. Provision of viable and sustainable business which will contribute to the economic regeneration and vibrancy of the village. (10%)**

**Appendix 1 -**  
**Stage 2: Small Settlements – Rural Investment Fund**  
**Application Form**

**Section 1 – Submission Reference** (allocated to the applicant from stage 1)

<b>Submission Reference</b>	
-----------------------------	--

**Section 2 – Architect Details**

<b>Company Name</b>	
<b>Contact Name</b>	
<b>Telephone Number</b>	
<b>Email Address</b>	

**Section 3 – Project Plan**

An outline project plan providing detailed information about the project/concept design. Drawings can be submitted separately alongside your application.



## Section 4 – Quotations for Works

Please list the items of work proposed and relevant supplier quotation information from **cheapest to most expensive**.

**PLEASE NOTE: Council can only fund costs excluding VAT.**

Item/ Activity No.	Item Description or Planned Activity	Supplier/ Contractor Quote 1 (Cheapest) (ex VAT)	Supplier/ Contractor Quote 2 (ex VAT)	Supplier/ Contractor Quote 3 (ex VAT)	Supplier/ Contractor Quote 4 (Most Expensive) (ex VAT)
1		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £
2		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £
3		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £
4		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £
5		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £
6		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £

7		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £
8		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £
9		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £
10		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £
11		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £
12		Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £	Supplier/ Contractor: £
	<b>Total</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>

*Add more lines as required*

<p><b>Total cost for works (£)</b></p> <p>(Costs should be based on quotations outlined above from reputable suppliers/contractors)</p>	<p style="font-size: 2em; text-align: center;">£</p>
---	--

**Section 5 – Evaluation Criteria**

1. Applicant can demonstrate that they either own the property or that they are entering into a 3 year lease with the agent or can demonstrate that they already hold a lease for at least 3 years for the property that the proposed grant will renovate. **Pass/Fail** (Submit proof of ownership or tenancy agreement alongside application)
  
2. Improvements to the quality of the village centre through the utilisation of a currently vacant or underused space. **(Up to 50%)** (This will be determined through photographs, site visit, etc.)
  
3. Applicant will contribute to the local economy through:

<p>3a) the creation of new jobs. <b>(10%)</b></p> <p>Will your business proposal create new jobs?</p> <p>Yes <input type="checkbox"/>      No <input type="checkbox"/>      (Please tick)</p>	
<ul style="list-style-type: none"> <li>• 1-5 jobs 5%</li> </ul>	
<ul style="list-style-type: none"> <li>• 6+ jobs 10%</li> </ul>	
<p>3b) Please provide detail below on how your proposed business will increase footfall to the village centre. <b>(10%)</b></p> <div style="border: 1px solid black; height: 150px; width: 100%;"></div>	

3c) Please provide detail below on how your proposed business will contribute to the enhancement of the evening economy in the village centre. **(10%)** (Max 150 words)

---

4. Provision of new business not currently offered in the village centre. **(10%)**

Please provide detail below on how your proposed business will offer economic benefit to the village centre and does not currently replicate existing business provision. (Max 150 words)

---

5. Provision of viable and sustainable business which will contribute to the economic regeneration and vibrancy of the village. **(10%)**

Please provide detail below on how your proposed business will contribute to the economic regeneration and vibrancy of the village. (Max 150 words)

---

**Section 6 - Declarations**

- I declare that I have fully completed sections 1-5 above and that the information provided is true and correct to the best of my knowledge
- I confirm that I am aged 18 or above
- I declare that I have provided written confirmation from the local planning department that details all necessary statutory consents required to carry out my project
- I confirm that I have 20% match funding in place and understand that I will have to cover costs over and above amount of grant awarded
- I confirm I have included all supporting information including quotations
- I understand that Council may ask for additional information at any stage of the process.

<b>Full Name</b> (Block Capitals)	
<b>Signature</b>	
<b>Date</b>	

**Completed Application Forms to be received no later than**

**Wednesday, 30<sup>th</sup> November 2022 at 12 noon**

**Please return the completed expression of interest form and supporting documents to [becky.gamble@lisburncastlereagh.gov.uk](mailto:becky.gamble@lisburncastlereagh.gov.uk) or via post to Becky Gamble, City Centre Management, 11-13 Market Square, Lisburn, BT28 1AE.**

**If you require any additional information please telephone 07747008353.**



## Development Committee

3 November 2022

### Report from:

Head of Economic Development

### Item for Noting

#### TITLE:

**Assessment of Applications to Rural Business Development Grant Scheme funded by DAERA under the Tackling Rural Poverty and Social Isolation programme (TRPSI)**

#### Background and Key Issues:

##### Background

1. At the Special Meeting of the Committee held on 10<sup>th</sup> August 2022 it was agreed that applications for the above funding programme would be assessed and agreed by an appointed panel of officers. Officers would then agree the recommended grant allocation with DAERA and this would be subsequently taken to a future Committee meeting for noting.

##### Key Issues

1. Members should note that an assessment panel was convened on Tuesday 16 August 2022 to assess applications received under the fourth call of the Rural Business Development Grant Scheme, Tackling Rural Poverty & Social Isolation.
2. The Assessment Panel outcomes are attached (**see Appendix**) detailed for Members' information. On 2 September 2022, a total of 23 Letters of Offer were issued, amounting to a total grant request of £75,672.01.

#### Recommendation:

It is recommended that the Committee notes the recommendations of the Assessment Panel which resulted in the issue of 23 Letters of Offer resulting in a combined grant award of £75,672.01.

#### Finance and Resource Implications:

The total estimated income received by the Council from DAERA for the management of this programme is in the region of £8,000 per year.

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

If yes, what was the outcome?:

Option 1	Yes/No	Option 2	Yes	Option 3	Yes/No
Screen out without mitigation		Screen out with mitigation		Screen in for a full EQIA	

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

Equality screening of the Rural Business Development Grant Scheme has concluded that a full Equality Impact Assessment is not necessary. No negative impacts have been identified and no other significant impacts have been identified for any equality group.

Screening will be revisited if and when required throughout the programmes process.

**Insert link to completed Equality and Good Relations report:**

<https://www.lisburncastlereagh.gov.uk/council/publications/equality-section-75/equality-screening-reports>

### 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?	Yes	Has a Rural Needs Impact Assessment (RNIA) template been completed?	Yes
--	-----	---	-----

If no, please give explanation/rationale for why it was not considered necessary:

If yes, give brief summary of the key rural issues identified, any proposed actions to address or

**mitigate and include the link to the completed RNIA template:**

The RNIA concluded that the Rural Business Development Grant Scheme has given due consideration to rural needs by developing a programme that's focuses upon stimulation of economic growth across rural areas by investing in rural micro businesses.

The Scheme's overarching aims are to support rural business development (sustainability and growth), contributing towards the TRPSI's objectives of:

- 1) Alleviate financial poverty by enhancing entrepreneurship and growth
- 2) Alleviate financial poverty by supporting micro businesses in rural areas

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**Appendix 3 – Assessment Panel Recommendations**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:



## **ASSESSMENT PANEL RECOMMENDATIONS – RURAL BUSINESS INVESTMENT SCHEME & RURAL BASIC SERVICES SCHEME**

Members should note that an assessment panel was convened on Tuesday 16 August 2022 to assess applications received under the call of the Rural Business Development Grant Scheme, Tackling Rural Poverty & Social Isolation.

The Assessment Panel agreed the following recommendations and on Friday 2 September 2022 a Letter of Offer was issued to each of the following applicants:

**Project Ref:** LCCC 2022094 - Drum Manor B&B  
**Grant Item Applied For:** Robotic Lawnmower and Energy Saving Tumble Dryer  
**Amount of Funding Offered:** £1,557.50

**Project Ref:** LCCC 2022579 - Klover Haus CIC  
**Grant Item Applied For:** 6 sewing machines with hand embroidery foot, 2 x Hay Palissade Benche, 2 x Hay Palissade Dining Bench, 1 x Hay Palissade Table  
**Amount of Funding Offered:** £1,898.27

**Project Ref:** LCCC 2022602 - Lisnacurran Country House  
**Grant Item Applied For:** Hot Tub & Merrychef Oven  
**Amount of Funding Offered:** £4,999

**Project Ref:** LCCC 2022715 - Lisburn Tyre Services  
**Grant Item Applied For:** Tyre Changer & Balancer and a Fini Petrol Compressor  
**Amount of Funding Offered:** £3,817.50

**Project Ref:** LCCC 2022721 - James Kerr Plumbing and Heating  
**Grant Item Applied For:** Dump Trailer  
**Amount of Funding Offered:** £4,999

**Project Ref:** LCCC 2022746 - Cecil Davidson Sand & Gravel Ltd  
**Grant Item Applied For:** Trailer, Bagging Bucket, Bloc Grab, 2 x Smart Phones and a Pressure Washer  
**Amount of Funding Offered:** £4,999

**Project Ref:** LCCC 2022752 - G&H Bell (Properties) Ltd  
**Grant Item Applied For:** Lenovo E14 Laptop, Lenovo E15 Laptop and software  
**Amount of Funding Requested:** £916.20

**Project Ref:** LCCC 2022863 - Access Doors and Awnings  
**Grant Item Applied For:** Band Saw, Pillar Drill, Roller Table, Air Compressor, Office Chair and a Laptop  
**Amount of Funding Offered:** £2,551.80

**Project Ref:** LCCC 2022875 - Ralphps Moira Ltd  
**Grant Item Applied For:** 12 x Smeg Mini Fridges, Large Fridge, Laptop, Printer and a Water Boiler  
**Amount of Funding Offered:** £4,999

**Project Ref:** LCCC 20221042 - Peartree Hill B&B Ltd  
**Grant Item Applied For:** Laptop, Gardening Equipment (manual tools such as rake, hoe etc), 3 x steel fruit cages and a 570L Keter Storage Box.  
**Amount of Funding Offered:** £1,384.29

**Project Ref:** LCCC 20221046 - ATTNX LTD  
**Grant Item Applied For:** Full-Frame Cinema Line Camera, Atomos Ninja V HDMI Monitor / Recorder, DJI RSC 2 Pro Combo, 3-Lens Kit for Sony FE, DJI FPV Drone Combo with Goggles V2  
**Amount of Funding Offered:** £3,500.12

**Project Ref:** LCCC 20221088 - The Sound Healing Spa  
**Grant Item Applied For:** Computer Package (Mac studio computer & accessories), Computer Screen, Design work for e-commerce site, E-commerce site build  
**Amount of Funding Offered:** £4,877

**Project Ref:** LCCC 20221100 - Drum Manor Apartment  
**Grant Item Applied For:** Robotic Lawnmower and Energy Saving Tumble Dryer and Washing Machine  
**Amount of Funding Offered:** £2,110

**Project Ref:** LCCC 20221104 - Sidney Sloan  
**Grant Item Applied For:** Kinshofer KSB3 Breaker  
**Amount of Funding Offered:** £1,776

**Project Ref:** LCCC 20221136 - Kinva Health Ltd  
**Grant Item Applied For:** E-Commerce Website  
**Amount of Funding Offered:** £4,975

**Project Ref:** LCCC 20221184 - The Butchery Hillsborough Ltd  
**Grant Item Applied For:** 3.75m Serve-Over Refrigerated Display Counter  
**Amount of Funding Offered:** £4,999

**Project Ref:** LCCC 20221195 - The Auld House  
**Grant Item Applied For:** ST1300 Grill, Polar U632 Fridge, Polar U633 Freezer  
**Amount of Funding Offered:** £4,999

**Project Ref:** LCCC 20221213 - Rathlane Care Farm  
**Grant Item Applied For:** 50` Lunge Pen  
**Amount of Funding Offered:** £4,000

**Project Ref:** LCCC 20221221 - Found Home Films  
**Grant Item Applied For:** Mac Studio 2022 & 24-inch Yellow iMac  
**Amount of Funding Offered:** £4,293

**Project Ref:** LCCC 20221255 - B Price Services Ltd (Price Insurance Services)  
**Grant Item Applied For:** PC & 3 x 24Inch Monitors, Office Printer, Laptop, Software Licenses.  
**Amount of Funding Offered:** £1,575.73

**Project Ref:** LCCC 20221297 Diane Armstrong (Childminder)  
**Grant Item Applied For:** Laptop & Printer  
**Amount of Funding Offered:** £509.49

**Project Ref:** LCCC 20221374 - All Blinds & Curtains  
**Grant Item Applied For:** mobile scaffold tower, 2 No cordless drills, Dust Extractor, Cordless Rotary Hammer, Microsoft Surface Pro 8  
**Amount of Funding Offered:** £1,620.75

**Project Ref:** LCCC 20221449 - o3 Group Ltd  
**Grant Item Applied For:** IT system, Petrol Generator, Chainsaw, Nailer, Cordless Table Saw.  
**Amount of Funding Offered:** £4,315.36

**Recommendation**

It is recommended that Members note the recommendations of the Assessment Panel as outlined above.



## Development Committee

### 3 November 2022

#### Report from:

Head of Planning and Capital Development

#### Item for Decision

**TITLE:** Planning Publication Policy

#### Background and Key Issues:

##### Background

1. As part of the process of managing and determining planning and tree work applications, Councils as planning authorities are required by legislation and in the public interest, to publish details of the applications and any supporting documents so that they are available to view. This includes comments received on planning applications.
2. The way Councils process sensitive and personal data and special category information will continue to be considered under the UK General Data Protection Regulation (UK GDPR), tailored by the Data Protection Act 2018.
3. The attached draft planning publication policy was discussed at a meeting of the Regional Information Governance Group (linked to the development of the new planning portal) on 16 September 2022 and no queries were raised about the suggested approach to processing sensitive and personal data and special category information.

##### Key Issues

4. The document provides direction on how information received in the new portal will be dealt with and the following matters are considered in more detail:
  - Criteria for Redaction
  - Sensitive Information/Special Category Information
  - Representations
  - Copy Document Requests

5. It is intended that all Councils using the new planning portal will follow the same process for publishing information. There is no reason why this Council would adopt or follow a different approach and it has been subject to review by representatives from local government sitting on the Regional Information Governance Group.
6. Prior to the new portal system going live, the Council logo will be inserted into the document and will be made available to all users of the system on the Council website. The document will also be circulated to staff.
7. A report will also be presented to the Planning Committee for noting on 7 November 2022.

**Recommendation:**

It is recommended that the Committee considers and agrees to the Planning Publication Policy being uploaded to the Council website as part of the implementation of a new planning portal and online application service.

**Finance and Resource Implications:**

There are no finance or resource implications.

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? No

**If no, please provide explanation/rationale**

This is a report in relation to a Planning Publication Policy associated with the new Planning Portal and EQIA is not required.

If yes, what was the outcome:

<b>Option 1</b> Screen out without mitigation	N/A	<b>Option 2</b> Screen out with mitigation	N/A	<b>Option 3</b> Screen in for a full EQIA	N/A
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**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

### 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?	No	Has a Rural Needs Impact Assessment (RNIA) template been completed?	No
--	----	---	----

**If no, please give explanation/rationale for why it was not considered necessary:**

This is a report in relation to the Planning Publication Policy associated with the new Planning Portal and RNIA is not required.

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

If Yes, please insert date:

# Planning Publication Policy

As part of the process of managing and determining planning and tree work applications, the Northern Ireland Councils (Planning Authorities) are required by law and in the public interest, to publish planning applications and supporting documents so that they are available to view on the Planning System. This includes comments received on planning applications.

The way we process sensitive and personal data and Special Category Information will be considered under the UK General Data Protection Regulation (UK GDPR), tailored by the Data Protection Act 2018.

## Criteria for Redaction

The Planning Authorities will take extreme care when publishing sensitive personal data and Special Category Information on the Planning System. The following data will be redacted [blacked out so that it cannot be seen in all instances, using electronic methods] or the document withheld i.e. it will not be published on the Planning System:

- signatures (hand written and electronic);
- personal telephone numbers including mobile phone numbers (this does not include commercial or business phone numbers);
- personal email addresses (this does not include commercial or business email address);
- registration plates on motor vehicles;
- identification of children's/youth's information (photographs);
- children's names and ages;
- DAERA Farm Business Identification number;



# Planning Publication Policy

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- where there are security implications on a planning application site;
- information relating to an enforcement issue;
- personal information irrelevant to the planning application; and
- criminal offence data.

This list of data is not conclusive.

## **Sensitive information/Special Category Information**

Some planning applications are likely to contain sensitive personal data and Special Category Information. This will be redacted [blacked out so that it cannot be seen when published] or the complete document withheld, whichever is most appropriate.

Sensitive personal data and Special Category Information could include:

- medical details of any living person;
- bank statements;
- tenancy agreements;
- lifestyle details which reveal a health aspect e.g. needs a carer or has poor health;
- education details where a name identifies the child;
- environmentally sensitive data; and
- details of any criminal convictions.

Sensitive personal data and Special Category Information considered as part of the decision-making process will be retained on file.

Sensitive personal data and Special Category Information not material to the decision-making process will be redacted and not held on file.

# Planning Publication Policy

## Representations

To deliver a consistent approach when dealing with comments on Planning applications, the Planning Authorities will deal with representations received in the following manner:

- Personal Data will be redacted as set out above, names and addresses of senders will be published (unless anonymity is requested – see notes below);
- If a representation contains information that may be defamatory, malicious, inaccurate or libellous, the communication may be returned to sender along with the letter at *Annex A*, explaining that it cannot be accepted;
- Anonymous representations will be considered and published;
- Where details of the sender have been provided but anonymity is requested, the representation will be anonymised for publication with personal data removed.
- The planning authority will use its discretion when considering whether to publish photographs accompanying a representation but where photographs are published, they will be subject to redaction criteria as set out above; and

## Copy document requests

All personal data will be redacted when providing copies of planning applications and supporting documentation.

# Planning Publication Policy

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## ANNEX A

Our reference:

Dear

### **PLANNING APPLICATION REFERENCE:**

Please find enclosed your objection letter to the above planning application.

This has been returned to you as it contains issues that could be considered \_\_\_\_\_ and are not relevant Planning considerations.

Please re submit your objection ensuring it relates to relevant planning matters and does not contravene the guidance within our Planning Publication Policy regarding personal or sensitive information and Special Category Information as per General Data Protection Regulations.

Kind regards

**Planning Business Support Team**



## Development Committee

**Confidential**

**3 November 2022**

### Confidential Report from:

**Director of Service Transformation**

*Local Government Act (Northern Ireland) 2014*

**Schedule 6 - Access to Information: Exemption Information**

Information relating to the financial or business affairs of any particular person (including the Council holding that information).

### When will the report become unrestricted:

Specify when report  
will become  
available

March 2023

Redacted  
report  
available

N/A

Never

N/A

## Item for Decision

**TITLE:**

**Dublin Belfast Economic Corridor Resource Request and Update**

### Background and Key Issues:

#### Background

1. Following consideration of a report to the Committee in June 2022, on the Council's proposed Investment Programme for 2022-23, it was agreed that an update report be provided to the Committee on the Dublin Belfast Economic Corridor initiative.
2. In summer 2021, a joint decision was taken by the eight partner Councils along the Dublin Belfast Economic Corridor (DBEC) to engage external consultants to undertake a development plan, strategy and action plan for the DBEC Partnership. The focus of the Partnership would be to explore opportunities in research and development, trade and investment, skills, infrastructure, tourism and connectivity.
3. The development plan recommended:

- The DBEC Partnership should remain an informal partnership, with a Memorandum of Understanding (MOU) with a view to exploring independent status within the first year of the development plan – 2022/23.
- The partnership should be housed at a single location with staff and resources to lead and manage delivery of the partnership aims.
- The development plan also recommended that the DBEC Partnership is 100% funded by the partner Councils in 2022/23 with this rate of funding falling to 60% by 2024. The remaining 40% is envisaged to be sought from private sector funding (20%), central government (10%) and other resources (10%).

### Key Issues

1. The next stage of the project included the development of a draft strategy and an action plan for the partnership. The strategy aim is to communicate a vision for the partnership enabling sustainable economic growth across the region in Northern Ireland and in the Republic. It is also envisaged the strategy will provide an evidence base for action, identifying areas of focus for the partnership to address future opportunities and address any gaps in existing provision. The action plan will prioritise key areas of work for the partnership aligned with the agreed thematic areas to 2030.
2. A draft of the development plan, strategy and action plan was presented to members of the political advisory group for consultation and feedback. A copy of the most recent draft strategy is attached for Member review and consideration (**see Appendix**). There is a small outstanding balance to be paid for the completion of the strategy across all the partners. The figure for Lisburn and Castlereagh is in the sum of €3,750
3. While it is understood that the action plan will consider potential funding opportunities and resources to deliver going forward, in June 2022 the partnership applied to the Irish Government's Shared Island Local Government Development Fund for funding to conduct a feasibility study on regional innovation centres. This funding is aimed at supporting cross-border local authority partnerships to develop proposals for joint capital projects. To date the Peace Plus programme has also been identified as a potential source of funding relevant to the wider initiative.
4. To take forward the next phase of the DBEC Partnership's objectives a Programme Manager and Partnership Officer will be recruited. An overview of resource requirements is attached (**see Appendix**). The table below details grade comparisons in both jurisdictions.

Job Title	NI Grade	ROI Grade	Additional costs and overheads (ROI)		Total (ROI)
Partnership Officer	P05 £42,614, (entry point on scale. Point 38)	Grade 6 Senior Staff Officer (entry point on scale)	€49,530 (£42,536)	30% Estimate	€64,389 (£55,330)
Programme	PO9 £56,169	Grade 7 Administrative	€62,894	30%	€81,762

Manager	(top of scale. Point 51)	Officer (top of scale)	(£53,957)	Estimate	(£70,258)
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5. It is proposed that the two posts be recruited over the coming months and report directly to the Director of Enterprise, Regeneration and Tourism at Newry, Mourne & Down District Council who will act as lead Council for the Partnership.
6. The Programme Manager role (Scale PO9) will be deployed on a 2 year fixed term contract to develop, manage, and deliver priority programmes of work with an emphasis on developing effective collaborative relationships with universities, government departments, and the private and community sector (**see Appendix**).
7. The Programme Officer role (Scale PO5) will also be deployed on a 2 year fixed term contract to assist the Manager to take forward the tasks outlined above with a specific role to identify, assess and secure external sources of funding to support the work of the DBEC Partnership (**see Appendix**).
8. The annual salary, accommodation and support costs for both staff posts is estimated to be £167,822/€195,000 per annum. It is proposed that the eight DBEC Councils share the costs of the two staff posts based on a pro rata basis linked to Council population share. An additional €65,000 will be split across the 11 Councils to allow for associated development and progression of the project. As per the table below, the percentage contribution from LCCC will amount to 6.69% of the overall total costs which equates to an estimated annual contribution of €17,402.

Council NI & ROI	% Population	Budget
		€ 260,000.00
Dublin City Council	27.53	€ 71,575.60
Belfast City Council	16.57	€ 43,092.32
Fingal County Council	14.69	€ 38,206.94
Armagh City, Banbridge & Craigavon Borough	9.91	€ 25,774.13
Meath County Council	9.68	€ 25,174.09
Newry, Mourne and Down District Council	8.52	€ 22,139.55
Lisburn & Castlereagh Borough Council	6.69	€ 17,402.47
Louth County Council	6.40	€ 16,634.90

9. Considering it is envisaged that both posts will not be filled until November/December 2022, it is expected that only 50% of the total annual costs related to the posts will be drawn down within this financial year 2022/23. This amounts to £83,911. The resource paper confirms that these costs can already be sought from existing budgets secured by the DBEC Partnership and as a consequence there is no additional budget to be sought from Lisburn and Castlereagh City Council until March 2023.
10. Whilst there is no budget requirement towards resourcing in the current financial year, further budget may be required through each of the Councils for wider activity during 2022-23, which will be considered by the Committee under separate cover on a project by project basis.

**Recommendation:**

It is recommended that Members consider to:

- a) Note the progress to date to develop the Dublin-Belfast Economic Corridor and consider for adoption of the Draft Strategy.
- b) Agree the recruitment of the DBEC Partnership Programme Manager and Programme Officer on a two year fixed term contract as outlined in the attached resource report.
- c) Agree to use remaining DBEC Partnership budgets to cover the costs of the two staff posts until March 2023.
- d) Agree to an estimated contribution of *€13,455 per annum from April 2023 onwards*, until such time the combined Council contribution of 100% discontinues through alternative funding sources.
- e) Agree to pay the final balance for completion of the strategy in the sum of €3,750.

**Finance and Resource Implications:**

Provision for the above costs will be included within the Economic Development budget estimates debate for 2023-24. The anticipated in-year contribution for 2022-23 can be accommodated within the existing economic development budget estimates.

The applications for grants under the Shared Island Fund do not require a matching financial contribution from Councils, however, in-kind staff time may be required. All other funding contributions that may be required will be on a project by project basis and considered separately by Committee.

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? No

**If no, please provide explanation/rationale**

Equality and good relations screening has yet to be undertaken as the DBEC programme has yet to commence whilst the scope of work has yet to be fully determined.

If yes, what was the outcome?:

<b>Option 1</b> Screen out without mitigation	N/A	<b>Option 2</b> Screen out with mitigation	N/A	<b>Option 3</b> Screen in for a full EQIA	N/A
--	-----	---	-----	--	-----

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

N/A

**Insert link to completed Equality and Good Relations report:**

N/A

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?

Yes

Has a Rural Needs Impact Assessment (RNIA) template been completed?

No

**If no, please give explanation/rationale for why it was not considered necessary:**

A Rural Needs Impact Assessment has yet to be undertaken as the DBEC programme has yet to commence whilst the scope of work has yet to be fully determined.

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

N/A.

**SUBJECT TO PLANNING APPROVAL:**

N/A

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**Appendix 2a** - Draft Strategy

**Appendix 2b** – Dublin Belfast Economic Corridor (DBEC) Partnership Resource Report

**Appendix 2c**– DBEC Partnership Programme Manager Job Description

**Appendix 2d** – DBEC Partnership Programme Officer Job Description

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:





# Dublin Belfast Economic Corridor

Version 3

Stage 2: Strategy

September 2022

**DRAFT**

**KPMG**

Stokes Place, St Stephen's Green  
Dublin 2  
D02 DE03  
Ireland

**Private and Confidential**

Ciaran Higgins  
Enterprise and Business Growth Officer  
Place and Economy Department  
Belfast City Council  
9-21 Adelaide Street  
Belfast BT2 8DJ

September 2022

**DRAFT: Provision of Support to the Dublin Belfast Economic Corridor Partnership**

Dear Ciaran,

In accordance with our engagement letter and its attachments dated 22 November 2021 (our "Engagement Letter"), we enclose our draft report for stage 2 strategy for the Dublin Belfast Economic Corridor Partnership.

This report contains:

- 1. Economic, Social and Political Context:** review of current economic, demographic and political priorities with which DBEC will align to drive economic growth along the corridor
- 2. Enablers and Ways of Working:** assessment of identified enablers and sectors to drive growth, with discussion of effective ways of working which will underpin actions
- 3. Actions:** recommended actions to initiate the DBEC partnership and achieve the long-term ambition

Our draft report is confidential and is released to you on the basis that it is not to be copied, referred to or disclosed, in whole or in part, without our prior written consent, save as permitted in our Engagement Letter or in agreement with us. We would welcome your feedback on the report and look forward to discussing the findings with you.

Yours sincerely,

KPMG

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# About this report



## High level scope for Dublin Belfast Economic Corridor



### Key sources

Workshop and conversation with the **Councils Executives, Councillors and DBEC steering group members** from the following councils:

- Armagh City, Banbridge & Craigavon Borough Council
- Belfast City Council
- Dublin City Council
- Fingal County Council
- Lisburn & Castlereagh Council
- Louth County Council
- Meath County Council
- Newry, Mourne & Down District Council



Workshops with Council Executives and Councillors was held on 23 November 2021, 2 February 2022 and 8 June 2022

**Consultations with the following economic corridor partnerships:**

- Oresund Committee/ Greater Copenhagen
- Greater Phoenix Economic Council
- Canada Northern Corridor
- Research Triangle Regional Partnership
- Oxford-Cambridge Arc
- East Border Region

**Consultations were also undertaken with close to 50 other entities. These include but are not limited to:**

- Drogheda Chamber
- InterTradeIreland
- DCU & UU
- North-South Ministerial Council
- Enterprise Ireland
- IDA
- InvestNI
- SEUPB
- Chambers Ireland
- Dundalk IT
- Fintech Corridor
- M1 Corridor



**Desktop research** of third party papers and reports, including from:

- CSO
- Council development plans
- DCU/ UU
- DBEC research to date
- Enterprise Ireland
- ESRI
- InterTradeIreland
- IDA
- Invest NI
- NISRA
- Other economic corridor partnerships report
- Shared Island research





# Executive Summary

Samuel Beckett Bridge –  
Dublin City Council

Executive Summary

# Progress Update

● Completed
 ● In progress
 ● To be completed

**This draft report builds on the Development Plan (Stage 1) and provides a strategy for the DBEC partnership over the period to 2030. An Action Plan will follow in Stage 3.**



- This report draws on a breadth of research, consultation, and analysis to develop a strategy for the direction of the Dublin Belfast Economic Corridor (DBEC) over the period to 2030. An overall ambition and a range of strategic objectives are set out, as well as a number of enablers (skills, infrastructure and R&D) that DBEC can focus on in order to achieve its overall ambition
- This report is part of KPMG’s work to support the DBEC partnership in developing an ambitious strategy for implementation. It builds on the previous Development Plan and lays the groundwork for the upcoming Action Plan
- A central focus of this report is positioning DBEC in the region’s wider economic development ecosystem. This strategy outlines the types of activities undertaken by other entities in the ecosystem and where there are gaps that DBEC can fill. DBEC should avoid duplicating existing activities and should aim to create additionality for the region’s economy

Notes: \*Funding and costs are to be further refined in Stage 3

Executive Summary

# Vision and ambition

**Best practice amongst economic development entities includes setting a clear ambition and pathways through which this can be realised.**



**Ambition:** To become a leading economic corridor in Europe, achieving sustainable growth through collaborative R&D, a highly skilled workforce and enabling infrastructure



**What we want to be world renowned for:** A major international centre in growth sectors like Professional Services, Advanced Manufacturing, ICT, Life Sciences and Advanced Agriculture

### Executive Summary

# Strategic objectives

## DBEC can fill a gap in the current ecosystem to deliver on core strategic objectives.

Key NI and ROI players providing economic funding and programme delivery



### DBEC strategic objectives:



- Increase **skills and training** to meet the labour requirements of the region, building on and expanding the existing workforce
- Align with and support economic development partners to increase **trade and investment** along corridor
- Enhance cross-border collaboration in **R&D and Innovation**, targeting investment in high growth sectors and the green economy
- Promote **sustainable and climate-conscious growth** along the corridor, aligned with councils' development plans and wider policy objectives
- Advocate for **cross-border infrastructure** to strengthen connectivity and access to markets and labour
- Market the region and elevate the DBEC brand so that the region becomes **globally renowned** as an attractive place to live and do business



Executive Summary

# Background context

## DBEC will need flexibility in aligning with economic conditions and policy landscape.

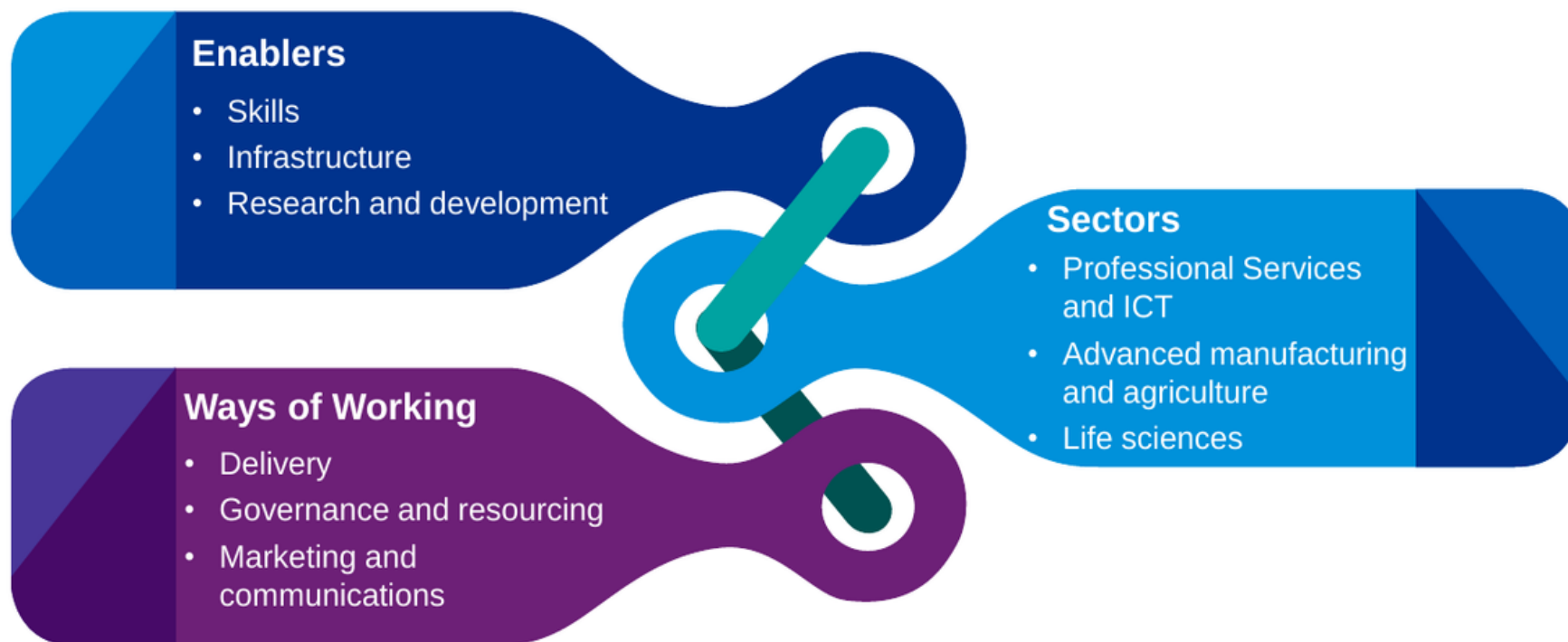
Theme	Key findings																																																				
<p><b>Economic and Social Context</b></p> 	<ul style="list-style-type: none"> <li>As of 2022, <b>key challenges facing the economy</b> on the Island of Ireland include high inflation, rising interest rates, and challenges meeting housing needs for current and potential residents. However, economic growth along the corridor is forecast to remain strong, growing by ~5% in 2022 and ~3% annually by 2030. In this context, there is potential for additional growth of the corridor’s economy</li> <li>The corridor is home to a <b>diverse range of business sectors</b>, with business density highest in DCC, MCC and LCC (each hosting close to 500 businesses per 10,000 residents). The services sector accounts for 75% of the corridor’s workforce, and professional, scientific and technical services remain key growth areas for the corridor. The corridor’s high working age population (67%) and high volumes of cross-border trade (€7.65bn / £6.50bn of trade in goods occurred between NI and RoI in 2021) make the corridor an attractive place for indigenous and foreign investment</li> <li><b>Changing work patterns</b> arising from the pandemic are increasing demand for more remote working hubs and may drive opportunities for towns and villages across the region. Relatively higher levels of housing affordability in the core corridor area – compared to Dublin and Belfast – can increase the relative competitiveness of the region nationally and internationally</li> </ul>																																																				
<p><b>Policy Alignment</b></p> 	<ul style="list-style-type: none"> <li>Consistent themes in <b>councils’ development plans</b> include housing, environment and employment. There is an opportunity for DBEC to coordinate engagement on thematic priorities on council and regional levels, through workshops, information-sharing, and cross-border research</li> <li>The <b>enablers and strategic priorities identified for DBEC</b> in this report align with national and regional policy priorities (i.e. skills, infrastructure and R&amp;D are key to the Investment Strategy for NI 2050 and the Eastern &amp; Midland RSES)</li> <li>There are <b>opportunities for DBEC to secure funding</b> for cross-border projects through the PEACE PLUS Programme and the Shared Island initiative (including applications via the Irish Research Council for relevant projects). Funding from UK and RoI governments, the EU and private sector investment will enable delivery of DBEC’s objectives and overall vision</li> </ul> <table border="1" data-bbox="1198 861 2123 1447"> <thead> <tr> <th colspan="2" rowspan="2"></th> <th colspan="4">Key Themes</th> </tr> <tr> <th>Infra.</th> <th>R&amp;D</th> <th>Services</th> <th>Skills &amp; Employment</th> </tr> </thead> <tbody> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">National and regional policy</td> <td>NI Economy 2030 2018 - 2030</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Investment Strategy for NI 2050 (2022 -2040)</td> <td>✓</td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td>10X Economy</td> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td>New Decade New Approach (2020 -2030)</td> <td>✓</td> <td></td> <td>✓</td> <td>✓</td> </tr> <tr> <td>RDS 2035</td> <td>✓</td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td rowspan="3">RoI</td> <td>Eastern &amp; Midland RSES (2019-2031)</td> <td>✓</td> <td></td> <td>✓</td> <td>✓</td> </tr> <tr> <td>EI Powering the Regions</td> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td>Project Ireland 2040 - NPF &amp; NDP (2010-40)</td> <td>✓</td> <td></td> <td>✓</td> <td></td> </tr> </tbody> </table>			Key Themes				Infra.	R&D	Services	Skills & Employment	National and regional policy	NI Economy 2030 2018 - 2030	✓	✓	✓	✓	Investment Strategy for NI 2050 (2022 -2040)	✓	✓		✓	10X Economy		✓		✓	New Decade New Approach (2020 -2030)	✓		✓	✓	RDS 2035	✓		✓		RoI	Eastern & Midland RSES (2019-2031)	✓		✓	✓	EI Powering the Regions		✓		✓	Project Ireland 2040 - NPF & NDP (2010-40)	✓		✓	
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## Executive Summary

# Enablers, sectors and ways of working

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Key enablers and sectors will drive growth, underpinned by effective ways of working.






In developing this Strategy, research has identified three **enablers** which will underpin future growth: skills, infrastructure, and research and development (R&D). Focussing on improving these enablers will support economic growth of the whole corridor. Within the corridor, some **sectors** are already strong and have been identified as key focus areas for skills development, infrastructure investment, and research and development. Finally, the DBEC partnership will need to work effectively in order to achieve its ambition. Success in these three **ways of working** will enhance delivery of actions undertaken. This sets the structure for this Strategy.

## Executive Summary

## Enablers

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## DBEC's core focus for enabling growth is based on improving skills, infrastructure and R&amp;D.

Theme	Key findings
<b>Skills</b> 	<ul style="list-style-type: none"> <li>The DBEC region is <b>highly skilled in relative terms</b> on the island and internationally, with 89% of the population holding a qualification and 39% having a qualification above NVQ4. The region's multiple HEIs and Institutes of Technology, training over 114,000 students, generate a pipeline of talent for the region's economy, but retention remains an issue in some geographic areas</li> <li><b>Gaps in key skills</b> are acting as a drag on overall economic growth, in particular in hospitality, construction, and ICT. There is an opportunity for a single entity to contribute to addressing these skill gaps and aligning stakeholders along the corridor around existing policy and targets (e.g. 10X Economy, Belfast Region City Deal, Skills Strategy for NI, Regional Skills Plans)</li> <li>DBEC can fill a gap as the <b>lead skills coordinator</b> for the corridor, in particular in re-/up-skilling (e.g. in high demand sectors) and aligned with national and regional policy priorities. DBEC can coordinate research, lead marketing, and engage with partners on approaches to improve graduate retention</li> </ul>
<b>Infrastructure</b> 	<ul style="list-style-type: none"> <li>The corridor is <b>well-connected</b> domestically and internationally, but its spread is narrow and there have been few cross-border infrastructure projects to integrate the corridor's width. Investment in infrastructure is a priority with £1.6bn p.a. earmarked under the NI Investment Strategy, while the Irish government will invest a total of €165bn in infrastructure over the period 2021-30 as part of its National Development Plan. It is uncertain the quantum allocated for projects specifically in the corridor's geography</li> <li>There is an opportunity for DBEC to <b>advocate for cross-border infrastructure and to develop initial business cases</b>, and to lobby relevant stakeholders to prioritise investment in infrastructure. DBEC can undertake gap analysis of required export-enabling infrastructure needed to support players with high growth potential in high-tech sectors, infrastructure needed to support growth and opportunities for renewable energy projects, such as the proposal relating to €2bn Broomore Ireland Port. DBEC's infrastructure work should be aligned with its key priority sectors and aligned with those of partners and stakeholders</li> </ul>
<b>Research and Development</b> 	<ul style="list-style-type: none"> <li>Academic and industry research is clear that <b>agglomeration benefits arise from R&amp;D spend</b> in specific geographic areas and there is some evidence of spillovers along the corridor, in particular near Dublin. The existing level of spend on R&amp;D in the corridor (€2.3bn/£1.9bn; 45% of the total on the island) compares favourably to NI, RoI, and UK totals when adjusted for population, but at the same time an uplift of 164% to total spend is required for the corridor to compete with peer countries such as Austria</li> <li>There is a gap in the corridor's ecosystem for an entity to work with the R&amp;D community, local authorities, and other public agencies to secure higher levels of FDI across the region (e.g. life sciences, advanced manufacturing, ICT). <b>A significant opportunity exists for DBEC to be the voice for R&amp;D investment along the corridor</b>, highlighting particular sector clusters and collaborative opportunities through hosting events, liaising with the IDA/INI, and engaging with SFI and EU bodies re R&amp;D funding opportunities</li> </ul>

## Executive Summary

## Sectors




## Existing strengths in high growth sectors can bolster the corridor's economy.

Theme	Recommended Actions
<p data-bbox="147 427 344 536">Professional Services and ICT</p> 	<ul data-bbox="398 427 2094 719" style="list-style-type: none"> <li>Professional services (including financial services) and ICT <b>accounts for ~220,000 (20%) jobs</b> along the corridor and 45% of all professional services jobs on the island of Ireland. The significance of this footprint and recent strong growth in employment (+17% over the period 2017-2020) highlight the importance and potential of further expansion in the sector</li> <li><b>Growing demand internationally for professional services</b>, as well as evidence from comparator corridors that the sector is a high priority in those locations (e.g. GPEC, Greater Copenhagen), highlights the potential of growth of the sector to the corridor</li> <li>Against this backdrop, there is an opportunity for DBEC to contribute to further growth through <b>skills development coordination</b> with stakeholders (e.g. Skillnet, FinTech Corridor, Labour Market Partnerships) and to work with partners to explore the potential to grow additional cluster networks in high growth sub-sectors, such as cyber security</li> </ul>
<p data-bbox="136 750 356 896">Advanced manufacturing and agriculture</p> 	<ul data-bbox="398 750 2063 1077" style="list-style-type: none"> <li>The manufacturing and the agriculture sector account for <b>103,000 jobs along the corridor</b> (10% of total). The sectors' footprints stretch from the city centres to rural hinterlands and both sectors offer opportunities for further innovation, investment, and jobs growth. Strong agri-food clusters are located in L&amp;C, ABC and LCC, with MCC and NMD having a strong agricultural presence. Advanced engineering/aviation clusters are located in BCC, L&amp;C, ABC and FCC can be further developed to encourage growth</li> <li>Advanced manufacturing is a key area of focus, in particular for <b>NI councils which are part of the Belfast City Deal and Mid South West Growth Deal</b></li> <li>There is an opportunity for <b>DBEC to take practises from other international economic corridors</b> such as promoting the manufacturing sector through undertaking operating cost comparisons with other regions, hosting events showcasing new technology advances and advocating for infrastructure improvements to improve logistical efficiencies</li> </ul>
<p data-bbox="147 1107 344 1139">Life sciences</p> 	<ul data-bbox="398 1107 2101 1434" style="list-style-type: none"> <li>The corridor is home to a wide range of businesses operating in the life sciences sector, with <b>employment in the range 8,000-10,000</b>. These world-class biotech, pharmaceutical and MedTech companies provide well paid employment opportunities to highly skilled workers and generate economic spillovers indirectly across their supply chain</li> <li>FDI has resulted in a <b>strong cluster of life science companies in some geographic areas</b> (e.g. DCC, LCC, BCC), with high levels of collaboration with HEIs evident. However, there are some gaps in collaboration on a cross-border basis, and there is an opportunity for an entity such as DBEC to coordinate collaboration efforts through its skills and R&amp;D workstreams, events, research, and advocacy, together with key partners (SFI, UU, DCU, DKiT, QUB and key private sectors companies)</li> <li>DBEC can <b>encourage the expansion of these clusters</b> at a cross-border level through skills collaboration and being a voice for R&amp;D investment along the corridor</li> </ul>

Executive Summary

# Ways of working

## Three core pillars will support the partnership to work effectively.

Theme	Summary
<p data-bbox="185 427 300 456">Delivery</p> 	<ul style="list-style-type: none"> <li>▪ In the context of the key enablers (skills, infrastructure and R&amp;D), there is an opportunity for DBEC to become the corridor's <b>flagship economic “think-and-do tank”</b> and align stakeholders along the <b>corridor-specific economic growth initiatives</b>. The partnership can use its independent voice to play a vital role in driving high economic growth and improving overall competitiveness along the corridor, through the publication of independent reports on topics relevant to the key enablers</li> <li>▪ There are clear learnings for DBEC from the activities of <b>comparator corridors</b> (e.g. GPEC, Research Triangle Partnership and Greater Copenhagen), including the potential to implement a collaboration agreement between members, providing a large range of industry reports, supporting with training, marketing and establishing a recognisable brand for the region</li> <li>▪ DBEC can <b>encourage indigenous growth</b> through providing ongoing business support, networking opportunities and service provider referrals by sector and specialism, working collaboratively with partners (e.g. EI, IDA, ENI, ITI)</li> </ul>
<p data-bbox="129 802 356 866">Governance and resourcing</p> 	<ul style="list-style-type: none"> <li>• Similar to other economic development entities on the island and internationally, governance structure can influence an entity's overall performance and contribution. Internationally, <b>governance models are bottom-up, top down or mixed</b> (see stage 1 report: Dublin Belfast Economic Corridor Development Plan for greater detail on governance, resourcing and funding)</li> <li>• <b>Early momentum matters.</b> In the first three months of the implantation plan DBEC should focus on agreeing objectives, identifying actions and developing branding. Once established, priorities should be to fast-track high return projects, connect sectors and showcase growth</li> <li>• <b>Initially DBEC is to be based within one of the participating councils</b> (preferably near the border), until it becomes established, at which point it could explore other base options (e.g. own office(s))</li> </ul>
<p data-bbox="129 1123 356 1187">Communication and marketing</p> 	<ul style="list-style-type: none"> <li>▪ Currently, DBEC is in the process of hiring an <b>Partnership Officer</b> whose key role will be to engage with stakeholders, oversee internal and external communications and help promote the corridor</li> <li>▪ DBEC can look to other <b>international economic corridors</b> (e.g. GPEC, Research Triangle Partnership and Greater Copenhagen) for best practice in communication and marketing. These entities have produced industry reports, hosted events (such as discussion panels, presentations and networking) and conducted annual stakeholder satisfaction surveys to gauge their performance</li> <li>▪ There is the opportunity for DBEC to build on existing communications through using a <b>mixture of content streams</b> such as events, webinars, monthly newsletters, reports, podcasts, blogs and videos to best communicate the partnership's message</li> </ul>

Executive Summary

# Sample short-term priorities

Immediate actions undertaken in the first 6 months will generate momentum for the partnership.





Enabler	Short-term
<p><b>Skills</b></p> 	<p>Develop a <b>DBEC skills barometer</b>. This will monitor the changing needs of the labour market, measure demand and supply of skills and benchmark existing attainment levels</p> <p>Identify the <b>barriers to skills development</b>, such as funding, residency requirements or unclear career progression</p>
<p><b>Infrastructure</b></p> 	<p>Begin the exercise of <b>identifying infrastructure gaps</b>. Appoint a qualified team to lead the review</p> <p>Begin understanding <b>improvements to infrastructure amenities</b> needed to generate high-quality of life</p>
<p><b>R&amp;D</b></p> 	<p><b>Create an outreach list of high potential innovative SMEs</b> in priority sectors based along the corridor; engage with senior Executives about DBEC's role in promoting the corridor and wider R&amp;D opportunities</p> <p>Explore the potential of a <b>Circular Economy feasibility assessment</b> for the entire corridor, building on current examinations by BCC and DCC of the potential of this in Belfast and Dublin</p>
<p><b>Ways of working</b></p> 	<p>Implement a <b>collaboration agreement</b> for all local authorities to agree to. Arrange a programme of activities for the first year</p> <p>Appoint a <b>Programme Manager and Partnership Officer</b> to lead the DBEC partnership team</p> <p>Identify current and potential future <b>opportunities for funding</b>. Initially, these could include Shared Island Fund (Local Authority Development Funding), PEACE PLUS, Levelling Up, Shared Prosperity, Intertrade Ireland and Horizon Europe</p> <p><b>Organise regular learning sessions for councils to share initiatives with other council officers</b> and elected members to explore expansion of successful initiatives along the corridor</p> <p>Develop a <b>coherent marketing and communications strategy</b> with a clear editorial line. Initially, this could include a document setting out the benefits of the corridor, dedicated communication channels and consideration of comparator corridors for lessons learned</p>

These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG's work to inform the DBEC Action Plan, as well as by DBEC staff when up and running

Executive Summary

# Sample longer-term actions

Longer-term actions will provide ongoing growth, helping DBEC achieve its vision by 2030.

Enabler	Medium-term	Long-term
<p><b>Skills</b></p> 	<p>Develop a <b>skills policy and strategy</b></p>	<p><b>Develop the skills needed</b> to support the labour market based on a coherent plan for developing skills along the corridor, attracting skilled labour and retaining graduates</p>
<p><b>Infrastructure</b></p> 	<p><b>Map assets with development potential</b> to gain a greater understanding of infrastructure needed to unlock the land. Lead the development of <b>infrastructure business cases</b> to inform wider strategic decision-making amongst policymakers</p>	<p><b>Conduct transport modelling and analysis</b> to inform options development, priorities and infrastructure needs assessment. Conduct a <b>scoping of opportunities</b> and identify amenities needed to promote the region</p>
<p><b>R&amp;D</b></p> 	<p>Pioneer <b>regular trade events</b> to showcase relevant technology, promoting companies and inviting attendees. Coordinate cross-border opportunities for R&amp;D, shared funding, and encourage collaboration</p>	<p>Investigate the feasibility for <b>waste infrastructure projects</b> which could support concepts associated with upcycling, waste segregation and eco-friendly treatments</p>
<p><b>Ways of working</b></p> 	<p><b>Hire additional personnel</b> to lead on research activities and funding applications. Coordinate and <b>apply for funding</b> from different sources. Deliver strong applications which promote the ambition of DBEC and secure the required funds to deliver on identified actions. <b>Promote the corridor</b> as a great place to live and work using a range of communication channels to deliver a consistent message</p>	

These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG’s work to inform the DBEC Action Plan, as well as by DBEC staff when up and running

## Executive Summary

# A framework for engaging with stakeholders

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Early-stage strategic identification and engagement with stakeholders will drive momentum.

## Why engage with stakeholders?

- For each project, consider why stakeholders will be engaged, e.g.:
  - Levels of interest in respective projects
  - Desire to be involved in governance/delivery
  - Expectations of returns
  - Approaches to collaboration



## Who should be engaged?

- Identify the respective cohorts and potential roles, e.g.:
  - Central government/semi-state: funder/regulator
  - Local authorities: delivery/governance
  - Corporates and SMEs: beneficiaries/funders
  - Third sector and households: recipients/workers



## Who are the funders?

- Understand funding needs and who can provide funding, e.g.:
  - Resource/salary costs: temporary/permanent/part-time
  - Communications/marketing: event/conference/sponsorship
  - Research and delivery: external support/consultation
  - Potential sources: Shared Island Fund (Local Authority Development Funding), PEACE PLUS, Levelling Up, Shared Prosperity, Intertrade Ireland, Horizon Europe, InvestNI and Enterprise Ireland, corporate sponsorship



## How to engage with stakeholders?

- Take a targeted approach to engaging with stakeholders, e.g.:
  - Delivery partners: project meetings/workshops/virtual
  - Funders: financial and project reports/effective governance
  - Clients/customers: digital marketing/newsletters/emails/LinkedIn
- Have clear priority stakeholders and engage with these regularly
- Involve senior leadership from DBEC's member councils in relevant local project opportunities



The Action Plan will set out a framework for embedding stakeholders into DBEC's actions.



## Executive Summary

## Acronyms

Acronyms used throughout the report are listed below.

AAM	— Advanced Air Mobility	ITI	— InterTradeIreland
ABC	— Armagh City, Banbridge and Craigavon	KPI	— Key Performance Indicator
BCC	— Belfast City Council	LA	— Local Authority
DCC	— Dublin City Council	LCC	— Louth County Council
DBEC	— Dublin Belfast Economic Council	LEO	— Local Enterprise Office
DETE	— Department of Enterprise, Trade and Employment	MCC	— Meath County Council
DfE	— Department for the Economy	MNCs	— Multi National Corporation
DfI	— Department for Infrastructure	MOU	— Memorandum of Understanding
DoT	— Department of Transport	NI	— Northern Ireland
DTTAS	— Department of Transport, Tourism and Sport	NDP	— National Development Plan
EI	— Enterprise Ireland	NMD	— Newry, Mourne and Down District Council
ENI	— Enterprise Northern Ireland	NPF	— National Planning Framework
EU	— European Union	NVQ	— National Vocational Qualification
FCC	— Fingal County Council	Prv.	— Private sector
FDI	— Foreign Direct Investment	R&D	— Research and Development
GPEC	— Greater Phoenix Economic Council	RoI	— Republic of Ireland
HEI	— Higher Education Institute	RSES	— Regional Spatial and Economic Strategy
ICT	— Information Communication Technology	SFI	— Science Foundation Ireland
IDA	— Industrial Development Agency	SWOT	— Strengths, Weaknesses, Opportunities, Threats
INI	— Invest Northern Ireland	UK	— United Kingdom





# Economic and Social Context

Titanic Quarter  
- Belfast City Council

Economic and social context

# DBEC in a wider context

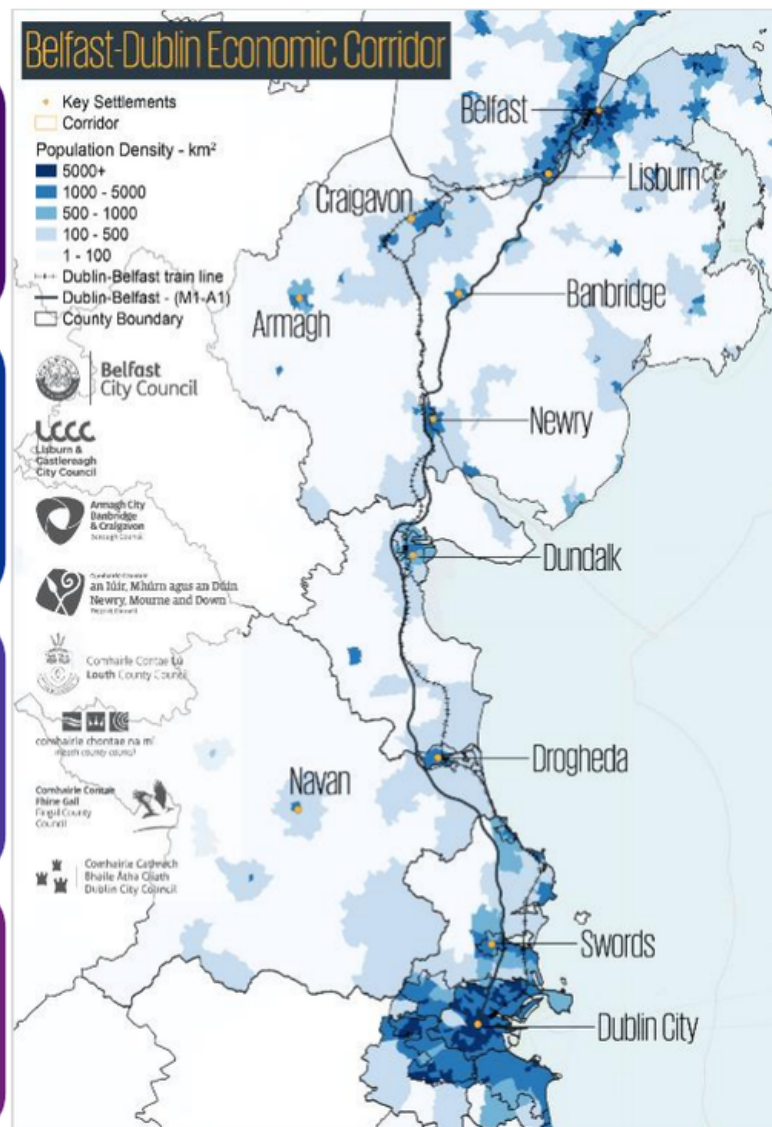
## Council areas in NI

**Belfast** (~340,000) is the economic driver of the NI economy, with key strengths in a number of growth sectors (digital, ICT, creative industries, fintech, financial services, health & life sciences, advanced manufacturing tourism). Belfast has huge potential out to 2030 and beyond

**Lisburn & Castlereagh** and their wider hinterland (~146,000) are ideally located as a gateway to Belfast, with direct access to the A1/M1 opening the area to multiple opportunities. Population growth is amongst the strongest in NI and significant investment in housing is anticipated in the coming years

**Armagh City, Banbridge and Craigavon** and their hinterland (~217,000) comprise of key settlements and enterprise bases (e.g. agri-food, manufacturing). The area also has strong cultural assets that can be capitalised on as part of DBEC thematic foci

The **Newry, Mourne & Down** area (~182,000) is an access point to/from NI/RoI and vice versa, and also includes freight access into NI through Warrenpoint Port. The area has huge opportunities to grow through the development of DBEC



## Council areas in RoI

**Louth** (~145,000) is home to high-quality research centres and facilities at DkIT, particularly around ICT, Health and Ageing; Energy and Environment, and Creative and Digital Arts. Other sectors include engineering and food manufacturing, financial services and agriculture

**Meath** (~217,000) has sectoral strengths in culture and heritage, agri-food, logistics, and telecoms, and serves a key provider of talent to employers in the Greater Dublin Area

**Fingal** (~344,000) is a vital component of the Dublin Region's economy, home to Dublin Airport and multiple MNCs and SMEs across all sectors. The Dublin Enterprise Zone has over 1500 hectares of land zoned primarily for business activities.

**Dublin City** (~603,000), with over a quarter of the corridor's population, is the economic driver of the island's economy, with major strengths in professional services, tourism, life sciences, aviation, financial services, tech.

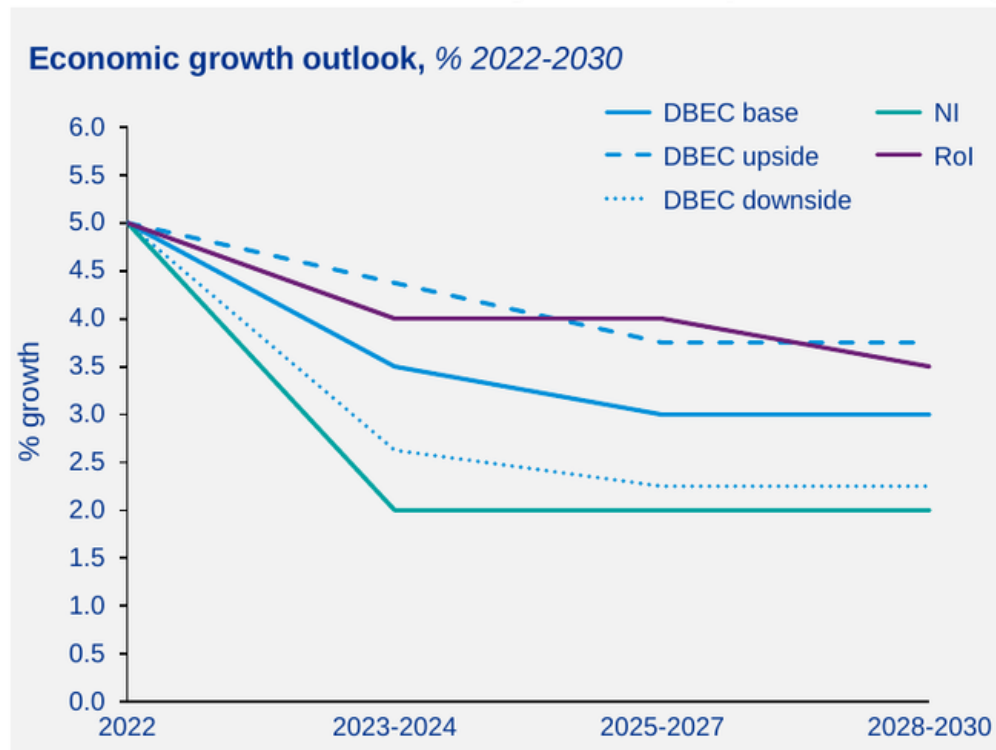
Notes: Population shown in brackets  
Sources: Based on the latest census data at Electoral Division (Northern Ireland) and Super Output Area (Republic of Ireland)



Economic and social context

# National and regional economic outlook

The corridor's economy has the potential to grow strongly over the coming years.



## Key Takeaways

- The global economy has seen several shocks in recent years with the Covid-19 pandemic, UK Exit from the EU and the ongoing conflict in Ukraine causing uncertainty. 33,000 Ukrainians had arrived in Ireland by early June 2022 and 600 visas have been granted for Northern Ireland, putting pressure on accommodation and government funds to support them. Protracted negotiations between the UK and EU, particularly with respect to the NI Protocol, are reducing confidence in future agreements for investors
- The combination of extreme weather reducing agricultural supply, disruption to eastern Europe supply chains and the increased demand following 2 years of consumer restraint are driving inflation levels of 7% forecast for Ireland and 8% for the UK. Inflation is expected to return to 2% by 2024 but lower disposable incomes will dampen consumer spending in the meantime
- ECB monetary policy rates increased in July 2022, and are likely to further increased in late 2022 potentially dampening investment and consumer spending. The Bank of England has gradually increased rates to reach 1.25%, the highest level in 13 years.

### Opportunities for DBEC

- In NI, the 10X economy agenda sets out an ambitious plan for the growth of a number of key growth and foundational sectors over the period to 2030. Improving productivity is a key ambition of 10X, building on previously highlighted challenges (e.g. availability of skills)
- A strong labour force with increased participation following the pandemic will boost recovery. A focus on improving productivity among companies to counteract increasing supply costs will be key.

**Notes:** The CSO has suppressed data on regional GVA in the Mid-West for reasons of confidentiality  
**Sources:** Department of Finance (Budget 2021), ESRI (Quarterly Economic Commentary, Summer 2022), Central Bank of Ireland (Quarterly Bulletin, June 2022)

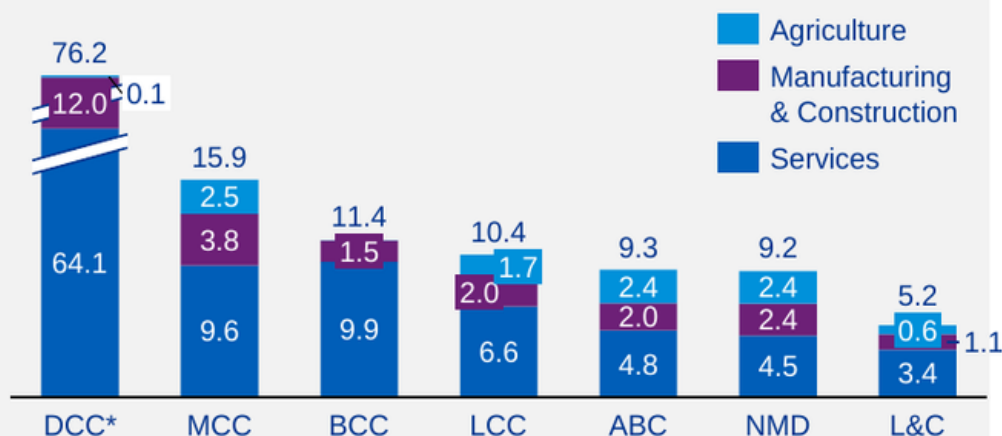


Economic and social context

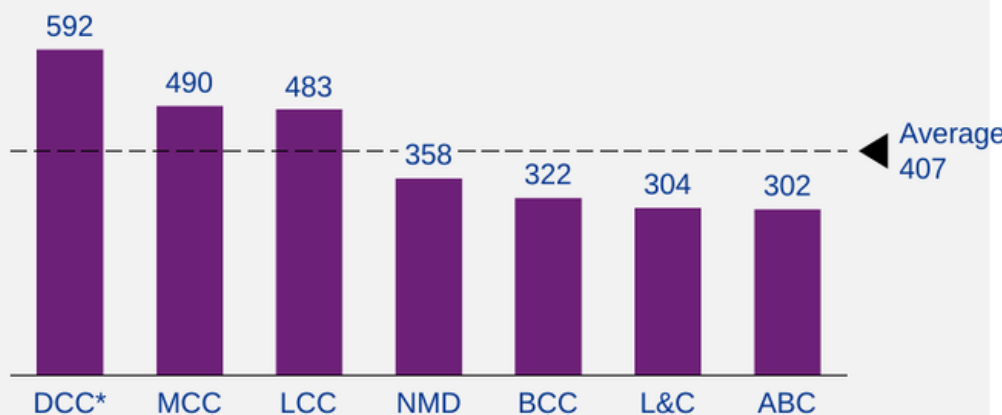
# Enterprise base

The corridor hosts a diverse range of sectors and businesses.

Breakdown of number of enterprises in the corridor, ('000)



Active businesses per council, per 10,000 residents



Notes: \*Fingal County Council is included within the Dublin City Council (DCC) statistics  
Sources: CSO, NISRA, InvestNI



## Key Takeaways

- Services account for the largest share of enterprises (75% of enterprises in the corridor), with professional, scientific and technical services a key growth sector across the corridor
- The agriculture sector is particularly strong in MCC, LCC, ABC and NMD, where it accounts for 12% - 27% of their enterprise base. These councils all have strong potential to cooperate on cross-border agri-tech opportunities to collectively grow the sector
- Manufacturing is a high growth sector for the region and accounts for 18% of businesses across the corridor. DCC and FCC account for just under 48% of the corridor's manufacturing businesses
- When adjusted for population, counties DCC (592), MCC (490) and LCC (483) have the highest number of active businesses per 10,000 residents. In each of the councils on the northern end of the corridor, the number of active businesses per capita is below average

### Opportunities for DBEC

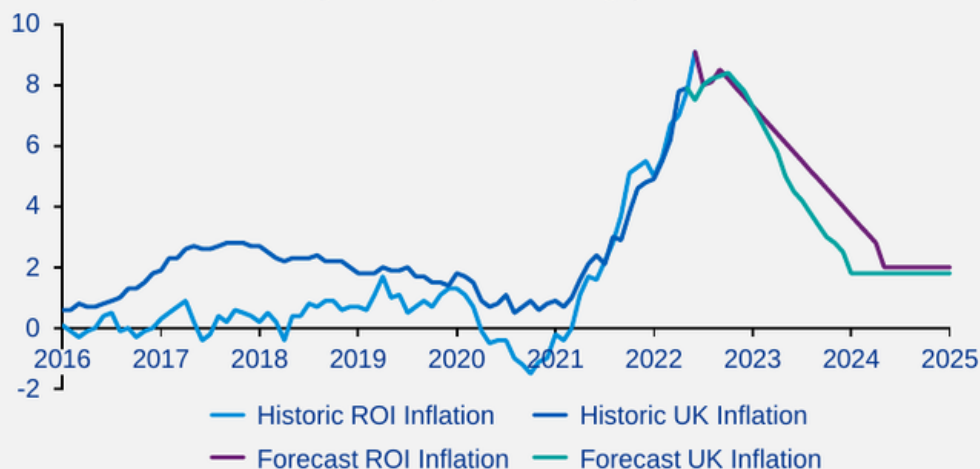
- The pandemic enabled many commuters to work from home and provided growth opportunities for settlements along the corridor. While there has been a return to the office in some cases, remote working continues to represent an opportunity for councils located in the corridor's core area
- A more balanced spread of active business across the corridor may provide greater training and work opportunities for residents living outside major urban settlements
- Other opportunities are for DBEC to encourage councils to collaborate and support competitiveness in tourism, skills, and R&D

Economic and social context

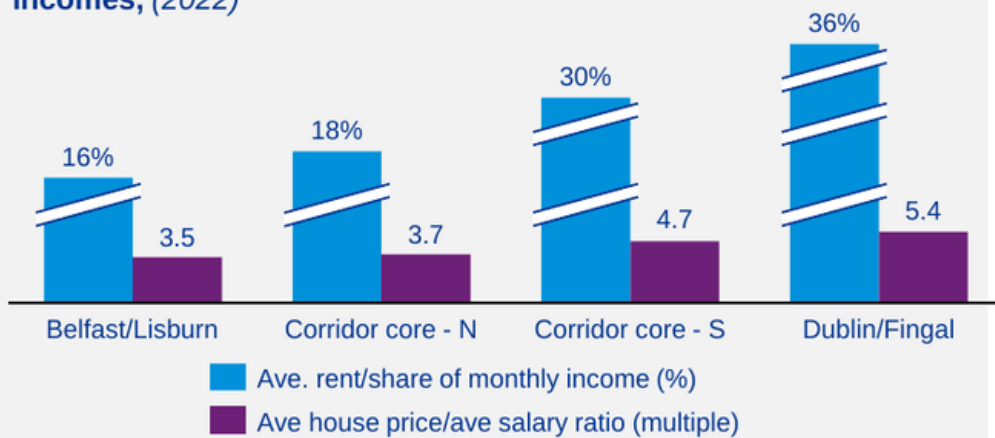
# Cost of living

## Greater levels of affordability North of the border provides opportunities for Northern Ireland.

Rol and UK Inflation, (year on year % change)



Affordability of housing for a two person household on average incomes, (2022)



Sources: CSO, NISRA, Central Bank, ESRI, Eurostat., ONS, KPMG analysis, Ulster Bank (Northern Ireland PMI, May 2022)

### Key Takeaways

- Inflation is at a decades-long high across Europe posing challenges to households' cost of living and businesses' cost of operating
- In ROI, the Central Bank are forecasting inflation to peak at 7.7% in 2022, thus ending a long period of low inflation in Ireland (inflation averaged 0.8% in 2017 to 2021). On a wider level, Eurozone inflation reached 8.6% in June 2022
- UK inflation reached a 40 year high of 9.1% in May and Northern Ireland companies increased prices at their sharpest rate in almost 20 years of data collection as manufacturing input prices also reached record inflation levels
- Approximately 80% of the driver of higher inflation in 2022 is energy costs (gas prices have increased by 70%-75% and oil prices are up 40%-45% since 1 January 2022). Pandemic-related supply bottlenecks and geopolitical uncertainty are also key drivers of headline inflation
- Most forecasters are anticipating that inflation will peak in late 2022/early 2023, likely reducing the competitiveness of export-focused businesses through to 2023.

### Opportunities for DBEC

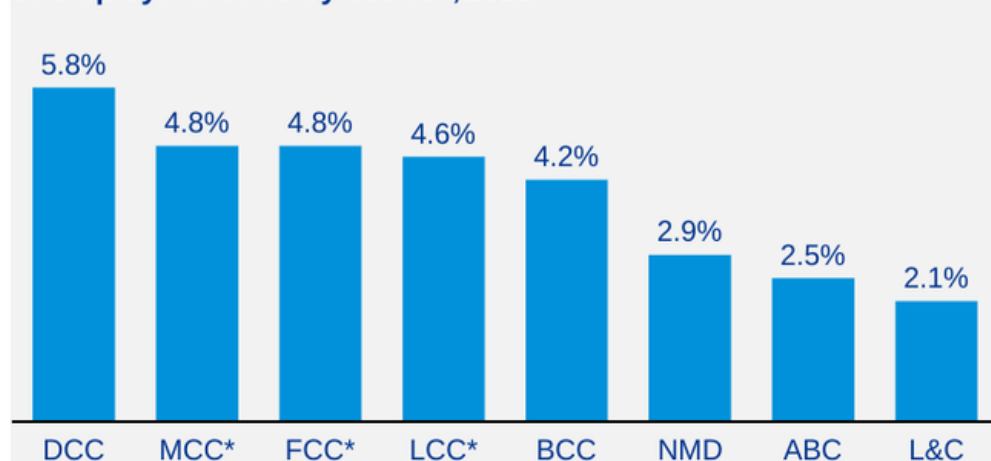
- While inflation is an issue along the corridor, housing and rental costs are significantly lower in NI council areas, providing a competitive advantage relative to ROI or other regions in Europe
- This provides opportunities for securing higher levels of FDI, in particular through MNCs establishing a second base or expanding their primary base in larger cities. DBEC can bridge the gap between IDA & Invest NI by engaging with corridor-specific FDI prospects
- Advocate for cross-border infrastructure and R&D for renewable energy to help encourage more stable long-term energy pricing.

Economic and social context

# Employment

The corridor has low levels of unemployment and strong jobs growth forecasted.

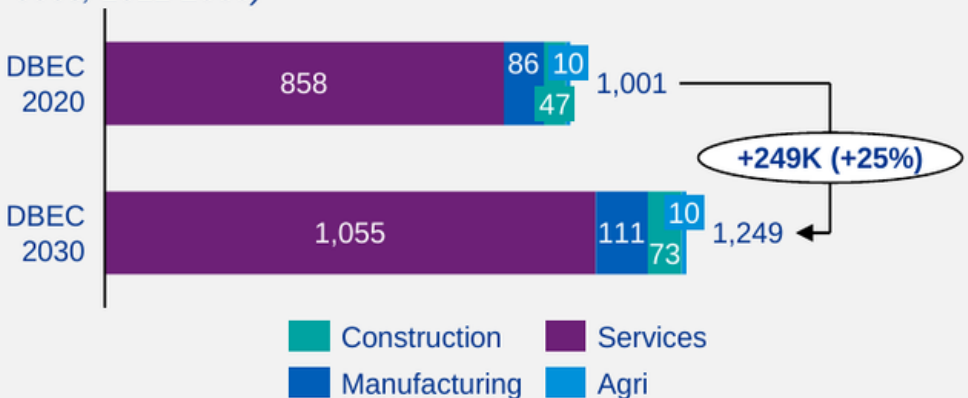
Unemployment rate by council, 2021



## Key Takeaways

- Pre-Covid, unemployment had been falling steadily across the corridor since its peak (2011 in RoI and 2012 in NI). By first quarter of 2022, the unemployment rates had decreased to 2.3% for NI and 5.4% for the Eastern and Midland (ROI). Post-Covid the unemployment rate varied along the corridor with the highest unemployment observed in DCC and lowest in L&C
- DCC accounts for the largest share of the corridor’s workforce at 29% (295,000), followed by BCC (~10%), and the other council areas accounting for the remaining 61% of jobs
- As a result of Covid-19 there are increased opportunities for people to be based outside of Dublin/Belfast and work remotely. This allows for greater mobility of labour across the corridor
- There is strong average annual projected population growth out to 2030 for the corridor of 1.1% p.a. with a projected annual job growth matching this of 1% p.a.

Projected job growth per sector across the corridor '000s, 2022-2030



### Opportunities for DBEC

- There are opportunities to increase the number of businesses operating across the corridor, in particular in the services sector.
- No agency is currently co-ordinating enterprise and job growth specifically for the corridor and DBEC can contribute to skills development along with partners (EI, Skillnet, SFI, ENI, DfE, HEIs, etc).

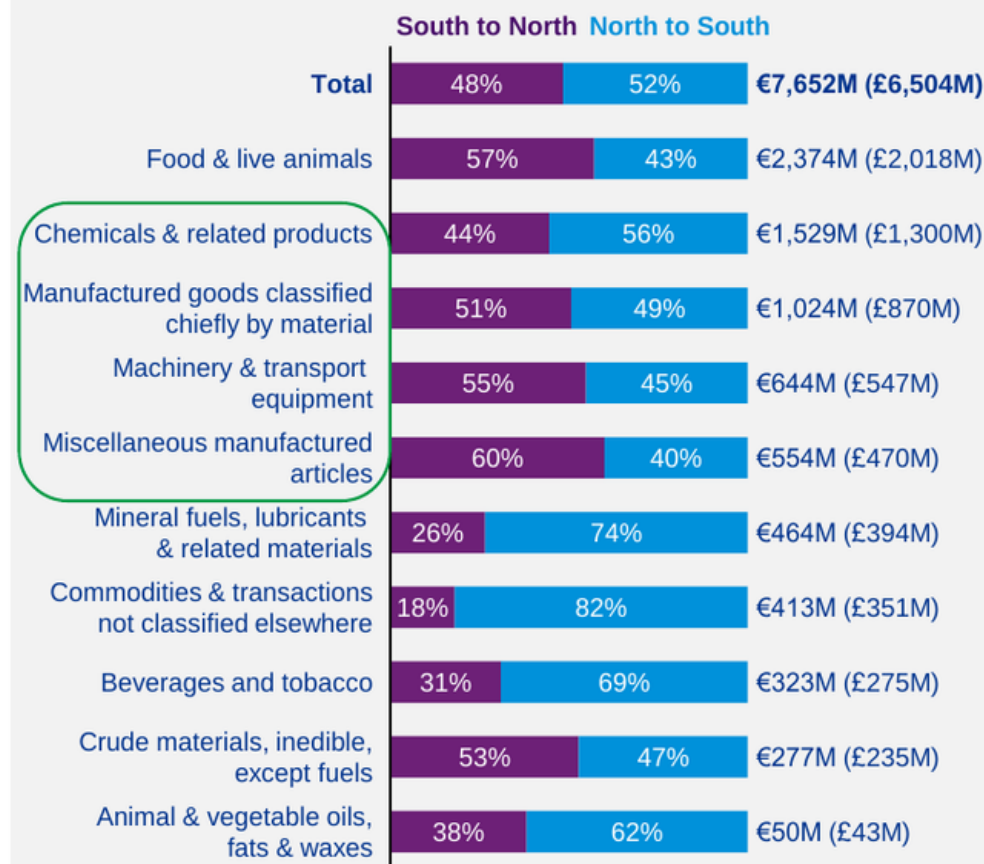
Notes: \*Based on Boarder and Eastern and Midland unemployment rates and NI claimant counts  
Sources: CSO & NISRA, KPMG Analysis

Economic and social context

# Trade

## Trade in goods between NI and RoI reached €7.6 / £6.5 billion in 2021.

### Goods traded between NI and RoI (Jan 2021 to Dec 2021)



Refers to particular strengths in cross border trade within the corridor

Sources: CSO

### Key Takeaways

- Trade in goods reached €7.6 billion (£6.5 billion) between NI and RoI between January 2021 and December 2021, the highest ever level. The top three groupings of goods being traded between NI and RoI are food and live animals, chemicals and related products and manufactured goods
- Services account for 26% of the total trade going from NI to RoI and 16% of trade in the opposite direction.

#### Opportunities for DBEC

- There are opportunities for DBEC to take advantage of changing trends in trade, as identified in the *EI 2022-24 Strategy: Leading in a Changing World*. These include a push towards more sustainable consumption, increasing importance of services related growth and an ambition for export focussed growth
- InterTradeIreland provides advisory services on an all island basis, but there is currently no coordination to support businesses operating along the corridor. There is an opportunity for DBEC to work with partners to highlight cross-border and import substitution opportunities for regional businesses, through research, events, and external communications
- Other international corridors employ a range of initiatives to encourage trade and investment. Some which DBEC could replicate include: providing an FDI toolkit for both NI and RoI, providing operating costs comparisons with other locations around the UK and Europe, and implementing a collaboration agreement between councils and members to ensure there is good faith when working together.



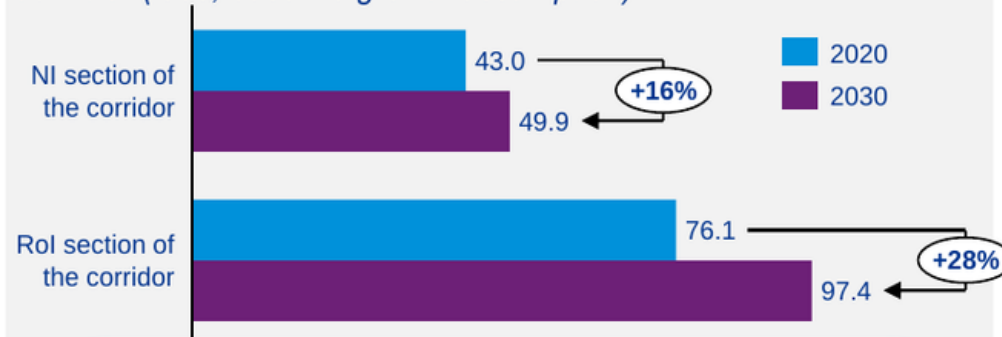
## Economic and social context

## Investment

93

## The Corridor needs to strengthen traditional drivers of investment to remain competitive.

Total employment from foreign owned businesses within the corridor ('000, baseline growth assumption)



## Opportunities for DBEC

- FDI's strong contribution to economic growth is projected to increase by 2030, but limited coordination of prospects on a corridor level risks loss of investment to other regions internationally. There is an opportunity for DBEC to work with IDA and Invest NI to better align on promoting the corridor and securing investment
- Ireland is highly attractive to international FDI and captures 4% of EU FDI despite having only 1% of the EU's population. Both Northern Ireland and the Republic of Ireland are pursuing FDI and export led economic growth models, which rely upon attracting FDI in export intensive sectors in order to compete in internationally traded goods and services
- There is the opportunities for a Freeport/taxation/enterprise area along the A1/M1 corridor. Early stage procedures are likely to include a valuation of sites, infrastructure requirements and interdependencies with road and rail network improvements.

Sources: CSO, NISRA

## Key takeaways

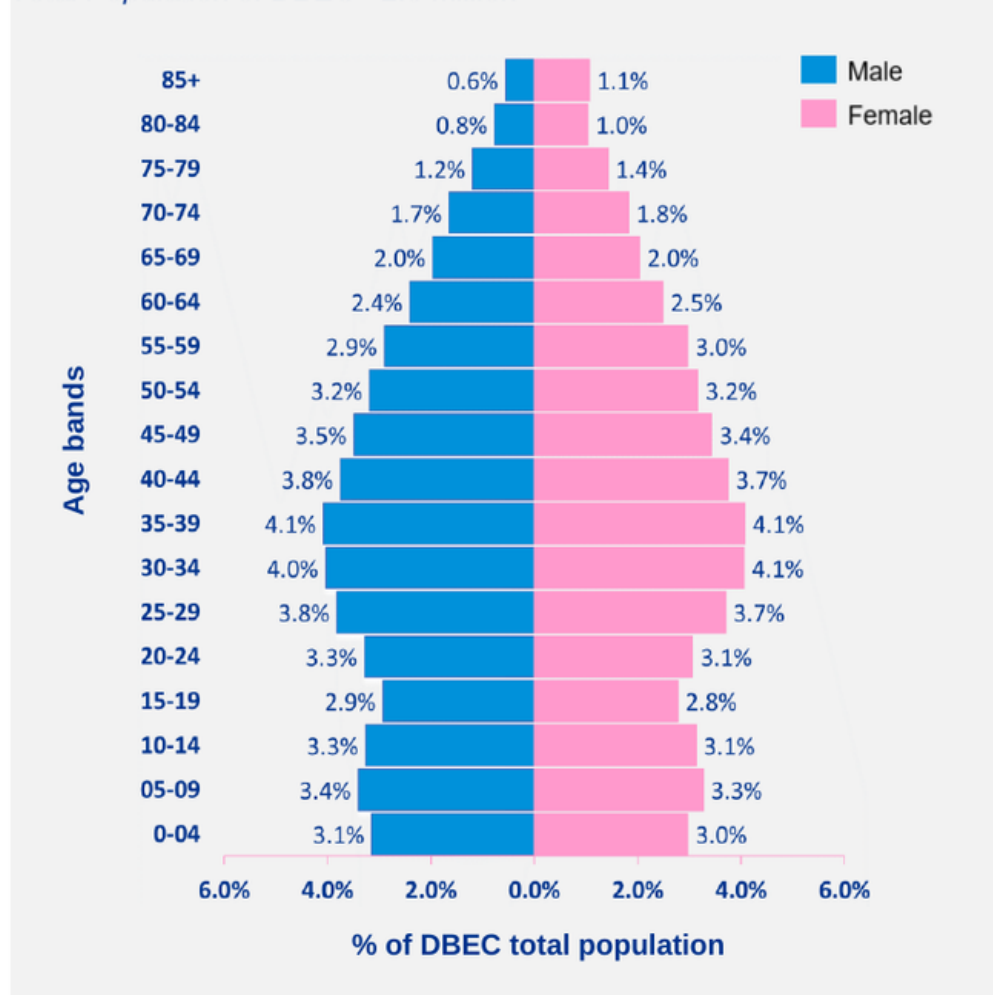
- The international economic climate is shifting from the economic paradigm that was in place after the financial crisis. At the same time, there is a changing economic focus from post crisis recovery to post pandemic shock management, particularly around inflation. Changes include:
  - Loose monetary policy to support credit and asset prices
  - De-risking economic development models
- There is a continued importance of FDI to the Irish economy and the expected economic recovery following the pandemic
- Dublin and Belfast are recognised as centres of growth for their respective economies. Opportunities to locate FDI firms outside capital cities to spread growth across the corridor are subject to infrastructure and local affordability
- Knowledge-intensive sectors with patent-generating potential are becoming key in the context of the 'twin transition' of technology and climate
- Traditional drivers of investment to the Corridor are in need of reinforcement:
  - Decreased ability to rely on tax competition in light of OECD/EU tax reforms
  - Political stability / predictability
  - Increasing depth and breadth of ties with EU states.

Economic and social context

# Demographics

## The corridor has a large working age population which can be marketed to attract FDI.

Age demographics for the corridor  
Total Population of DBEC ~2.0 million



Sources: CSO, NISRA

### Key takeaways

- Along the corridor, the working age population (those aged 15-64) account for 67% (1.4 million) of the total population, providing a strong base of labour for the region’s workforce
- 31% of the corridor’s population is aged 25-44, above the national average for both RoI (30%) and NI (26%), and reflecting relatively higher needs for this age cohort regionally
- A large proportion of the population along the corridor are under 14 (19%) providing a good level of throughput which will help grow the corridor’s workforce in the years to come
- MCC, FCC and DCC have the youngest populations in the corridor with over 65% of their population under the age of 45
- L&C have the oldest population in the corridor with the highest percentages for both 65+ and 45 – 64 years old age bands.

### Opportunities for DBEC

- In its international marketing of the corridor, DBEC can highlight the region’s young and diverse population to FDI prospects
- At the same time, RoI’s ageing population will create opportunities across healthcare and ICT: DBEC can align with the growing EI-funded connected healthcare hub at DKIT on research on ageing, supporting the development of a cross-border cluster of age-related R&D players
- There is a need for reliable up to date cross-border (socio-economic) data that is easily comparable for each council. DBEC can lead on this and ensure data is kept up to date.



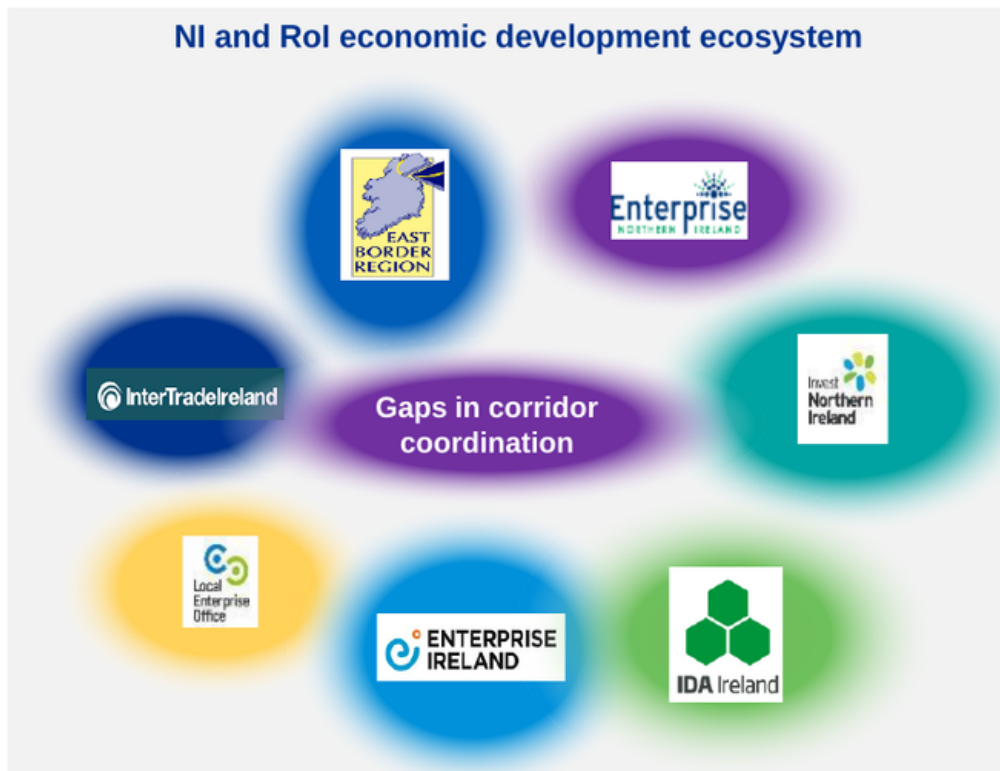
# Policy Context

Inch Abbey - Newry, Mourne,  
and Down District Council

Policy context


# Economic development ecosystem

Several players and multiple national and regional policies work to advance the economy of the island or local areas. No entity is advocating specifically on behalf of the corridor region.



## Policy Alignment

- A key priority for DBEC will be to avoid duplicating activities that are already carried out by other organisations. Instead, the partnership will fill an identified gap in the economic development system to drive collaboration and economic growth along the corridor
- DBEC will align its activities with the relevant government and regional policy complementing the work of other entities working to generate economic growth in the region. These policies include but are not limited to; NI Economy 2030, Investment Strategy for NI 2050, New Decade New Approach, RDS 2035, Eastern & Midland RSES, EI Powering the Regions, Project Ireland 2040 - NPF and NDP
- Three key enablers will drive DBEC’s agenda – *skills, infrastructure and research and development*. Targeting improvements across these areas will contribute to DBEC achieving its objectives. Key policies are examined later in this report the context of each of these enablers.



**Ecosystem gap: corridor-specific growth initiatives**

Local Authorities, educational institutions and multiple public and private organisations work collaboratively in the region across a number of key themes, including tourism, education and research funding. However, there is a clear gap in the ecosystem: no entity is working to advance the economy of the corridor specifically.

Sources: NI Economy 2030, Project Ireland 2040 (NPF & NDP), New Decade, New Approach, RDS 2035, Eastern & Midland RSES, EI Powering the Regions, Investment Strategy for NI 2050, Belfast Region City Deal, Shared Island

Policy context

# Ecosystem gap analysis

Level of gaps in ecosystem		
Not covered in others' remit	Others already lead on. Risk of duplication but possible role for DBEC to collaborate	Small risk of duplication. Larger role for DBEC to lead and collaborate

**Across DBEC’s key enablers – skills, infrastructure, and R&D – several gaps are observed across the corridor’s economic development ecosystem. Alongside that, there are multiple partnership opportunities.**

There is a significant opportunity for DBEC to become the corridor’s flagship economic ‘think-and-do tank’. It can advocate for the corridor domestically (securing funding, preparing business cases and championing the private sector), contribute to more co-ordinated skills development, and be the voice for the corridor internationally. The table below sets out the roles played by existing organisations in relation to each of the enablers and identifies where there are gaps for DBEC to consider.

### Gap analysis of the corridor’s economic development ecosystem and potential role for DBEC

Activities relevant to DBEC		Organisation type													
		Central government				Other public sector bodies					Research		Local players		
		DfE	DoT	DETE	Dfi/ DTTAS	INI	ENI	ITI	EI	IDA	SFI	HEIs	LAs	LEOs	Prv.
Skills	Coordinates regional skills development	Green	Grey	Grey	Grey	Green	Green	Green	Green	Grey	Green	Green	Green	Green	Green
	International comms on skills base	Grey	Grey	Grey	Grey	Green	Grey	Green	Grey	Green	Grey	Yellow	Green	Grey	Grey
Infra.	Regional funding for cross-border projects	Green	Yellow	Green	Green	Green	Grey	Green	Green	Grey	Green	Green	Grey	Grey	Grey
	Initiates and develops cross-border business cases	Grey	Green	Grey	Green	Grey	Grey	Green	Grey	Grey	Grey	Grey	Green	Grey	Grey
R&D	Part-funds regional capability building (assets, people)	Grey	Grey	Green	Grey	Green	Green	Green	Green	Green	Yellow	Yellow	Green	Grey	Grey
	Advocates for the corridor region internationally	Grey	Grey	Grey	Grey	Green	Grey	Green	Green	Green	Grey	Grey	Green	Grey	Green

Sources: NI Economy 2030, Project Ireland 2040 (NPF & NDP), New Decade, New Approach, RDS 2035, Eastern & Midland RSES, EI Powering the Regions, Investment Strategy for NI 2050, Belfast Region City Deal, Shared Island

Policy context

# Councils' development plans (1/2)

It is critical to align DBEC's strategy with its constituent councils' development plans.

## Council development plan timelines and key thematic priorities



## Opportunities for the corridor

- Development plans are the main conduit through which long-term strategic and spatial planning is realised in both NI and RoI. NI planning policy is typically prepared at a regional level based on guidance from DfI (e.g. The Strategic Planning Policy Statement). In RoI national planning guides local authorities (e.g. NPF, Project Ireland 2040) to prepare bespoke development plans
- While the basic structures of the two systems are similar, there are differences, e.g. RoI has more tiers of planning policy hierarchy than NI. Nationally significant projects are decided differently between the two jurisdictions, and the appeals process in RoI allows for third party appeals, whereas NI does not
- All development plans identify housing as a key strategic priority, with a range of key enablers: zoning, planning guidelines and labour policies. As a key factor in the corridor's competitiveness, meeting housing targets over the period to 2030 will be a priority for the councils
- To realise growth along the corridor, DBEC can align its programme of work with the development plans of its constituent council. Clear opportunities for alignment include:
  - Identifying gaps in green infrastructure
  - Identifying appropriate locations for e-charging stations (including at tourist attractions)
  - Reviewing the availability of labour in the construction sector to meet housing targets
  - Communicating training opportunities across the corridor
  - Promoting greenways to local and national audiences, as part of international marketing to potential inward investors and tourists.

## Key takeaways

- Finalised development plans are in place amongst local authorities in the core corridor area, with draft development plans in place in Dublin, Fingal, Lisburn & Castlereagh, and Belfast
- The eight councils in the corridor have a number of similar themes in their development plans. Common ones discussed are: housing, environment and employment
- In total, DBEC's constituent councils are targeting >170,000 housing units over the period to 2030.

Sources: Belfast Local development plan 2035 (currently draft), Lisburn & Castlereagh local development plan 2032 (currently draft), Armagh City, Banbridge and Craigavon local development plan 2030, Newry, Mourne and Down District Council local development plan 2030, Louth County development plan 2021-27, Meath County development plan 2021-27, Dublin City Council development plan 2022-28 (currently draft)

Policy context

# Councils' development plans (2/2)

Population growth can drive demand for services and economic output. Local development plans are conduits for delivery. DBEC can be an advocate for the region's potential.

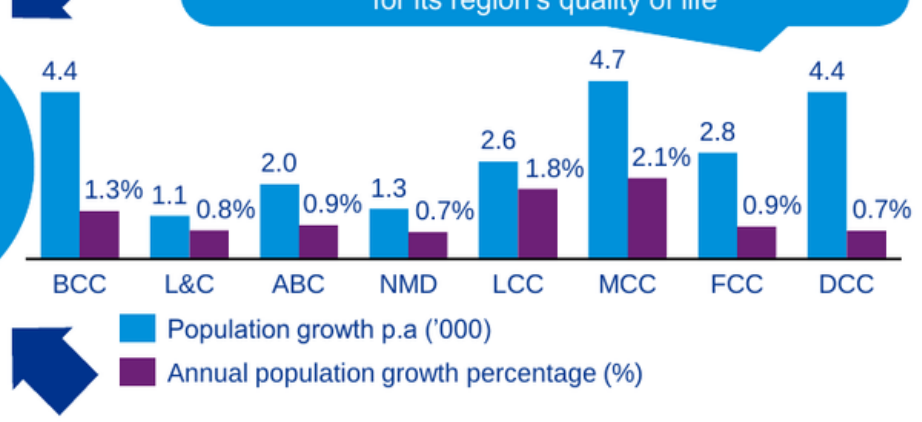
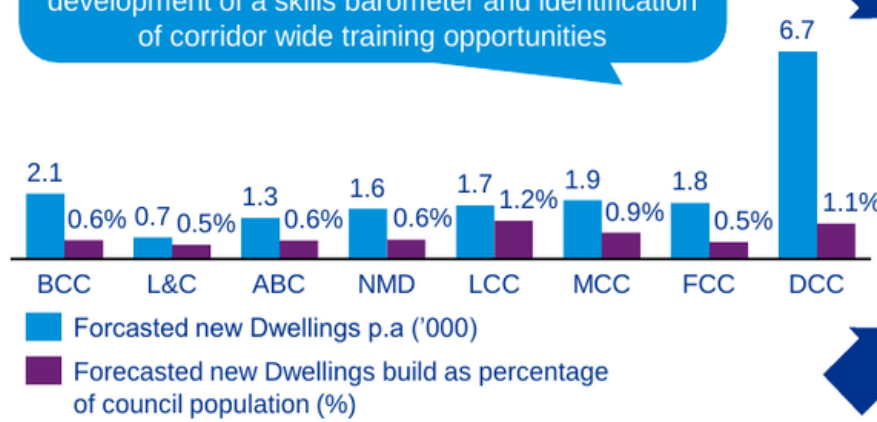
Average annual new dwellings targets for each council out to 2030  
(Total 17,000 houses p.a.)

Additional population targets for each council by 2030  
(Total 23,300 p.a.)

DBEC can contribute to councils' understanding of skills gaps in the construction sector, which will need to build 17,000 additional houses p.a. across the corridor. Early stage actions can include development of a skills barometer and identification of corridor wide training opportunities

There is an opportunity for DBEC to promote the corridor as a great place to live and work, so as to attract skilled labour as well as to retain the current workforce and graduates. Greater Phoenix advocate for its region's quality of life

Opportunity for DBEC to be a 'think and do' tank to advance common interests



### Other key themes across council development plans



Sources: Councils respective development plans, KPMF analysis



Policy context

# National and regional policy

Co-ordinated strategies are required to ensure sustainable growth across the cross-border network.

Comparison of national and regional policy		Key Themes				
		Skills & Employment	Infra.	R&D	Services	
National and regional policy	NI	NI Economy 2030 2018 - 2030	✓	✓	✓	✓
		Investment Strategy for NI 2050 (2022 -2040)	✓	✓	✓	
		New Decade New Approach (2020 -2030)	✓	✓		✓
		RDS 2035		✓		✓
	RoI	Eastern & Midland RSES (2019-2031)	✓	✓		✓
		EI Powering the Regions	✓		✓	
		Project Ireland 2040 - NPF & NDP (2010-40)		✓		✓

## Opportunities for the corridor

- National and regional plans in Ireland and Northern Ireland emphasise the need to safeguard and improve accessibility and core infrastructure between Dublin and Belfast, as well as cross-border networks between Drogheda, Dundalk and Newry
- RSES's regional policy objective regarding DBEC is to support the effective planning and development of large centres of population and employment along the main economic corridor, in particular Drogheda and Dundalk
- As housing supply is a cross-border challenge, local authorities can benefit from working together when preparing future area plans, land use zoning requirements, and housing policies
- The RoI's Eastern & Midland Regional Spatial and Economic Strategy notes that the Corridor has the capacity to provide the only potential paired city growth pole of scale on the Island, reaching a European benchmark 5 million population target to compete with similar city regions in the EU.

**Growth poles** include a group of industries connected around a particular resource or leading industry from which economic growth is focused. They are intended to drive rapid economic growth in a short time frame, based on agglomeration effects and stimulate the growth of smaller industries from the core cluster.



## Key Information

- RoI's National Development Plan 2021-2030 commits €3.5billion for collaborative cross-border investment through the Shared Island Fund, Project Ireland 2040 funds, and the Government's annual funding for North/South cooperation and the PEACE PLUS programme
- Project Ireland 2040 commits to increased capital infrastructure investment, such as the 'Better Connecting Dublin and Belfast' strategy. It also identifies Drogheda and Dundalk as key economic centres in the context of DBEC and earmarks investment to support sustainable growth
- The Regional Development Strategy 2035 (NI) shows the need to include development of the wider eastern corridor, including Newry/Dundalk
- The Investment Strategy for Northern Ireland 2050 highlights the electrification and upgrading of the Belfast-Dublin rail corridor as well as road and utilities upgrade schemes along the corridor as a future development of strategic importance.

Sources: NI Economy 2030, Investment Strategy for NI 2050, New Decade, New Approach, RDS 2035, Eastern & Midland RSES, EI Powering the Regions, Investment Strategy for NI 2050, Belfast Region City Deal, Shared Island



Policy context

# Short-term macro-economic challenges

Combined external impacts pose challenges and risks to the macro-economy.

Impacts of key macro-economic factors on economic variables in the corridor

		Macro-economic context		
		Pandemic	Geopolitics	Climate
Economic variables	Economic growth	Negative	Neutral	Positive
	Cross-Border Trade	Positive	Negative	Positive
	FDI	Positive	Neutral	Positive
	Employment	Positive	Neutral	Positive
	Currency value	Negative	Negative	Positive
	Interest rates	Negative	Neutral	Negative
	Cost of living	Negative	Negative	Positive

Nature of impact		
Positive	Neutral	Negative

## Challenges for the corridor

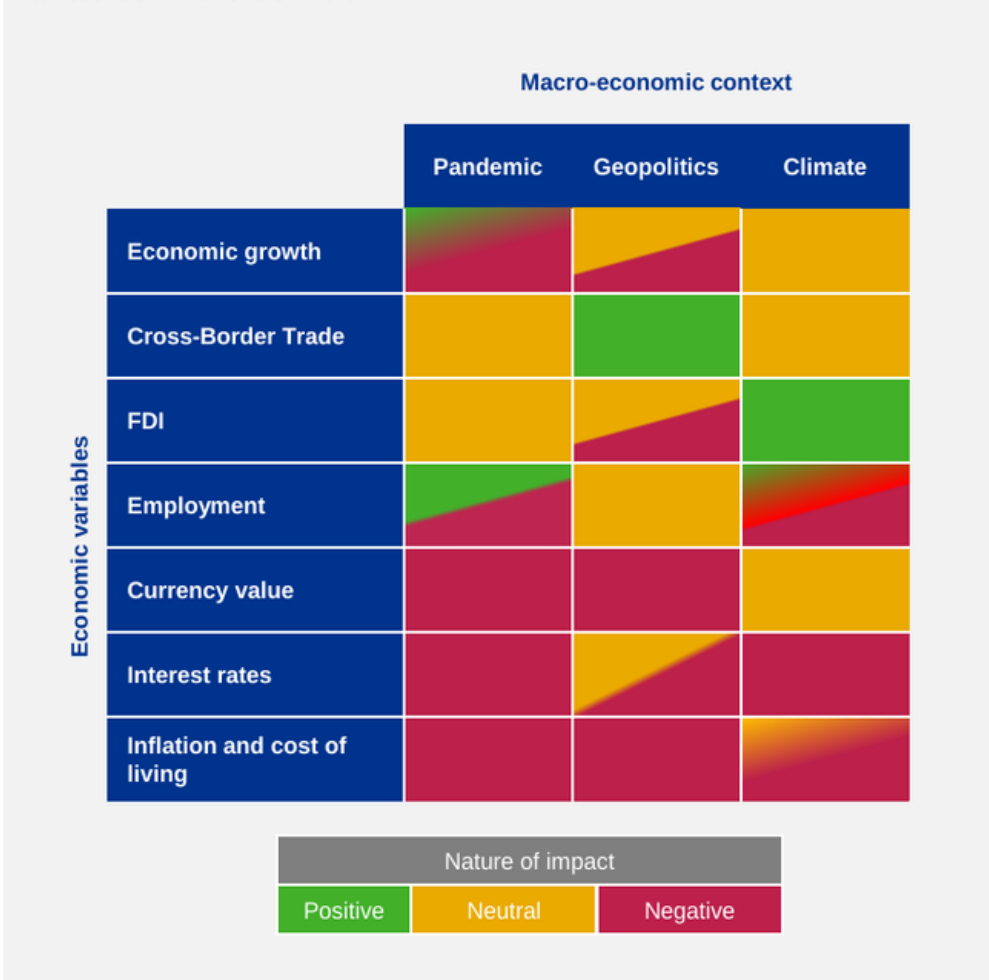
- The **Covid-19 pandemic** created significant challenges for many sectors (e.g. hospitality, retail and construction) and economic growth declined in a number of these sectors. During the recovery phase, while there have been some returns to growth, a number of sectors are struggling to fill vacancies. Both the Euro and the Pound suffered with inflation following the pandemic, with each respective central bank monitoring interest rates as a lever for cost controls. Exchange rates fluctuated in response to policies implemented to slow the spread of Covid and associated impacts on the economy.
- As of Q1 2022, **geopolitical uncertainty** arising from Brexit and the Russia-Ukraine conflict has significantly increased risks to a number of economic variables. The impact on fuel supply is increasing costs of living across the world, political uncertainty may dampen FDI opportunities and currencies are fluctuating as the markets respond to updates. Economic growth has slowed as resources are put into responding to the crisis.
- In response to slowing **Climate Change** impacts, graduating increases to carbon taxes through the 2020s can be expected to drive higher inflation in ROI and NI, particularly through higher energy costs. Some job losses in higher emissions sectors may arise. Interest rates in the UK and Ireland through the Bank of England and the ECB respectively are expected to increase through 2022. This will increase the cost of borrowing for firms and may dampen private investment over the medium-term as central banks respond to high inflation through 2022.

Policy context

# Short-term macro-economic opportunities

There are some clear opportunities for the corridor and for DBEC.

### Impacts of key macro-economic factors on economic variables in the corridor



Sources: CSO

### Opportunities for the corridor

- The **pandemic** generated significant opportunities for a range of sectors in which the corridor has key strengths (ICT, pharma and life sciences, professional services). These growing sectors provide employment opportunities as the economy recovers. Given the region’s underlying strengths in pharma, life sciences, and ICT, there is an opportunity to create a step change in R&D, innovation, and employment in existing and emerging high growth sectors.
- In the long-term, the **geopolitical impact** of the Russia-Ukraine conflict may increase a reshoring of investment from Russia to members of the Single Market. Despite the challenges arising from UK Exit from the EU, cross-border trade is at an all-time high, with food and live animals, chemicals and related products, and manufactured goods the most widely traded goods. This cross boarder trade between NI and RoI increased by ~59% in 2020-2021, totalling ~€7.65bn (£6.50bn). Cross-border trade has increased in the agri-food sector in particular, benefitting MCC, LCC, ABC and NMD, and highlighting potential to cooperate on cross-border agri-tech opportunities.
- Opportunities in **climate adaptation and mitigation** offer potential to attract inward investment in sectors involved in climate adaptation/mitigation (e.g. renewables, hydrogen, green technologies). In responding to climate change, there are a number of national and regional initiatives that will focus on improving skills and training on wider levels. In the corridor, DBEC can take a number of initiatives (targets, investment, re-/up-skilling, amongst others) to highlight opportunities for skills development amongst the corridors workforce.



# Vision and Ambition

Howth Lighthouse  
- Fingal County Council



Vision and ambition

# Evolution of DBEC

The DBEC concept has developed over time and will continue to grow as the partnership is established.



## Vision and ambition

# Strategic objectives

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**Ambition:** To become a leading economic corridor in Europe, achieving sustainable growth through collaborative R&D, a highly skilled workforce and enabling infrastructure

## What we want to be famous for:

*A major international centre in growth sectors like Professional Services, Advanced Manufacturing, ICT, Life Sciences and Advanced Agriculture*

### Strategic objectives:



Increase **skills and training** to meet the labour requirements of the region, building on and expanding the existing workforce



Enhance collaboration in **R&D and Innovation** on a cross-border basis, targeting investment in high growth sectors and the green economy



Promote **sustainable and climate-conscious growth** throughout the corridor, aligned with councils' development plans and wider policy objectives



Align with and support economic development partners to increase **trade and Investment** in the corridor



Advocate for **cross-border infrastructure** to strengthen connectivity and access to markets and labour



Market the region and elevate the DBEC brand so that the region becomes **globally renowned** as an attractive place to live and do business



# Enablers

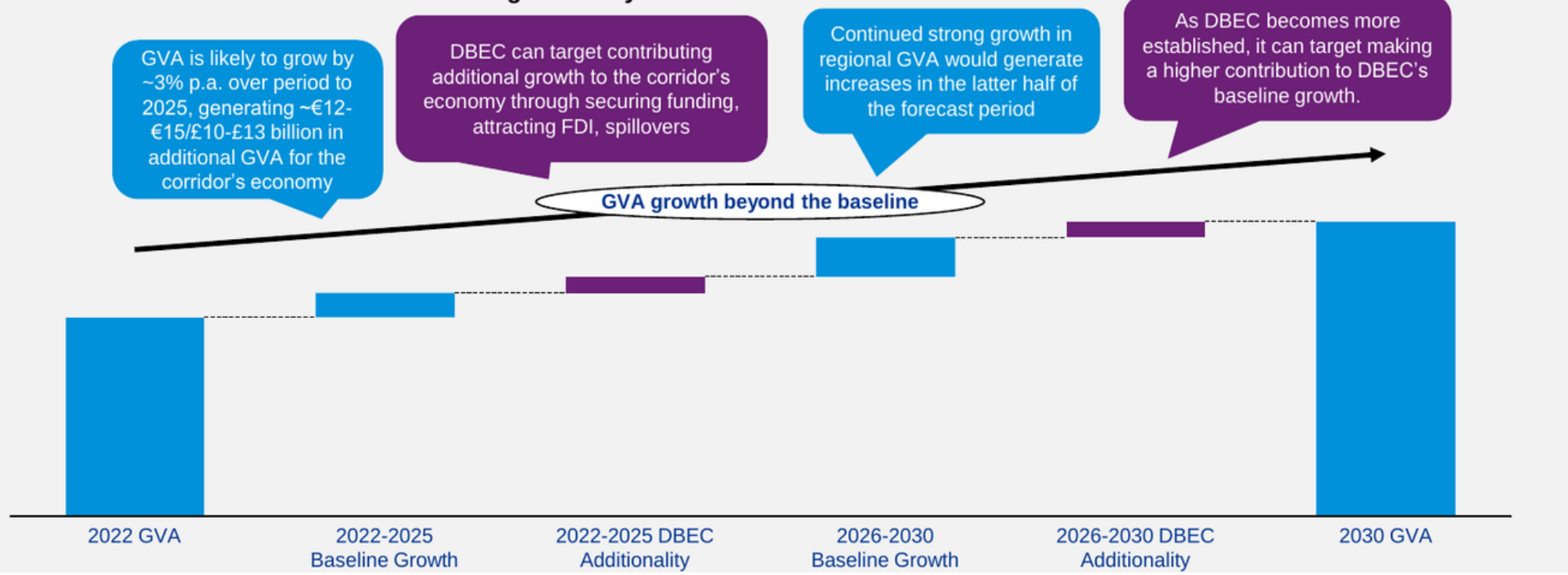
Armagh City - Armagh City, Banbridge  
& Craigavon Borough Council

Enablers

# Context and ambition

**Baseline economic growth can be bolstered by DBEC. The entity can target generating additionality on top of the baseline, through securing funding for cross-border projects, attracting FDI alongside partners, and creating economic spillovers through projects' supply chain impacts.**

**2030 Ambition: Contribute additional GVA growth beyond the baseline**



**DBEC's ambition can be achieved through three key enablers:**

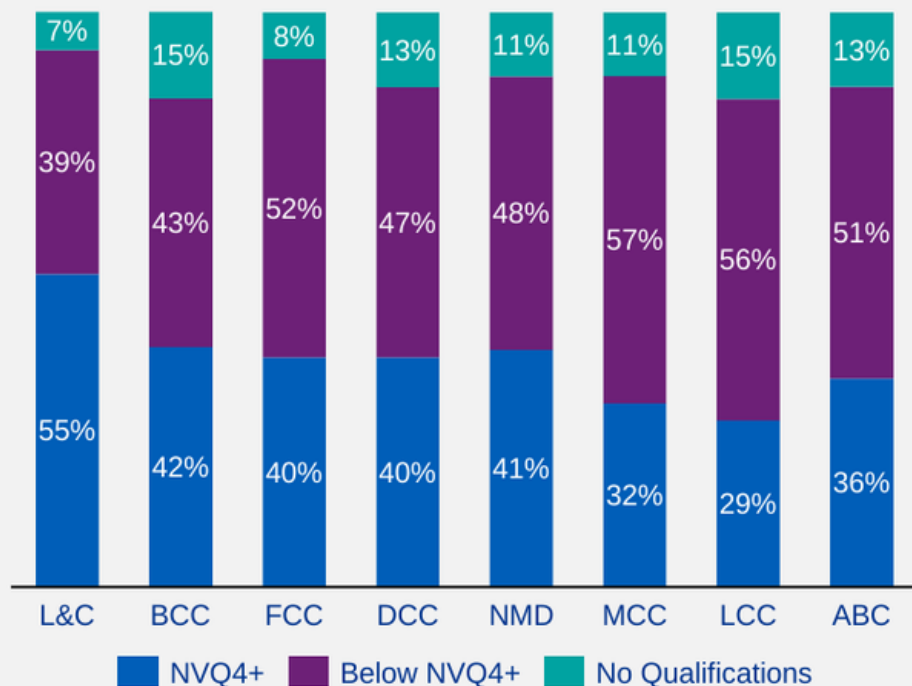


Enablers

# Skills (1/2)

While the corridor's workforce is skilled in relative terms, some gaps remain.

Education Attainment by council, (% of 16-64 year olds)



## Baseline profile

- The Corridor is home to a range of educational institutions including five university campuses, a technological college and an Institute of Technology. Just over 114,000 students were enrolled in these institutions in the 2020/2021 academic year
- This generates a pipeline of talent for the region's economy, but retention of graduates remains an issue in some geographic areas. Many Northern Ireland students move to other parts of the UK to study and often stay in those cities to live and work after graduating. In 2020/21, 16,620 students from NI studied in England, Scotland or Wales
- The National Strategy for Higher Education (RoI) stated that 5,500 new entrants to higher education were international in 2015, increasing from 3,426 in 2009. In NI, Queen's University Belfast has over 1,700 international students from over 80 countries and a further 2,000 studying at Ulster University. Whilst these numbers have decreased following the travel restrictions around Covid-19, uncertainty around EU Exit will likely increase the popularity of Ireland for international students
- With a growing population there is strong potential for the region's future workforce. Strategic direction now can ensure there is a pipeline of talent for the workforce of the future
- Covid-19 has brought changes to working patterns, including a sharp rise in people working remotely. Enterprise Ireland has plans to develop 600 co-working and incubator spaces in the North-East region. Enterprise Northern Ireland currently manages 28 Local Enterprise Agencies, half of which are in the DBEC corridor, offering collaborative workspaces, hot-desks and meeting rooms. Catalyst and Innovation Factory also provide key support to entrepreneurs and start-up business. These can be a key facilitator for sharing skills between colleagues, collaboration between micro-businesses or hosting training sessions.

Across the corridor over 89% of the population have some form of qualification with 39% of its population having a qualification above NVQ4. BCC and L&C have the highest percentage of population with a qualification above NVQ4.

Sources: ONS Workforce Jobs; CSO Labour Force Survey; UUEPC analysis, HEA, Economy NI, Enterprise NI



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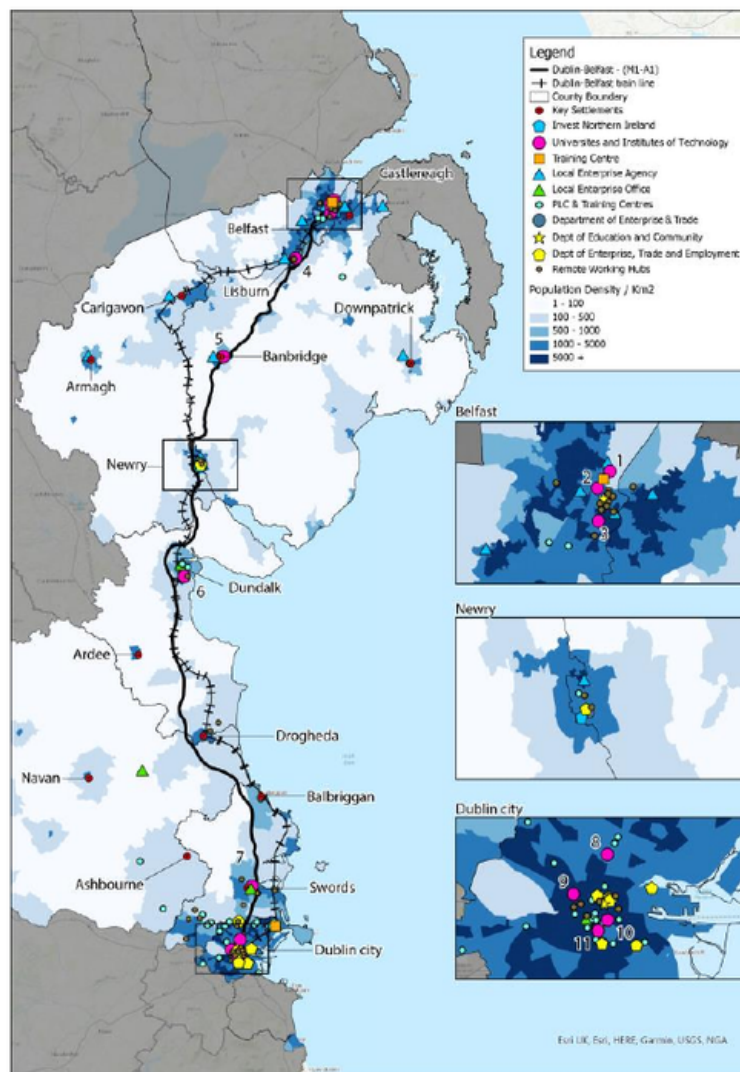


## Enablers

## Skills (2/2)

109

DBEC can be the corridor's main skills coordinator and advocate for its talent internationally.



## Opportunities for DBEC

- Gaps in key skills are acting as a drag on overall economic growth, in particular in hospitality, construction, and ICT. There is an opportunity for a single entity to contribute to addressing these skill gaps and aligning stakeholders along the corridor (e.g. central government, education providers) around existing policy and aligning future skills needed to growing clusters (e.g. 10X Economy, Belfast Region City Deal, Skills Strategy for NI, Regional Skills Plans).
- Successful learnings from the Regional Skills Fora (RoI) and Labour Market Partnerships (NI) can be shared between the partnership councils
- DBEC can contribute to the development of skills across the corridor by encouraging and facilitating **clear communication between the private sector and education and training providers**, in particular for SMEs, and by co-ordinating training, lobbying central government, and providing funding. This will ensure that resources to upskill the workforce are targeted in areas where there is demand in the labour market
- A **Skills Barometer** can be developed to monitor the changing needs of the labour market, future demand and supply of skills along the corridor
- DBEC could **support employers to develop skills** in their workforce. This could include rolling out mechanisms involving education providers and employers to improve employability prospects and 'soft skills'
- There is marketing potential in **comparing the corridor's favourable university-educated rates vs. European norms**. This would encourage both investment in the corridor and development of clusters.

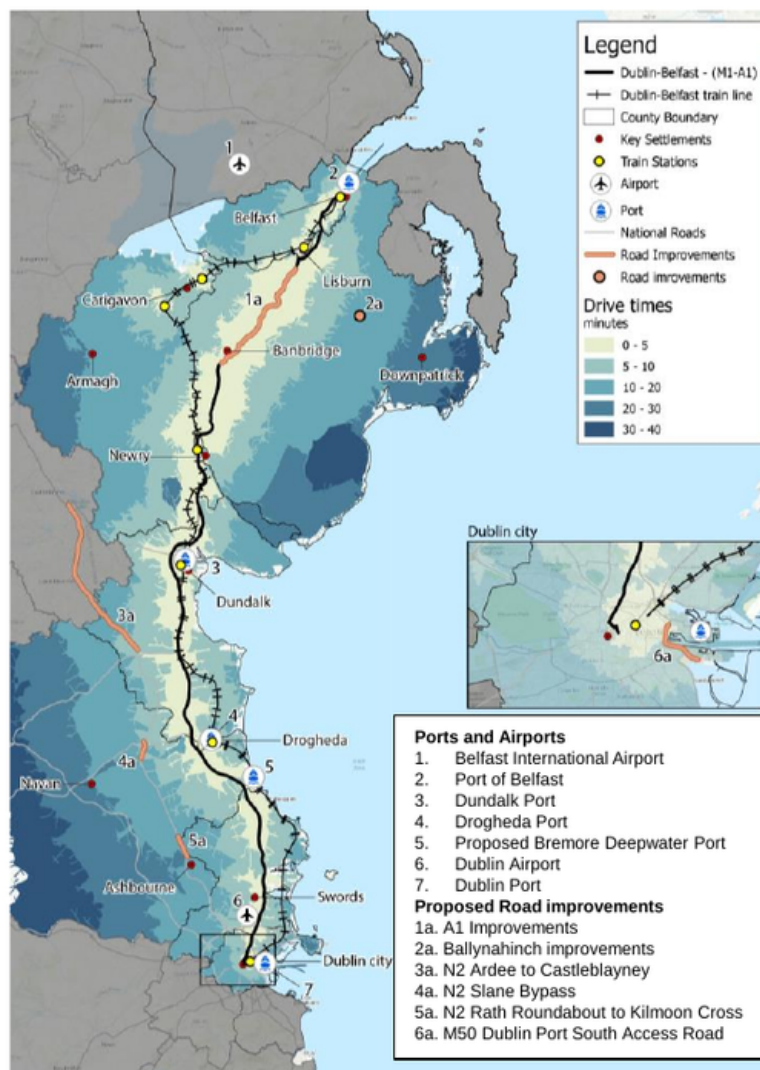
International corridors, such as Greater Phoenix, collect and provide useful regional labour market data to be used by businesses already in the corridor and those looking to invest. DBEC could replicate this function to facilitate information sharing of labour market trends.

## Enablers

# Infrastructure (1/2)

110

More infrastructure investment is needed to meet population and economic demand.



Sources: CSO, NISRA, NTA Rail Census Report (2019)

## Baseline profile

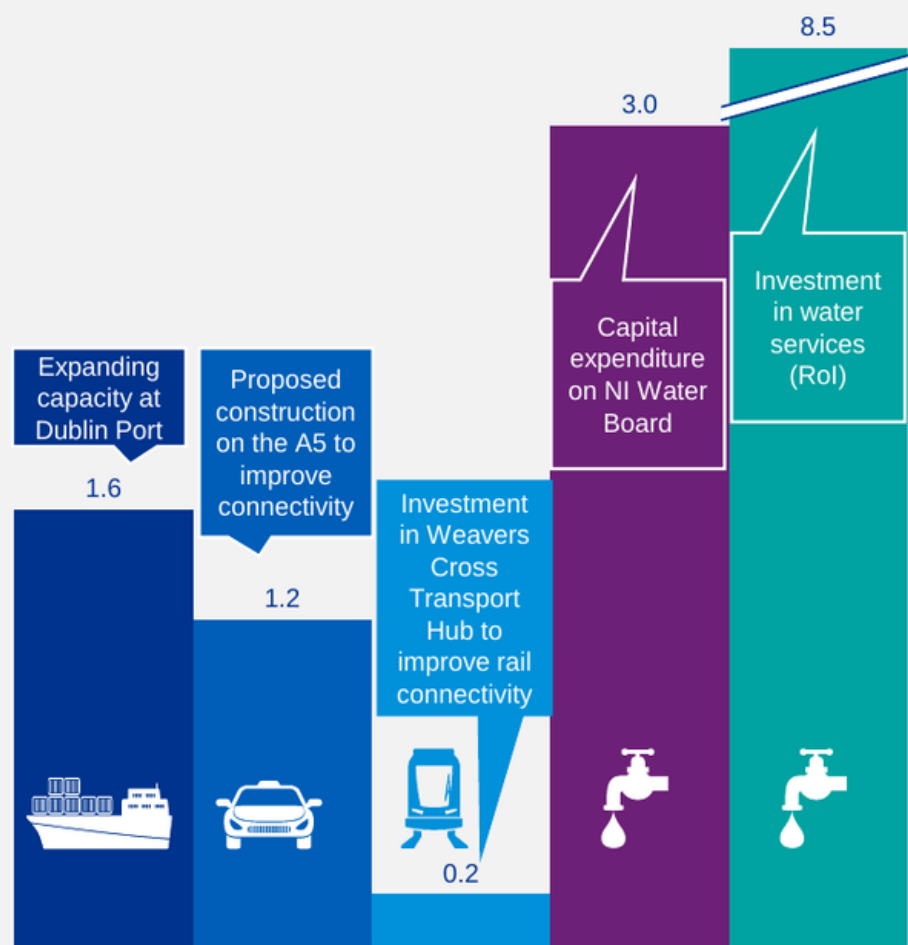
- The corridor is well-connected domestically and internationally, but its spread is narrow. Along the corridor, there are:
  - 3 airports** – Dublin Airport and George Best Belfast City Airport are in the corridor, with Belfast International Airport a short distance away. Whilst passenger numbers fell during Covid travel restrictions, they are expected to return to 2019 levels (handling 41.4 million passengers between them). Plans are in place to expand Dublin airport capacity for both freight and passengers
  - 6 seaports** - About half of Dublin Port's trade is directly with the EU and the other half with the UK, a fall from two-thirds prior to EU Exit
  - 1 railway line** – Enterprise is jointly operated by Iarnród Éireann and Translink, providing 8 trains per day between Dublin and Belfast. In 2019, there were 1.1 million journeys on the line with plans to provide 9 new inter-city trains, increasing services to an hourly frequency
- The corridor has strong **broadband connectivity** north of the border with over 90% of the population having access to superfast broadband in NI. RoI is currently in the process of upgrading its network through the National Broadband Plan to deliver a high-speed broadband network covering 96% of land mass to improve broadband connectivity
- Investment in infrastructure is a priority with £1.6bn p.a. over the next 30 years earmarked under the **NI Investment Strategy** for roads, schools, hospitals, utilities and housing. The Irish government will invest a total of €165bn in infrastructure over the period 2021-30 as part of its **National Development Plan** which combined with the National Planning Framework sets the ambition for a more resilient and sustainable future under the longer-term strategy - Project Ireland 2040
- Housing and energy are two of the bigger strategic issues constraining economic growth facing all councils along the corridor.

Enablers

# Infrastructure (2/2)

Investment in infrastructure has been a boon to the corridor, but more is needed to widen the corridor and attract business and tourists to areas in-between Dublin and Belfast.

Planned expenditure on selected infrastructure projects, €bn



Notes: \*2017 data the most recent for NI  
Sources: DfI, Northern Ireland and TFI, Ireland, National Development Plan, Investment Strategy NI



## Opportunities for DBEC

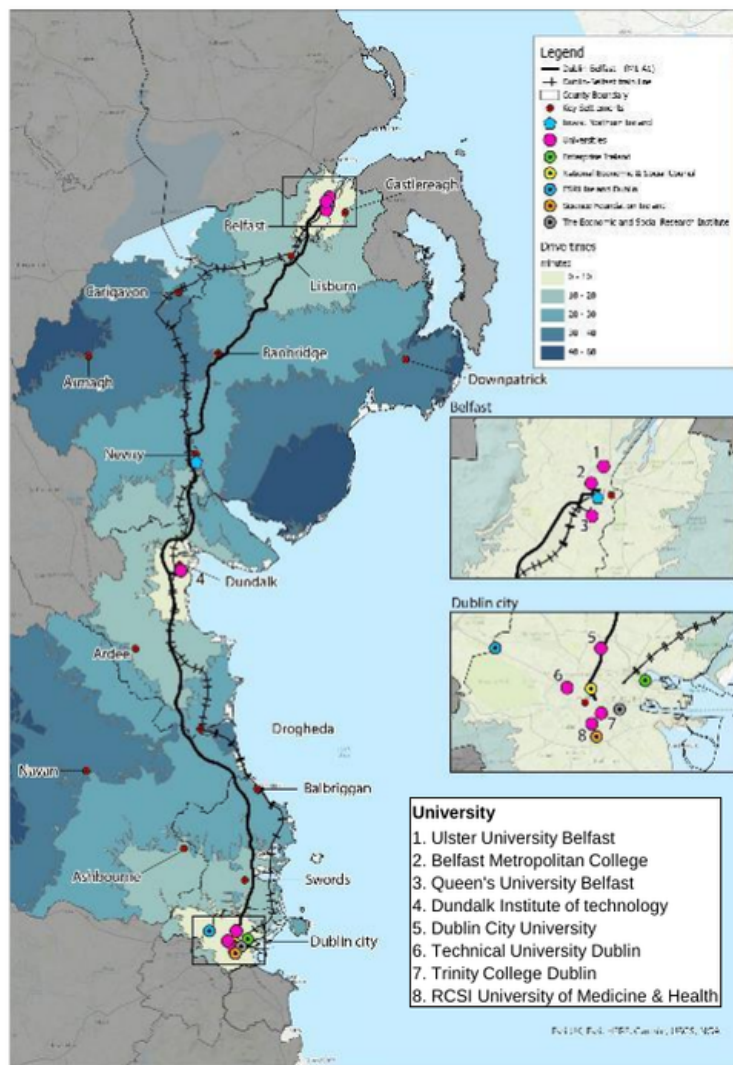
- There is an **opportunity for DBEC to advocate for cross-border infrastructure**, to develop initial business cases, and to lobby relevant stakeholders to prioritise investment in infrastructure. DBEC can undertake gap analysis of required export-enabling infrastructure needed to support players with high growth potential in high-tech sectors, infrastructure needed to support growth and opportunities for renewable energy projects, such as the €2bn proposal for Bremore Ireland Port
- Both NI and RoI governments have committed spending for infrastructure and ensuring sustainable development. The **National Development Plan (RoI)** commits €360m for active travel programmes, to deliver 6,000 affordable homes each year, and to complete projects such as investment at Dublin port and replacement of the Dublin Belfast enterprise fleet. The new **Investment Strategy for Northern Ireland** calls out the need for collaboration across public bodies, private organisations and local communities to plan infrastructure developments. At the date of this report the investment strategy is to be confirmed however funding from the previous strategy delivered over 400 projects since 2011, spending £14.9bn on regional infrastructure. BRCD and MSW deal funding is to be put towards projects like Belfast Rapid Transit and Newry Southern Relief Road. DBEC could support the discussion of prioritisation of pipeline projects such as the West Link/Yorkgate Interchange, as well as industrial land and road schemes as part of MSW
- **An All Island Strategic Rail Review** will be completed in 2022 with the aim to “improve sustainable connectivity between the major cities, enhance regional accessibility, support balanced regional development and consider the potential to increase rail freight”. DBEC can be a key stakeholder in the implementation of recommendations from the review. This is currently under consultation and will review how railways are used, how they can evolve and promote sustainable connectivity.

## Enablers

# Research and development (1/2)

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R&D opportunities along the corridor include financial services, IT, and pharmaceuticals.



Sources: InterTradeIreland, OECD, DBEC report (UU/DCU), The Irish Times (06/12/2021)

## Baseline profile

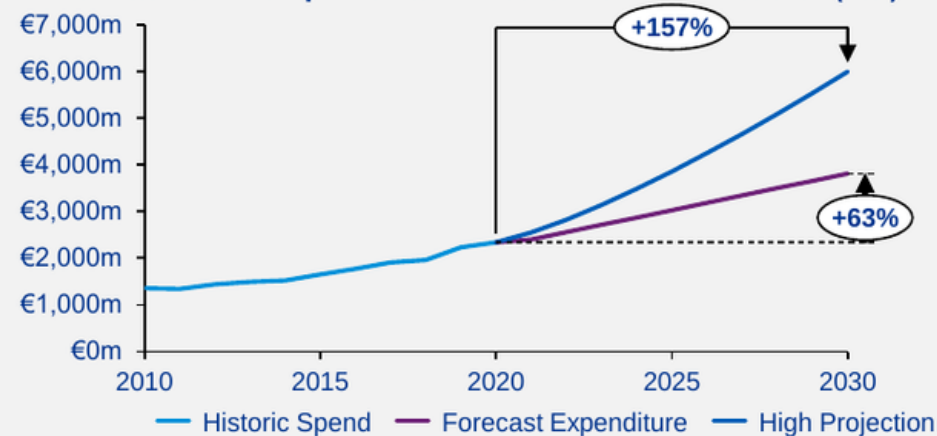
- The corridor has clear strengths in a range of sectors involved in R&D and innovation, including life sciences, medtech, fintech, and software
- Both ROI and NI are strong in transnational research in **pharmaceuticals**. In ROI, this is concentrated in process research and development, while in NI the focus is on product research and development. Most of the current research centres, institutions and networks have primarily a national orientation. Some notable exceptions include the US-Ireland R&D Partnership Programme, a number of SFI-funded projects which include a Northern Ireland company, and cross-border networks, such as the North West Health Innovation Corridor and the Diabetes Network
- In the **medical devices** sector, ROI and NI are home to complementary skillsets across research centres, software development, consultancy, and support services. Together, these can create strong opportunities to develop software and systems required to meet emerging market needs
- In the **software sector**, significant industry concentration is evident in both the wider Dublin and Belfast regions, with cross-border spurs at Dundalk-Newry. The sector presents significant spillover opportunities, as the merging of centred concentrations would constitute an internationally significant industry agglomeration. Nevertheless, only a small number of examples of cross-border research cooperation exist, such as that between the Computer Science Research Institute (CSRI) at the University of Ulster, the Biomedical Diagnostics Institute at Dublin City University, and the collaboration between CSRI and Dundalk Institute of Technology. There is significant scope for enhanced cross-border interaction
- The existing **FinTech Corridor (FTC)** aims to be the primary driving force facilitating and promoting firms to expand along the corridor. Corporate partnerships with **DCU, UU, DKIT, and QUB** boost collaboration between North-South industry and academia to advance education and innovation.

Enablers

# Research and development (2/2)

## Business expenditure continues to drive R&D investments along the corridor

Growth in Gross Expenditure on R&D on the Corridor\* (€m)



### Overview of R&D Spend

- In 2020, total R&D expenditure in RoI increased to an estimated €4.6bn, while R&D expenditure in NI was £0.9bn. Approximately 67% and 35% of R&D expenditure in RoI and NI respectively was spent along the DBEC corridor. This compares favourably to NI, RoI, and UK totals when adjusted for population, but an uplift of 164% to total spend is required for the corridor to compete with peer countries such as Austria
- Around half of all business expenditure on R&D in NI in 2020 can be attributed to the manufacturing sector (£325.7m, 49%), followed by the services sector (£292.1m, 44%). RoI R&D spend is highest in the services sector (~€2.0bn, 61%), followed by the manufacturing sector (€1.3bn)
- The US-Ireland R&D Partnership is a successful partnership between RoI, NI, and the US, described as “ground-breaking” by the Irish Times. As of December 2021, this programme raised \$140m and funded 73 projects across key sectors including agriculture, health, and engineering.

Notes: \*DBEC includes R&D from both the Eastern and Midlands Regions and the area of NI covered by the corridor  
Sources: CSO, NISRA, DETE, DBEC report (UU/DCU)



### Opportunities for DBEC

- Academic and industry research is clear that agglomeration benefits arise from R&D spend in specific geographic areas and there is some evidence of spillovers along the corridor, in particular near Dublin
- There is a gap in the corridor’s ecosystem for an entity to work with the R&D community, local authorities, and other public agencies to secure higher levels of FDI and encourage indigenous business growth across the region (e.g. life sciences, advanced manufacturing and ICT). A significant opportunity exists for DBEC to be the voice for R&D investment along the corridor, highlighting particular sector clusters and collaborative opportunities through hosting events, liaising with the IDA/INI, and engaging with SFI and EU bodies on R&D funding opportunities
- Specific areas that DBEC could work with include:
  - The Fintech Corridor, an example entity that is sector-focused
  - Wider roll-out and availability of Smart Cities initiatives, such as Small Business Innovation Research
  - Provision of incubation space by various HE institutions along the Corridor (Alpha in DCU, the RDC in DkIT, etc.), which offers an opportunity for the development of networks and shared programmes and offerings between the centres and their tenants
  - Research centres – some with a sectoral focus such as advanced manufacturing, software development or clinical trials, and others which have a more general application, modelled on accelerator centres in Fingal or Belfast’s Innovation Factory

If the current trends are maintained, R&D expenditure along the DBEC corridor is expected to reach €4.7bn by 2025.



# Sector Growth

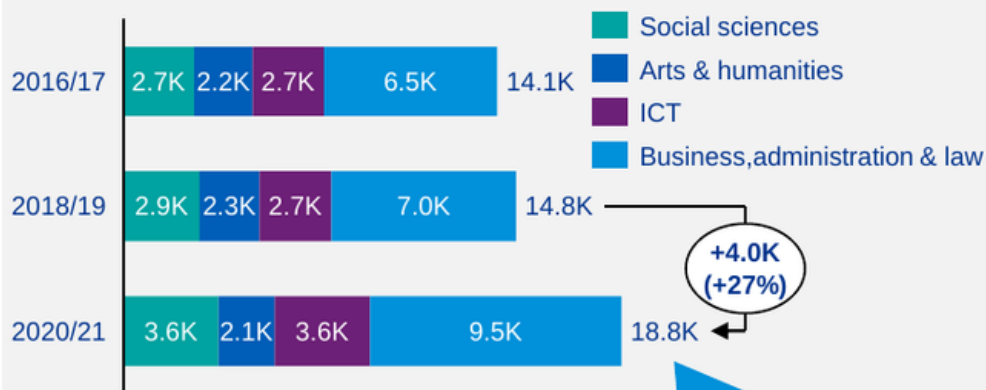


Sector growth

# Professional Services and ICT

## Strong uptake in professional services students will assist with offsetting the skill shortage.

New entrants for higher education for professional services in the corridor, 2016 to 2021



Recent uptick in new entrants is positive for pipeline of graduates in the medium-term

*“Lisburn tech company aiming for 300% growth in next year is creating 80 new jobs”*  
Belfast Telegraph, 06 Jul 2022

*“Tech is Ireland’s most productive and highest waged industry, according to CSO data”*  
Independent, 25 May 2021

*“Intel plans to create a further 1,600 jobs with an additional investment of €12bn hailed as a jobs boost for Meath”*  
Meath Chronicle, 23 Mar 2022

*“Belfast listed as the world’s third biggest fintech centre for the future”*  
Financial Times, 20 Jul 2021

### Overview

- The corridor has seen considerable growth in ICT, financial services and professional services over the past decade, with an average 5% growth in employment between 2008 and 2019 across the Island of Ireland and almost half of those jobs located in the corridor
- The region has a strong reputation for professional services with approximately 45% (220,000) of jobs on the island of Ireland based along the corridor
- Growth can be expected to continue in the base case out to 2030, through a combination of FDI, SMEs, and start-ups. Increasingly, technology is permeating other sectors, and the most successful economies will be at the forefront of cross-sector collaboration
- There are opportunities for DBEC to make a contribution to growth in the professional services sector through:
  - Collaborating with entities such as the Fintech Corridor to create a fintech sandbox for the corridor similar to the Arizona’s Fintech Sandbox
  - Connecting businesses across the corridor supply chain opportunities
  - Promoting the region to skilled graduates and attracting labour from other areas.

### Key players along the corridor include:



Sources: ONS, CSO, NISRA, HEA, Economy NI, KPMG analysis



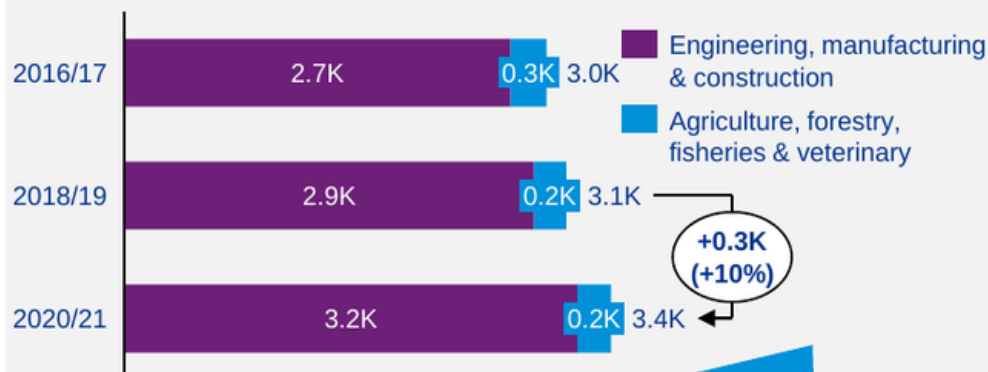
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Sector growth

# Advanced agriculture and manufacturing

DBEC can encourage the corridor's existing agriculture and manufacturing clusters.

New entrants for higher education for advanced agriculture and manufacturing in the corridor, 2016 to 2021



The enrolments for higher education for manufacturing and construction courses has increased in 2020/21 however advance agriculture enrolments have remained constant over the past 5 years.

**“Local Coke bottler invests £11m (€13m) in Lisburn factory as part of global recycling initiative”**  
Irish Times, 2 Jul 2021

**“Lyons announces £9m project for local aerospace sector in Northern Ireland”**  
Department for the Economy, 28 June 2022

**“The Advanced Manufacturing Technology Centre of Excellence (AMTCE) in Dundalk and Irish Manufacturing Research (IMR) in Mullingar have signed a memorandum of understanding (MOU) to boost the development of a national workforce skilled in advanced manufacturing”**  
Silicon Republic, 26 Jan 2022

Sources: CSO, NISRA, HEA, Economy NI, KPMG analysis



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## Overview

- In 2021, the manufacturing sector accounted for ~93,000 jobs along the corridor (9% of DBEC employment). With a strong manufacturing growth outlook, job numbers along the corridor can be expected to grow by 30% by 2030. On a policy level, advanced manufacturing is a key area of focus in particular for the NI councils with Industry 4.0 being a key focus within the City Deal
- The agriculture sector accounts for ~10,100 jobs (2% of DBEC employment) but has seen little growth over the past decade and is forecasted to stay constant between 2021-30. AFBI and Teagasc are key players for agri R&D and knowledge transferring along the corridor
- Advanced agriculture and manufacturing sectors' footprints stretch from the city centres to rural hinterlands and both sectors offer opportunities for further innovation, investment, and jobs growth. Strong agri-food clusters are located in L&C, ABC, LCC (with the aquifer attracting multiple MNC) and advanced engineering/aviation clusters located in BCC, L&C, ABC and FCC can be further developed to encourage growth
- There is an opportunity for DBEC to take practises from other economic corridors such as promoting the manufacturing sector through undertaking operating cost comparisons with other regions, hosting events showcasing new technologies, promoting the use and access of local supply chains and advocating for infrastructure improvements to improve logistics efficiencies.

### Key players along the corridor include:



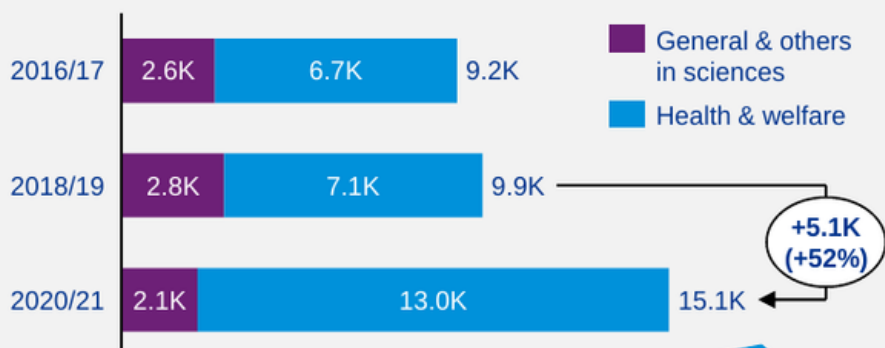


Sector growth

# Life Sciences

## DBEC can promote cross-border clusters through skills collaboration and promoting R&D.

New entrants for higher education for life sciences in the corridor, 2016 to 2021



There has been a significant increase in the number of new entrants studying health and welfare along the corridor. This increase is mainly from an additional 6,100 students in NI studying subjects allied to medicine in 2021 compared to 2017.

**“Dublin set to get a life sciences incubation and acceleration cluster”**

BioPharma Reporter, 10 Nov 2021

**“Belfast start-up MedAll has raised \$3.4m in seed funding to develop its training platform for healthcare workers and expand its global reach”**

Digital DNA, 6 Jan 2022

**“The Centre for Cancer Research and Cell Biology at Queen’s University Belfast has revolutionised cancer research”**

Invest in Belfast, 8 Jul 2022

### Overview

- The life sciences sector has seen rapid growth across the island of Ireland, as the island’s skilled labour force has attracted investment from world-class biotech, pharmaceutical and medical technology companies. The corridor is home to a wide range of businesses operating across these sectors, with employment in the range 8,000-10,000. These world-class biotech, pharmaceutical and MedTech companies provide well paid employment opportunities to highly skilled workers and generate economic spillovers indirectly across their supply chain
- This FDI has resulted in a strong, collaborative cluster of life science companies throughout the corridor that work closely with higher education institutions and research centres sharing best practice and innovative solutions. There are concentrations of pharmaceuticals clusters located in MCC, LCC, FCC, NMD and ABC
- However, there are some gaps in collaboration on a cross-border basis, and there is an opportunity for an entity such as DBEC to coordinate collaboration through its skills and R&D workstreams, through events, research, and advocacy, together with key partners (SFI, UU, DCU, DKiT, QUB and key private sectors companies).

### Key players along the corridor include:



Sources: CSO, NISRA, HEA, Economy NI, KPMG analysis

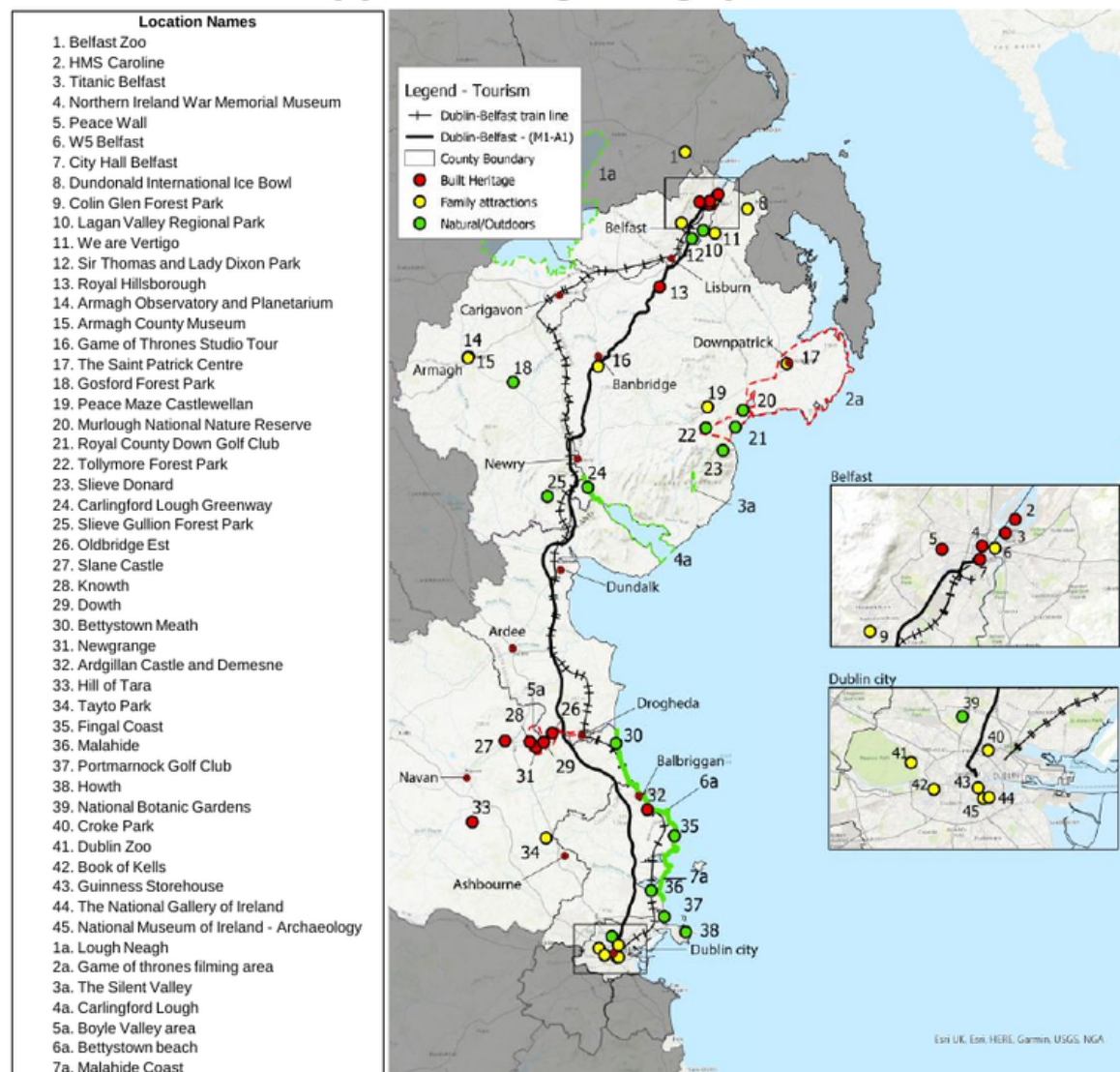


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Sector growth

# Tourism (1/2)

DBEC could support filling the gap in skills needed for the tourism industry to thrive.



Sources: CSO, NISRA, KPMG analysis

## Tourism Overview

- **Dublin and Belfast attract the greatest number of annual visitors**, as well as the highest average spend per trip. The main reason for people visiting the cities is for city breaks, events, business conferences and food offerings, all of which can attract repeat business
- There are approximately 50,000 jobs in the tourism sector along the corridor. The industry saw a decrease in total employment in 2020 as a result of Covid. Whilst the number employed is starting to recover, there is a **skill shortage** of some key workers as a number of workers have retrained to work in a different sector. This led to long queues at Dublin Airport security in Q1 2022 as demand for travel returned faster than security staff could be trained
- Brexit may also result in additional impacts to the tourism skill shortage in NI with the reduction in EU citizens less like to live and work in NI
- DBEC could support growth along the corridor by providing **training** to upskill people in the tourism industry. **Policies** could also be developed to attract skilled tourism workers to the corridor through adequate housing provision, employment security and long-term career opportunities.

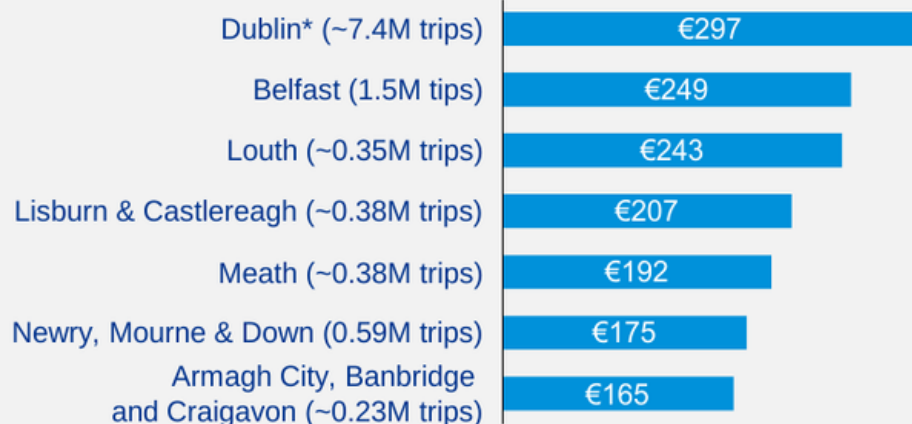
Tourism NI, Failte Ireland and Tourism Ireland collaborate to play a key role in marketing the island of Ireland, supporting the tourism industry and developing tourism. DBEC will not duplicate their work, take away their responsibilities or contradict their aims. DBEC will add value to the existing set-up, focusing specifically on skills needed for the Dublin Belfast corridor.

Sector growth

# Tourism (2/2)

## Tourist attractions can also improve quality of life for local residents.

### Tourism average spend per trip by LGD



### Sample of most visited attractions in DBEC (annual visitors '000)



Notes: \*Dublin includes the four Council areas in County Dublin, No. of annual trips are pre-Covid  
Sources: Data from Fáilte Ireland and Tourism NI



### Tourism Overview

- In some Council areas, such as **ABC, LCC, and MCC**, there is an **emphasis on 'niche areas' of tourism**, such as heritage attractions, water-based and other activities, and food trails. However, there is also a lack of high-end hotels outside of the main urban areas
- **Top tourist stops** along the corridor that receive the most visitors include the Guinness Storehouse, Titanic Belfast and Dundonald International Ice Bowl. A new Game of Thrones studio tour has been established in Banbridge. It was estimated that pre-covid 350,000 people visited NI ever year to see the filming locations
- Tourist attractions are also of **interest to local residents** and can attract new people to live, work and socialise in an area
- From Stage 1 consultations, a number of ideas to further develop tourism in the corridor were suggested. DBEC can work with Fáilte Ireland, Tourism NI, Tourism Ireland to attract investors and/or develop these ideas. They include:
  - a) Destination hotels in the corridor
  - b) Advertising the green infrastructure along the corridor
  - c) High-quality waterpark, theme park and regularly opening castles
  - d) Golf course pass card or package tour.

DBEC could promote packages which combine multiple attractions along the corridor, therefore attracting tourists from further afield as they can combine their trip to visit several sites. Suggested itineraries could be produced for different lengths, themes or target audiences.



# Ways of Working

Hill of Tara – Meath  
County Council

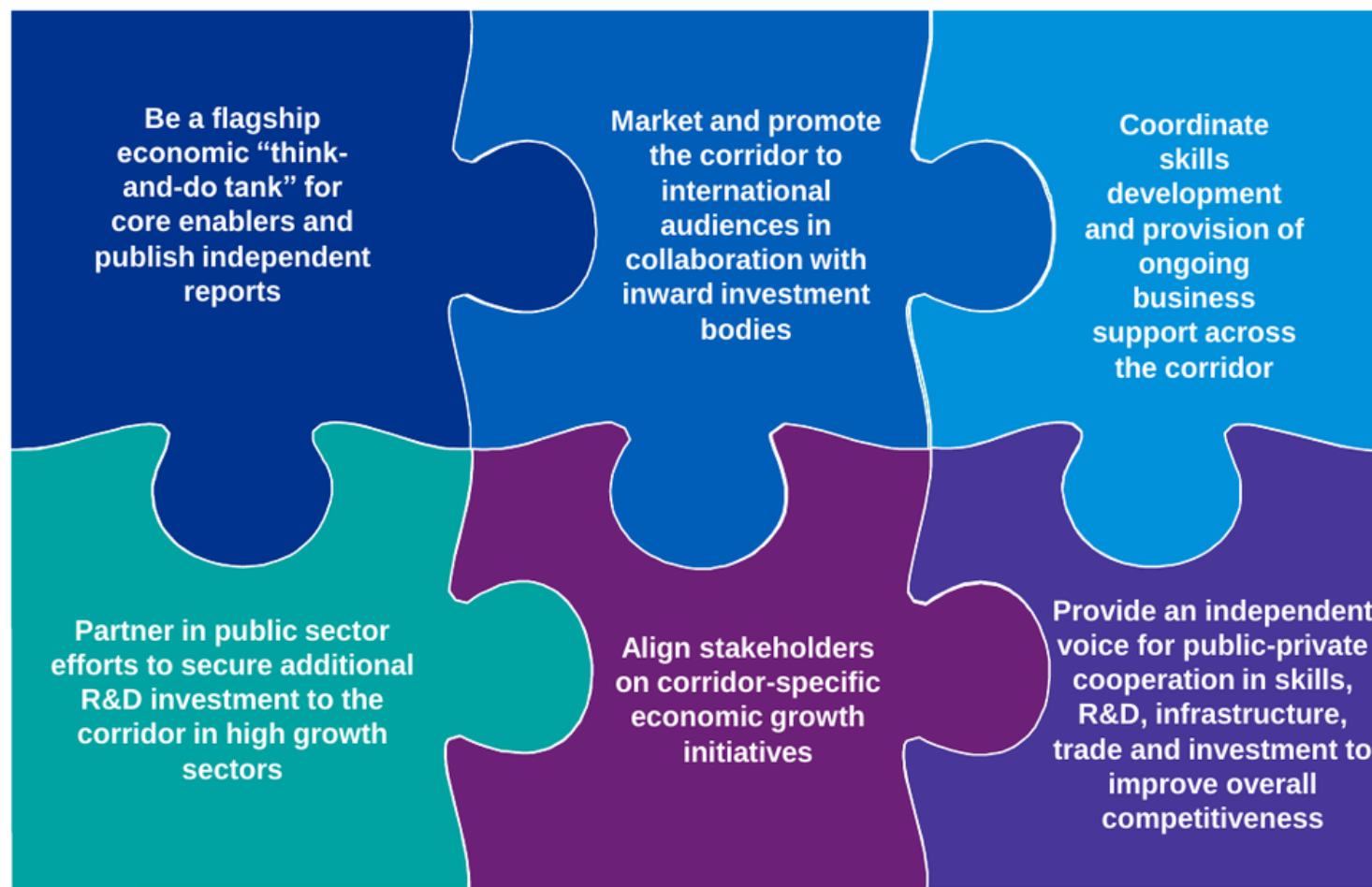
## Ways of working

# Potential role for DBEC

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**DBEC's focus will lie beyond what existing bodies are doing on national and regional levels.**

## Potential key roles for DBEC across the corridor's economic development ecosystem



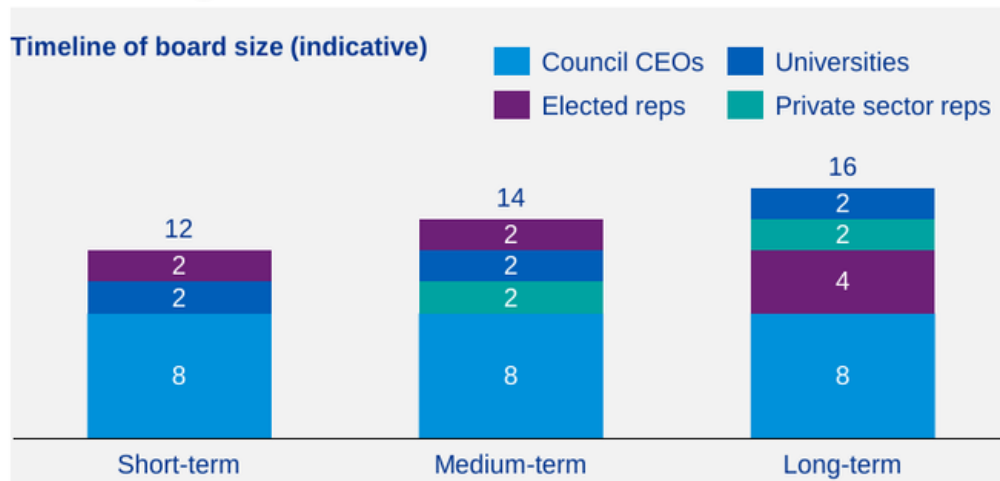
In the context of the key enablers **skills, infrastructure and R&D**, there is opportunity for DBEC to align and collaborate with stakeholders on corridor-specific economic growth initiatives. DBEC can use its independent voice to play a vital role in economic growth and overall competitiveness across the corridor, NI, and Rol.

To deliver successfully, the DBEC partnership will need to work effectively. Success in three core pillars **delivery, governance and resourcing, and communication and marketing** will enhance delivery of actions undertaken.

Ways of working

# Governance

## DBEC’s governance structure will evolve as the partnership becomes established.



### DBEC Ways of working

- In the short-term, **DBEC will be located alongside a member council**. This is to ensure that DBEC has access to and can leverage existing resources and facilities, and can build its network utilising the host council as a base. It can be established with a bottom-up governance structure, largely based on the current structure, comprising of 12 members initially (eight CEOs from the councils, Chair and Vice-Chair of the Political Oversight Committee, and two representatives from the partner universities)
- During the partnership’s first 6 months to a year, it is recommended that DBEC remains an **informal partnership model** based on a Memorandum of Understanding, with a view to exploring independent legal status for the Partnership later. While establishing DBEC as an independent entity is a short-term priority, it is not an immediate requirement. Other factors, such as the funding and the entity’s home base, also impact on legal structure
- In the medium to long-term, once the partnership is established, it is anticipated that **DBEC’s board** will grow. Indicatively, we have suggested that two private sector body representatives are considered for inclusion on the board, meaning that DBEC’s board would evolve into a hybrid board model with up to 16 board members. The private sector board members would act as champions for DBEC promoting the partnerships and corridor
- Additionally, DBEC could consider establishing **advisory boards** for key projects. These advisory boards would include representatives of the private sector in the respective thematic area and be similar to the model currently being used by other enterprise development agencies.

### Comparators’ legal structures

	MOU	Company (Ltd/Unl.)	Non-for-profit	Statutory body
Greater Phoenix Economic Corridor	✓		✓	
Greater Copenhagen	✓	✓		
Research Triangle Regional Partnership	✓		✓	
East Border	✓	✓		
Oxford-Cambridge Arc	✓			
Safefood				✓
Waterways				✓
InterTrade				✓
SEUPB				✓

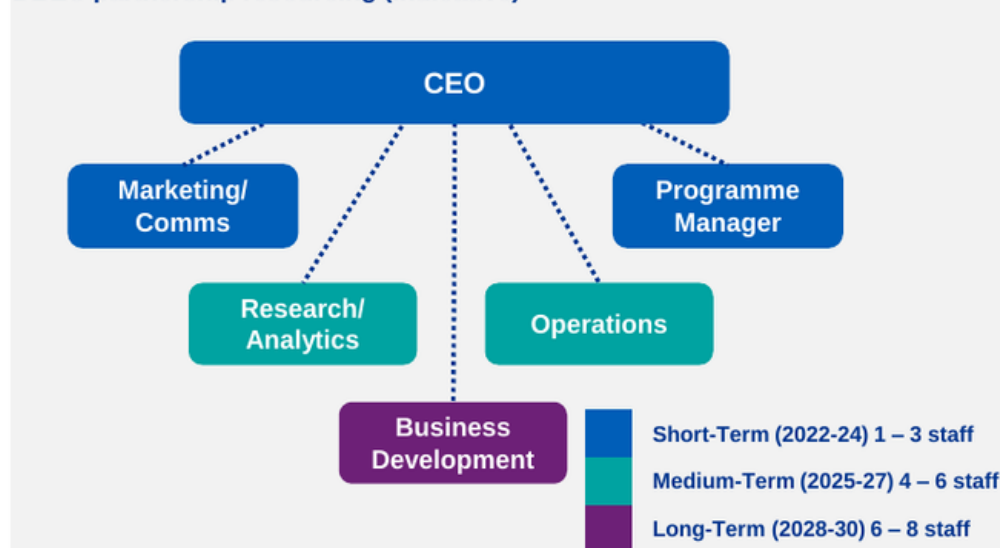
Sources: KPMG consultations; comparators websites and annual reports

Ways of working

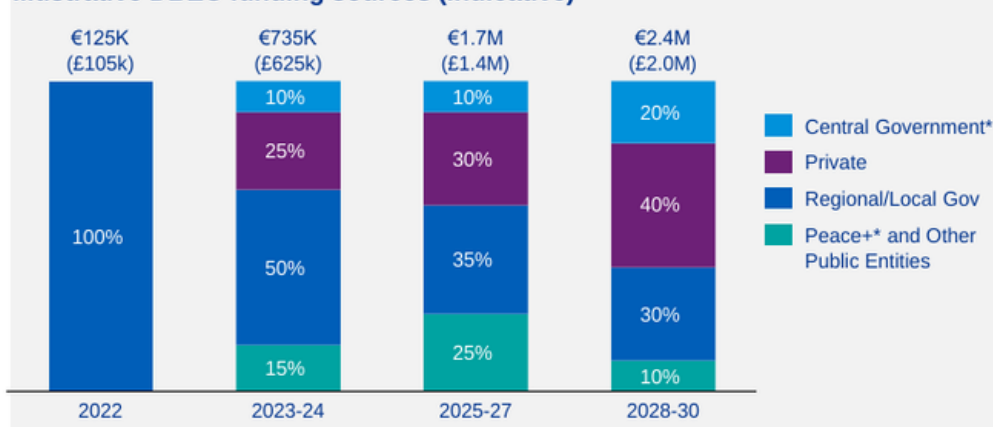
# Resourcing

Resourcing will evolve over the forecast period, with more specialisms added year on year.

DBEC partnership resourcing (indicative)



Illustrative DBEC funding sources (indicative)



Notes: Council contributions funding is to be determined on the basis of each council's share of the total population, reviewed every 3 years  
 Sources: KPMG consultations; comparators websites and annual reports

## DBEC Ways of working

- **In the short-term (2022-24)** DBEC partnership's plan is to hire 2 staff initially and potentially a 3<sup>rd</sup> joining in 2023 with roles covering a Programme Manager, an Partnership Officer and a CEO. Staff are anticipated to be based at a host council to allow DBEC to make full use of the resources at hand. The main focus for the staff will be brand establishment, applying for funding through EU and other sources, organising networking events and setting up advisory groups. Indicative total funding requirements are from €735,000/£625,000 for 2022-24 and will be sourced primarily from regional and local government budgets
- **In the medium-term (2025-27)**, DBEC will have secured its own offices and can appoint research or analytical staff to grow the team to 6 by 2027, dependent on its performance against KPIs. At this point, the key focus will be to provide reports on research and development, skills and labour, and tourism. These reports will provide a strong basis of information for businesses in the corridor, allow for identification of issues or gaps in the market the partnership can assist with and can also be used to attract further FDI. Indicative funding requirements over the medium-term (2025-2027) are from €1.7m/£1.5m (total over 3 years). Funding will come from a mix of public and private sources
- **In the long-term (2028-30)**, subject to performance, DBEC's team could grow to 8 people, with additional hiring of staff focused on research and businesses development, as well as thematic development of infrastructure, trade and investment, and manufacturing, amongst others. Indicative funding requirements over the long-term are from €2.4m/£2.0m (total over 3 years, 2028-2030). Funding from private sources and central government will increase, reducing the proportion coming from regional and local government budgets.

Ways of working

# Communication

As the DBEC partnership grows, communication methods will adapt to reach stakeholders.

## Developing a communications plan

- 1
  - Identify **target audiences** and stakeholders to create an extensive contact list of entities in the corridor. Audiences may include internal, external, primary, secondary, domestic, and international organisations
  - Establish key metrics for evaluation and targets
- 2
  - **Engage with stakeholders** to establish opportunities, challenge and common themes. Consider international perspective in messaging
  - Identify content leads / authors / spokespersons
  - Narrow down the key issues the content will address and key messages to be communicated
- 3
  - Identify the **relevant channels** for key messages
  - Ensure channel selection is suitable to reach identified target audiences
  - Coordinate announcements with partner organisations
- 4
  - Illustrate **ambition** for the content
  - Develop a brand creative
  - Develop assets e.g. Blog / video / podcast / memes etc.
- 5
  - Develop schedule for **content roll-out**
  - Ensure strong relationships with organisations and stakeholders
  - Undertake an annual stakeholder satisfaction survey to track views and perceptions of DBEC's progress

## Communications methods

It is suggested that the DBEC partnership use combinations of:

- Traditional website, print and broadcast platforms
- Blogs, podcasts, video, photography
- Digital advertising, LinkedIn, Twitter and Instagram to bring content to life for a broad range of audiences

Using a mixture of content streams will help ensure the DBEC message reaches the right audience, delivered through the right channels. We suggest the partnership has the following short-term targets:

- Use available databases to create an outreach list of mid-sized companies, private equity or venture capital backed players
- Hire a resource to advocate for the corridor, promote key sectors and to advertise the corridor as a great place to live and work
- Connect local companies and foreign companies with business advisory services.

DBEC and its constituent member councils will need to agree on the type of content to be shared and the balance across councils.



Print media



Podcast



Events



Social Media



Video



Webinar



## Ways of working

## Marketing (1/4)

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DBEC has four audiences to target which would each require a unique marketing approach.

### International companies

**Target:** International companies that are looking to expand their operations through foreign direct investment. This can be achieved through establishing themselves in DBEC either through acquisition or opening a new branch or plant



### Local private businesses

**Target:** Businesses located along the corridor that would benefit from collaborative R&D, greater access to a skilled workforce and infrastructure improvements. Promoting research that is undertaken to these businesses will facilitate and encourage their participation



### Public Sector

**Target:** Public sector entities DBEC will be collaborating with or receiving funding from. DBEC will need to promote the partnerships' activities to help maintain public sector and government support and keep a steady stream of funding opportunities



### Skilled workers

**Target:** Skilled workers located outside the corridor as well as recent graduates can be attracted to join the corridor's workforce. This can be achieved by promoting the quality of life, local attractions and providing information for new residents



What we want to be world renowned for: A major international centre in growth sectors like Professional Services, Advanced Manufacturing, ICT, Life Sciences and Advanced Agriculture

## Ways of working

## Marketing (2/4)

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## DBEC can build on existing marketing to promote the corridor to each target group.

## Current marketing strategy



KPMG undertook an outside-in review of DBEC's current marketing and communications found that whilst each medium has useful content, the social media platforms could be used more effectively to generate interest and provide timely updates.

DBEC communications used are:

- **Website** has a lot of useful content on the strengths of each council, as well as links to resources, research and reports
- The DBEC Ireland **Twitter account** was used to launch the report and promote meetings happening initially, with the video report being re-tweeted 136 times. However, it has been inactive since March 2021
- The DBEC Ireland **LinkedIn page** was also used to promote the report and early meetings, attracting 255 followers. However, recent updates have been limited and the page is hard to find
- **The DBEC YouTube channel** has videos of several case studies and the first board meeting. However, each appears to have minimal views and new content has not recently been added
- **DBEC printed communications** are recognisable with good branding.



## Opportunities for DBEC partnership

▪ **Update the website to include:**

- A map that provides the boundary of the corridor and lay of the land. This is particularly important for international parties without local knowledge
- Key statistics on the corridor such as economic growth forecasts, demographic information and labour market indices
- Additional information around the partnership's role, vision and objectives
- Contact details or function to enable stakeholders and interested parties to get in touch
- Improve search engine optimisation to increase online reach

▪ **Use Twitter to regularly post content on:**

- Key events such as trade shows, conferences and workshops happening in the corridor
- Promote companies and core industries

▪ **Create a LinkedIn page to:**

- Hire talented staff to work for the DBEC partnership
- Promote the work of DBEC to a professional audience

▪ **Expand current digital marketing reach by:**

- Undertaking targeted marketing campaigns by specific persona
- Attending and presenting at events
- Providing printed content e.g. articles and thought leadership pieces from member councils' Chief Executives.

DBEC partnership is due to hire resource to start in late 2022 and can build on the marketing work undertaken to date.

## Ways of working

## Marketing (3/4)

127

DBEC could learn from international corridors who use a range of marketing techniques.



### Reach people on their preferred medium

#### How

- Target people on different social media platforms where they spend time
- Develop materials such as research reports and podcasts (e.g. interviews with businesses, public entities) which can deliver entertaining content to engage with the audience



### Use marketing spend effectively

#### How

- Use available council marketing resources where possible. Consider the use of external marketing support to ensure consistency of message in the short term
- Promote the corridor and partnership at conferences and events to generate branding interest



### Promotion and advertising material

#### How

- Invest in appropriate promotional activities such as networking events
- Cast a wide net to ensure resources and research materials produced by the partnership are getting good coverage



### Consistent messaging

#### How

- Set and uphold brand guidelines (colour, theme, format, structure, logo placement)
- Organise marketing assets, repurpose quality content and keep a consistent marketing schedule to build reputation and recognition of the DBEC brand



### Instant delivery of heavy information

#### How

- Create easy to digest visual or audio materials to deliver messages and generate interest
- Use as summaries to supplement other published content or as stand alone advertising material



### Increasing DBEC's material impact

#### How

- Develop impactful content by focusing on the problem statement for the target audience and how DBEC can answer these issues
- Create effective content by condensing information to a digestible length

Ways of working

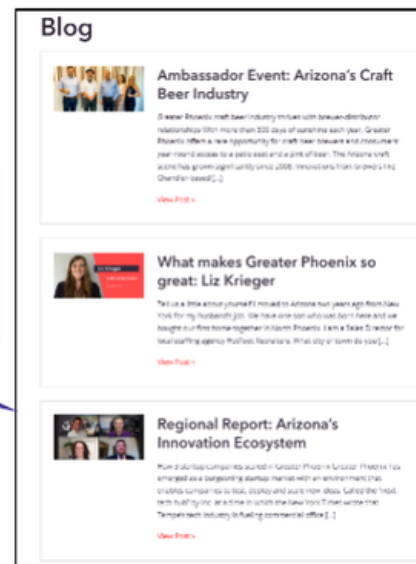
# Marketing (4/4)

### Examples of marketing from other international corridors shows a range of communication.

Greater Phoenix Economic Council provides an **operational cost comparison**



Greater Phoenix Economic Council has a **blog** of up-to-date news and events in the region



Research Triangle Partnership has a function that **translates its website** into eight different languages



Greater Copenhagen sponsors and presents at conferences such as the H22 City Expo

Sources: Greater Phoenix Economic Council





# Actions

Castle gardens - Lisburn & Castlereagh City Council

Actions

# Skills enabler actions



DBEC can work collaboratively to identify skills gaps and develop interventions to fill them.

Objective: to have a skilled labour force which can meet the demands of the labour market to drive economic growth



Action	Short-term	Medium-term	Long-term
Skills barometer	Develop a DBEC <b>skills barometer</b> . This will monitor the changing needs of the labour market, measure future demand and supply of skills, and benchmark existing attainment levels	<p>Collaborating with DfE, HEA, InvestNI, Intertradelreland, SRC, Labour Market Partnerships, Skillnet, ESRI and IBEC, as well as universities DCU and UU</p>	Develop a <b>skills policy and strategy</b> . Consider existing skills strategies and enterprise plans for overlap and ideas, such as the Dublin Regional Skills Forum and Enterprise Plan. Use these examples to develop a clear process for identifying and tracking relevant skills shortages to continually monitor the changing needs of the labour market
Skills development	Identify the <b>barriers to skills development</b> , such as funding, residency requirements or unclear career progression		<b>Develop the skills needed</b> to support the labour market based on a coherent plan for developing skills along the corridor, attracting skilled labour and retaining graduates. Actions could include developing centres of excellence for specific training, hosting workshops and supporting knowledge sharing and capability building programmes. Investigate opportunities to deliver training through associated bodies, bring in best practice examples and develop pilots to test innovative training processes

These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG’s work to inform the DBEC Action Plan

Actions

# Infrastructure enabler actions



**DBEC can support the identification of infrastructure needs and coordinate a targeted response to resolve them.**

**Objective: Advocate for cross-border infrastructure needed to create a well-connected, high-quality of life corridor.**

Action	Short-term	Medium-term	Long-term
<b>Development gaps</b>	Begin the exercise of <b>identifying infrastructure gaps</b> . Appoint qualified team to lead the review	Map assets with <b>development potential</b> to gain a greater understanding of infrastructure needed to unlock the land, i.e. planning processes, water and sewerage services. This will cover a broad range of areas, including expansion of coastal pathways, investment to accommodate electric and autonomous vehicles, and active transport modes	<b>Conduct transport modelling and analysis</b> to inform options development, priorities and infrastructure needs assessment. This would support integration with existing proposals, green infrastructure and long-term plans
<b>Business cases</b>	Review available internal supports from within councils that DBEC could draw on and learn from to help develop the capacity to create business cases	Lead the <b>development of infrastructure business cases</b> to inform wider strategic decision-making amongst policymakers	<b>Collaborating with Department of Transport (RoI), Department for Infrastructure (NI)</b>
<b>Amenities</b>	Begin understanding <b>improvements to infrastructure amenities</b> needed to generate high-quality of life	Conduct a <b>scoping of opportunities</b> for innovation hubs, development of shared office spaces, and branded offerings. Identify amenities needed to promote the region to local, national and international audiences, encouraging inward investment and returning entrepreneurs	

**These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG’s work to inform the DBEC Action Plan**

Actions

# R&D enabler actions



**DBEC can coordinate R&D efforts along the corridor to increase potential reach.**

**Objective: Support and collaborate with organisations along the corridor to succeed in conducting R&D**



Action	Short-term	Medium-term	Long-term
<b>Network</b>	<b>Create an outreach list of high potential innovative SMEs</b> in priority sectors based along the corridor; engage with senior Executives about DBEC's role in promoting the corridor and wider R&D opportunities	Pioneer <b>regular trade events</b> to showcase relevant technology, promoting companies identified and inviting others as relevant attendees. Coordinate cross-border opportunities for R&D, shared funding applications, and encourage collaboration between businesses and public organisations	
<b>Circular economy</b>	Conduct a <b>Circular Economy feasibility assessment</b> for the corridor. Consider whether current solutions being considered by Dublin and Belfast could be expanded to other areas in the corridor	Investigate the feasibility for <b>waste infrastructure projects</b> which could support concepts associated with upcycling, waste segregation and eco-friendly treatments	

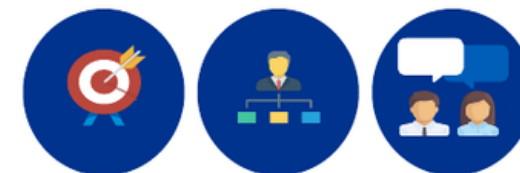
Collaborating with: IDA, INI, SFI, US Ireland R&D Partnership, Innovate UK, UKRI. Use of Shared Island funds

**These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG's work to inform the DBEC Action Plan**



Actions

# Ways of working actions



Early momentum is needed to embed effective working patterns.

Objective: Ensure DBEC has the resources and direction needed to effectively deliver on its ambition

Action	Short-term	Medium-term	Long-term
Delivery	Implement a <b>collaboration agreement</b> for all local authorities to agree to. Arrange a programme of activities for the first year	Organise presentations for <b>councils to share initiatives</b> with other council officers and elected members to explore expansion of successful initiatives along the corridor	
Resources and Governance	Appoint a <b>Programme Manager and Partnership Officer</b> to lead the DBEC partnership team	<b>Build capability</b> of the team. This could include visits with other economic corridors to learn from their experience. When needed, hire additional personnel to lead on research activities and funding applications	
	Identify current and potential future <b>opportunities for funding</b> . Initially, these could include Shared Island Fund, PEACE PLUS, Levelling Up, Shared Prosperity, Intertrade Ireland and Local Authority Development Funding		Coordinate and, where appropriate, <b>apply directly for funding</b> from different sources. Deliver strong applications which promote the ambition of DBEC and secure the required funds to deliver on identified actions
Marketing and Communications	Develop a coherent <b>marketing and communications strategy</b> with a clear editorial line. Initially, this could include a document setting out the benefits of the corridor, dedicated communication channels and consideration of comparator corridors to learn lessons from		<b>Promote the corridor</b> as a great place to live and work using a range of communication channels to deliver a consistent message. This should include international promotion of the corridors' aspirations at events such as MIPIM Property Event and Dublin Tech Summit  Securing a position on relevant international regional/city growth boards for pilot initiatives e.g. AAM

These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG's work to inform the DBEC Action Plan

## Actions

# Shorter term priorities

134

**Immediate actions undertaken in the first 6 months will launch DBEC and generate momentum for the partnership.**

Skills	<p>Develop a <b>DBEC skills barometer</b>. This will monitor the changing needs of the labour market, measure demand and supply of skills and benchmark existing attainment levels.</p> <p>Identify the <b>barriers to skills development</b>, such as funding, residency requirements or unclear career progression.</p>
Infrastructure	<p>Begin the exercise of <b>identifying infrastructure gaps</b>. Appoint qualified team to lead the review.</p> <p>Begin understanding <b>improvements to infrastructure amenities</b> needed to generate high-quality of life.</p>
R&D	<p>Use available <b>databases to create an outreach list</b> of small and mid-market companies, private equity or venture capital backed companies to build understanding of the global supply chain and identify the role DBEC could play within it.</p> <p>Conduct a <b>Circular Economy feasibility assessment</b> for the corridor. Consider whether current solutions being considered by Dublin and Belfast could be expanded to other areas in the corridor.</p>
Ways of working	<p>Implement a <b>collaboration agreement</b> for all local authorities to agree to. Arrange a programme of activities for the first year.</p> <p>Appoint a <b>Programme Manager and an Partnership Officer</b> to lead the DBEC partnership team.</p> <p>Identify current and potential future <b>opportunities for funding</b>. Initially, these could include Shared Island Fund, PEACE+, Levelling Up, Shared Prosperity, Intertrade Ireland and Local Authority Development Funding.</p> <p>Develop a coherent <b>marketing and communications strategy</b> with a clear editorial line. Initially, this could include a document setting out the benefits of the corridor, dedicated communication channels and consideration of comparator corridors for lessons learned.</p>

**These actions are initial ideas for consideration. They will be reviewed and further developed as part of the next stage of KPMG's work to inform the DBEC Action Plan**



# Appendix 1 – SWOT Analysis

## Appendix: SWOT Analysis

# Delivery of DBEC objectives

136

Whilst DBEC will be operating in a complicated environment, there are clear opportunities to be realised from a collaborative partnership.

## Strengths

S

- **Strong presence of multinational companies** and a variety of businesses provides opportunities for international skills development. Currently, across the corridor 86% of the population have some form of qualification and there are several higher education institutions educating over 100,000 graduates per annum
- **High coverage of full fibre broadband** in NI, with over 90% of the population having access to superfast broadband and good access in RoI. Continued investment in Project Stratus and National Broadband Plan is likely to improve connectivity in some areas
- **Positive economic outlook** for RoI and NI in the short-term with forecasts anticipating growth of 3-5% up to 2023 will support investment in R&D. Collaborative cross-border working and high levels of cross-border trade are already taking place (€6.2m or £5.2m in 2021), joint funds and shared political will can drive improvements in R&D.

## Weaknesses

W

- Throughout the corridor there is currently a **shortage of workers** for a wide range of different skills from tourism/hospitality, manufacturing, construction to professional services
- Across both NI and RoI there is a **shortage of housing** contributing to high rent prices and housing prices. This could result in the corridor being a less attractive place to live and less appealing for skilled workers. The cost of living over the past year has dramatically increased due to higher energy and rental prices. If the cost of living further increases it is likely to result in an increase in wages and the corridor becoming less competitive
- A number of businesses within the corridor have been set the challenge of **reducing or offsetting their carbon emissions**. Ireland is exposed to **shifts in international investment appetite** as an FDI-led export growth model; there is a lower ability to rely on tax competition in light of OECD/EU tax reforms. These pose a challenge for some businesses to access the funding needed to undertake R&D.

## Opportunities

O

- **Local Authority employees are skilled in cooperating effectively.** Existing cooperation amongst local authorities along the Corridor is strong, with several joint initiatives in place (e.g. East Border Region)
- **Rail reform and the All Island Strategic Rail review** aim to improve accessibility and services by rail between Dublin and Belfast. Targets set by the Irish Government and NI Executive create investment and growth opportunities in **green technology and hydrogen**, including opportunities for advanced air mobility. These could both present significant shifts in infrastructure development along the corridor. Many businesses are embracing a hybrid working model and increasing popularity for remote working hubs
- **US-Ireland Research and Development Partnership** has established a ground-breaking alliance between RoI, NI & USA. Since 2006, they have collaborated on 73 R&D projects valued at £99.4m (€117.7m). Additionally, RoI R&D tax credit allows a 25% tax credit for qualifying expenditure in addition to a 12.5% tax deduction for the R&D.

## Threats

T

- Continued **buy-in from stakeholders** on the corridor is vital for DBEC's success. A fall in backing for the Partnership could hinder the entity's contribution to economic growth. Support is dependent on hiring the right team with the right skills to take the DBEC partnership forward
- Both sides of the border it has been reported that property developers have faced delays or needed to stop developments due to **water supply issues**. Additionally, there are pressures on the energy supply across the corridor from households, commercial, and industrial sectors
- **International competition for private sector investment** is already high, and can be expected to increase throughout the 2020s as more emerging economies compete with established economies. This could place pressure on funding available for R&D. Ireland and the UK rank poorly compared to peers in terms of spend on R&D. Baseline spend on the Corridor is estimated to be ~£2.3 billion. Out to 2030, R&D spend is projected to increase in line with Irish Government and NI Executive policy.

## Appendix: SWOT Analysis

# Advanced agriculture and manufacturing - sector

137

The sector is well-established but offers opportunities for further growth and investment.

## Strengths

S

- There is a **strong skills base in manufacturing and agriculture in the core corridor**. The corridor has an established brand for these sectors which can be built on and marketed to further generate trust
- **Good infrastructure** is in place to support advanced agriculture learning at universities in the corridor. Marts in Louth and Armagh provide a transparent method of selling and guaranteeing payment for livestock, as well as other diversified services
- The **manufacturing sector contributed 49% (£326m) of NI R&D spend in 2020**, demonstrating a strong contribution. Firms such as Devenish are leaders in R&D, employing over 750 people globally and leading pioneering research from their Northern Ireland headquarters.

## Weaknesses

W

- Differences in **arrangements for intellectual property and technology transfer** management increase the difficulty of sharing skills and building on experience
- **Misalignment of the two governments infrastructure development plans** could lead to inefficiencies to the All Island transport network impacting the advanced agriculture and manufacturing sector
- **Research and development does not have sufficient funding** along the whole corridor. Resources are focussed around Dublin and Belfast, leaving gaps in the core corridor where projects could add significant value. Making better use of cross-border opportunities and skills could attract more high-value FDI to the region.

## Opportunities

O

- **Skills can be developed outside of university learning**. The corridor has potential for offering apprenticeships which focus on skills, industries and learning on the job as an alternative for higher education.
- The corridor has two well-established **council-led brands** in the advanced agriculture sector – Food Heartland and Boyne Valley Flavours. This can be marketed to increase their international presence.
- R&D has driven the emergence of **“Industry 4.0” to increase operational efficiency** through rapid adoption of automation techniques, artificial intelligence and internet of things. Enhancing this revolution offers opportunities for both advanced manufacturing and agriculture to grow in DBEC.

## Threats

T

- The corridor **lacks immigration of workers with appropriate skills** and is seeing outwards migration of skilled workers. There has been low uptake of apprenticeships to develop the necessary skills to support growth in the manufacturing and agricultural sectors.
- There is tough **competition for funding** of infrastructure projects. Without a visible and credible commitment to achieving the 2030 and 2050 emission reduction targets, there will continue to be a cautiousness from investors to commit funding.
- **Research and development is competing for funding** across other sectors and locations. There is capability along corridor but a lack of investment to support innovation.

## Appendix: SWOT Analysis

# Life sciences- sector

138

The island ranks poorly compared to peers on R&D spend but DBEC ranks better. Cross border R&D investment is likely to rise and DBEC can highlight the region's value.

## Strengths

S

- The corridor has a steady **pipeline of expected graduates** in the corridor studying life sciences. An estimated 15,000 students began studying at universities located in the region subjects related to life sciences in 2020/21
- A number of **large life sciences companies along the corridor provide a range of contract manufacturing services to start-ups and global companies** that lack the infrastructure to produce the produces themselves
- R&D in life sciences in the corridor has a successful **history of attracting investment**. Examples include WuXi Biologics which invested €325m in a new facility in Dundalk, creating 400 job opportunities and aiming to be one of the world's largest facilities using single-use bioreactor technology.

## Weaknesses

W

- Due to the high demand for skilled workers **attracting and retaining talent is one of the main challenges** facing the life sciences sector. This however can be offset by the upcoming pipeline of graduates though they will require in job training
- Infrastructure to support the **pharmaceuticals industry is concentrated** around Dublin, with some smaller clusters in Newry, Dundalk and Belfast. In other counties, a single pharmaceutical company may dominate the area. Whilst these clusters are growing, their limited number presents a weakness for the corridor
- Historically **Northern Ireland has had a low expenditure in R&D** per inhabitant compared to a number of peer countries in Europe. This will need to be improved on.

## Opportunities

O

- DBEC has an opportunity to **draw on existing, well-established companies** based in the corridor to develop skills in both life sciences and supporting professions through placements, apprenticeships and job-based learning. One example is the Almac Group which employs 6,000 people globally and has its global headquarters in Craigavon and EU Headquarters in Dundalk
- Commitments from specialised firms in the industry to **invest in facilities** in the corridor will develop confidence, create jobs and drive economic growth in the region. One example is WuXi Biologics which has committed €325m in a new biopharmaceutical contract manufacturing facility in Dundalk
- DBEC can assist with the development of research centres that focus on clinical trials perhaps modelled on accelerator centres in Fingal or Belfast's Innovation Factory.

## Threats

T

- Competing economies for skilled workers in life sciences may not face the same **cost of living challenges** as Ireland, such as in the Netherlands. As the cost of living in remote communities increases, skilled workers may be attracted to migrate to other regions. As industries such as pharmaceuticals grow, the higher demand for housing from workers may further contribute to increasing costs
- **Continued investment in Dublin infrastructure** may take funding and resource away from other areas along the corridor. Whilst the benefits likely expand beyond Dublin, a lack of targeted investment in infrastructure along the corridor risks a divergence in service offering
- **Other clusters for R&D in Life Sciences exist** in Ireland, for example in Galway. DBEC could learn from their experiences but will need to develop it's own area of expertise to avoid competing with well-established research centres for resource, funding or publications.

Source: <https://www.wuxibiologics.com/dundalk-ireland/>.

## Appendix: SWOT Analysis

# Professional services and ICT - sector

139

While the region is skilled and graduate throughput strong, re-skilling is needed post-pandemic. There are gaps in skills coordination on the corridor, which DBEC could lead.

## Strengths

S

- Universities in the corridor are expecting to provide a steady **pipeline of ICT graduates**. An estimated 18.8 thousand students enrolled in courses related to professional services and ICT in the corridor in 2020/21, almost 20% of these in ICT. The workforce is highly educated, predominantly has English as first language
- The corridor has reliable broadband connections** in cities, allowing for remote working and online collaboration between different locations. The M1 Payments Corridor is developing as an internationally recognised e-commerce, fintech and payments hub. FinTech Corridor has also assisted SMEs in the financial and technology sectors
- R&D has mostly been in the ICT industry** with a number of ICT research centres located along the corridor (e.g. Adapt Centre, Lero, Insight, Digital ICT, BT Ireland Innovation Centre).

## Weaknesses

W

- Throughout the corridor there is currently a **shortage of workers** for a wide range of different skills in the professional services and ICT sectors
- The core corridor lacks luxury hotels**. The absence of 4 or 5\* hotels prevents locations being able to host large conferences, attract some types of tourist and encourage business travellers. It may also detract from foreign investment who rely on certain services to be able to conduct business
- Applications for **R&D incentive in Ireland have been reported as being too complicated for small and medium business** due to them having the lack of resources to engage professional advice to prepare the appropriate documentation stipulated by Revenue.

## Opportunities

O

- NI and ROI have set targets to **increase renewable energy output**; the corridor has the skills needed and is well-placed to grow its advisory and other technical services on offer
- Conference facilities** are well-established in Dublin and Belfast but vary along the core corridor. Developing high-quality facilities would provide opportunities to host and market events, attract investment and bring more people to the area. Additionally, investment in **remote working hubs** (currently 600 planned from EI) will allow for much greater mobility of labour around the island of Ireland as people are less longer fixed to specific locations. Over 80% of workers on the island (that can work remotely) have stated that they would like to continue to do so at least some of the time
- Coordinate existing research centres** for pan-corridor use (e.g. City Deal Regional Innovation Hubs, Fingal's accelerator centre, US-Ireland Research, and shared island).

## Threats

T

- Historic out-migration from NI has been abating in recent years but remains a challenge** with 25% of NI domiciled students studying in Scotland, England and Wales. A large portion of these students remain aboard after graduating. Anecdotal evidence of emigration of young skilled professional in Dublin due to rental pressures
- Climate reductions targets are a large risk to the ICT sector** with the need to reduce their electrical consumption. This also means that based off the current infrastructure and emission targets reductions are to be met there is limited growth of data centres in the ICT sector
- Tax credits on R&D is becoming increasingly competitive internationally** with many other counties offer incentives to attract FDI and encourage R&D.

## Appendix: SWOT Analysis

# Tourism - sector

140

Most tourism spend is currently focussed around Dublin and Belfast. Developing skills, infrastructure and attracting investment along the corridor is key to sharing the growth.

## Strengths

S

- The **population of the corridor is highly skilled** with several universities and higher education facilities located along it, providing a vast pool of people to recruit from and train in specialist areas
- **The corridor has good international transport links** through Dublin and Belfast airports. This makes the region attractive for city breaks - Dublin and Belfast both have a strong tourism offer, recognisable internationally, having over 7.4M and 1.5M visitors a year respectively (Pre-Covid)
- Promotion of the corridor could **attract investment** from Fáilte Ireland, with potential for Shared Island funding. Investment in Banbridge has developed a Game of Thrones studio tour. It was estimated that pre-covid 350,000 people visited NI ever year to see GoT filming location.

## Weaknesses

W

- **Lack of skilled staff** is a major risk for the tourism sector. Career changes and emigration post-pandemic have acted as a dampener on growth during the recovery phase, with key skilled roles struggling to attract workers
- **Key tourist attractions are located in Dublin or Belfast**, such as the Guinness Storehouse, Dublin Zoo and Titanic. Other attractions along the corridor have fewer visitor numbers and need support to increase footfall
- The region will need to **promote individual characteristics** to attract investment specifically to the area. This will rely on targeted marketing, providing reasons for investment in DBEC over other regions.

## Opportunities

O

- **Marketing skills could be used to enhance the branding** by advertising domestic tourism to the corridor as a unique offer. Domestic tourism grew during Covid due to restrictions on overseas travel. Maintaining this momentum through effective advertising would smooth the corridor's tourism demand
- Increasing the **accommodation stock outside of Dublin and Belfast** will encourage tourists to increase dwell time. There is a need for destination hotels in the corridor, castles currently only hosting weddings could be opened for viewings/tours, and an international quality outdoor waterpark or theme park would boost visitor numbers
- **Development of e-charging is needed** to support the shift to EVs and meet demand for e-charging points in the medium-term, potentially at key attractions.

## Threats

T

- **Shortage of staff in key tourism roles** is creating delays, cancellations and disruption to holidays. Examples include a shortage of airport security, baggage handling and ground staff. Poor management and publicity of incidents may discourage tourists.
- Most **tourism infrastructure is located in Dublin or Belfast**, including hotels, key attractions and transport hubs. Failure to invest and support the development of other areas along the corridor core risks limiting the growth the region can achieve.
- **Covid uncertainty threatens long-term investment.** Covid has been very turbulent for a number of sectors with the tourism/hospitality seeing the worst of it. The changing restrictions are making it extremely difficult to forward plan and reinvest. Tourism Ireland's consumer research shows that comfort with taking holidays continues to increase in European markets and has stabilised in the US. The desire to travel is evident, but uncertainty sees travel plans shifting.





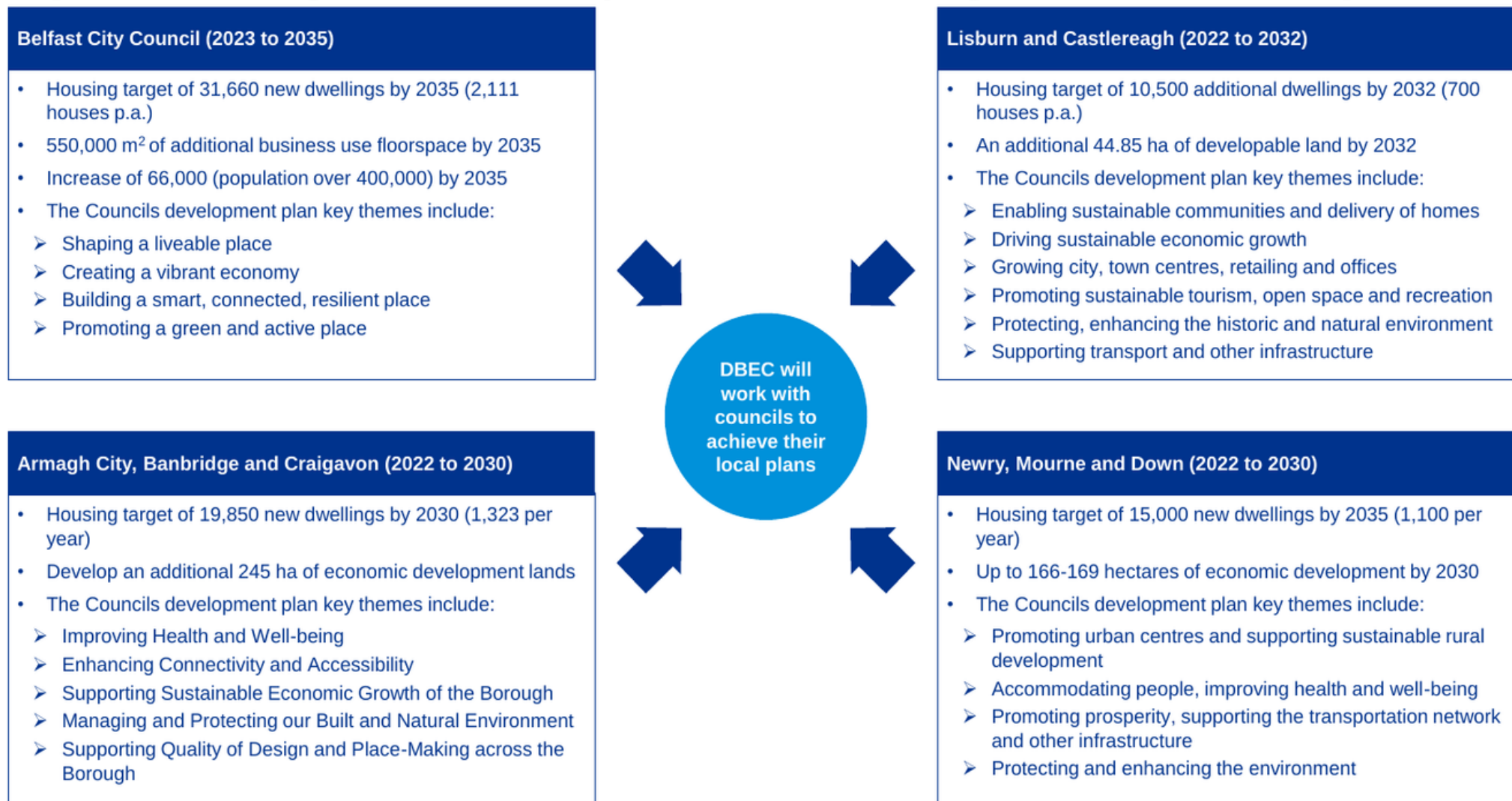
# Appendix 2 – Comparative Analysis

Castle Ward – Newry, Mourne  
& Down District Council

Appendix: Comparative Analysis

# NI councils' development plans

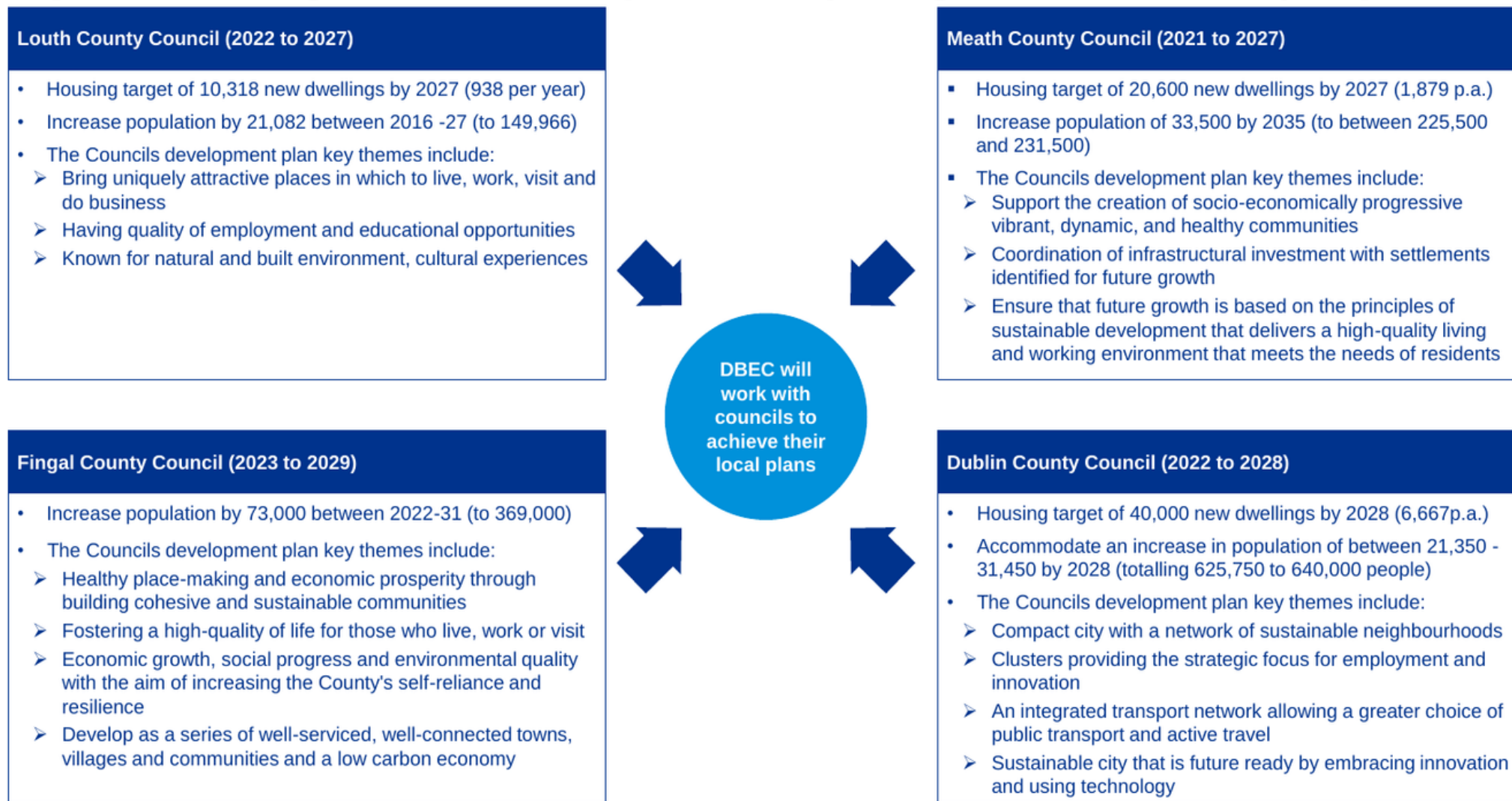
Key themes arising from NI Council plans are sustainable growth and connectivity.



Appendix: Comparative Analysis

# Rol councils' development plans


Key themes arising from Rol Council plans are improving infrastructure and quality of life.



Appendix: Comparative analysis

# Case Study: Oresund/Greater Copenhagen (GC)

GC

Population	4.4 million
Location	
GVA	€144bn (£120bn)
Geographic distance end-end	440km
Type of organisation	Articles of Association
Funding sources	Regional councils
Funding quantum	€1.5m (£1.2m)
Employees	12

## GREATER CoPENHAGEN

Source – Consultations, Annual Reports, Corridor Websites



### Vision and Origins

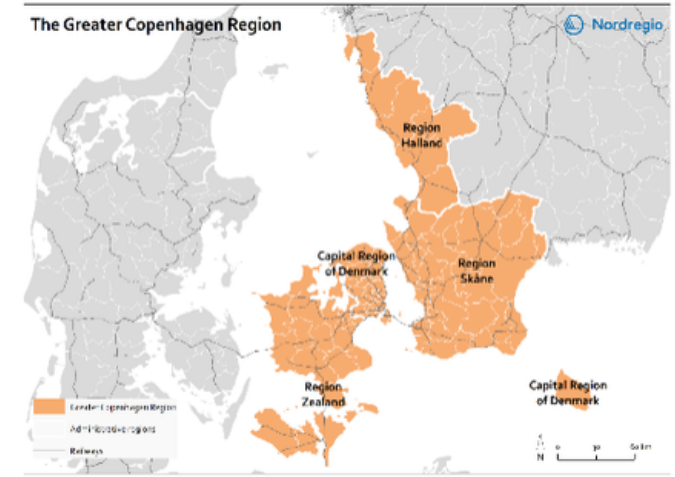
- **Vision:** *By maximising the benefits of integration and cross-border dynamics, the Oresund Region will stand out as the most attractive and climate-smart region in Europe*
- Headquartered in Copenhagen, Greater Copenhagen was founded in 2015 (its origins, Oresund Committee, go back to 1993) and **includes all 85 Danish and Swedish municipalities in the region** Greater Copenhagen's activities are led by the organisation's political Board: **the Greater Copenhagen Committee, with 18 representatives for the organisation's 89 member organisations**
- The goal is for Greater Copenhagen to be a **global hub for growth, sustainable solutions and innovation**

### Lessons Learned

- Encourage the **flow of labour**
- Promotion of highly **skilled labour**
- Ensure all key entities are included and are encouraged to be involved
- Relatively **weak national interest** and central government support for cross-border cooperation

### Key Areas of Focus, Governance, and Breakdown of Spend

- Key areas of focus** for future growth:
- Green Transition
  - Labour Market
  - Infrastructure
  - Digitalisation
  - Life Science
  - Key Sectors
- Breakdown of spend:**
- 50% Staff
  - 30% Programme
  - 20% Operating
- Board Structure:**  
The Greater Copenhagen Committee with 18 representatives from Denmark and Sweden.



# GPEC

Population	4.9 million
Location	
GVA	€209bn (£178bn)
Geographic Area	37,810 km <sup>2</sup>
Type of organisation	501 c3 non profit
Funding sources	Regional councils and private sectors
Funding quantum	€6.6m (£5.6m)
Employees	30+



Source – Consultations, Annual Reports, Corridor Websites



## Appendix: Comparative analysis

# Case Study: Phoenix Economic Council (GPEC)



### Vision and Origins

- **Vision:** *To attract and grow quality businesses, and advocate for Greater Phoenix's competitiveness*
- The economic council consists of a **team of 30+ personnel** that works **with 22 member communities**, Maricopa County, and **~200 private investors to accomplish its mission**
- Over the past **32 years**, GPEC has supported the regional economy by working with **~900 firms**, creating more than **163,000 jobs** and **\$33 billion in capital investment**
- Beyond physical infrastructure, DBEC's success will be dependent on strong indigenous and FDI private sector support. In October 2021 GPEC was named top economic development organization globally by IEDC

### Lessons Learned

- Encourage the **involvement and funding of the private sector** within the partnership
- Provide a **large range of reports across a range of sectors**
- Protocol agreement between members
- A **large board can be difficult** to manage
- **Annual funding renewals making it difficult to forward plan**

### Key Areas of Focus, Governance, Breakdown of Spend and KPI's

#### Key areas of focus:

- **Industries**
  - Advanced business services
  - Aerospace
  - Autonomous vehicles
  - Blockchain
  - Cybersecurity
  - Financial services
  - Healthcare & biomedical
  - Semiconductors
  - Software
  - Wearables
- **Operations**
  - Data centres
  - Headquarters
  - Logistics & distribution
  - Manufacturing
  - Research & development
  - Service centres
  - Start-ups

#### Breakdown of spend:

- 47% staff
- 30% programme
- 23% other operating

#### Board Structure:

- 85 Board members (mixture of public/private)


#### Current KPIs:

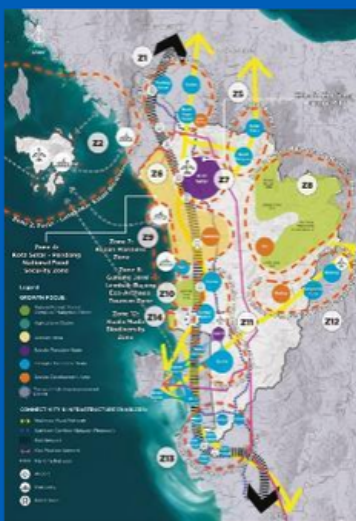
- Payroll Generated
- Average High-Wage Salary
- Number of Jobs
- Number of High-Wage Jobs
- Qualified Prospects
- International
- Prospects
- GPEC Assists Stakeholder
- Satisfactions with Business Attractions
- Competitive Position Progress
- Cash Reserve

Appendix: Comparative analysis

# Case Study: Malaysia Northern Econ Corridor (NCIA)

## NCIA

Population	6.8 million
Location	
GVA	€48bn (£41bn)
Geographic Area	363 km
Type of organisation	Statutory Body
Funding sources	Regional councils and private sectors
Funding quantum	€7bn (£6bn)
Employees	Dec 2020 ~165,000



Source – Consultations, Annual Reports, Corridor Websites



### Vision and Origins

- **Vision:** *To achieve sustainable growth, emphasis will be put on adopting the Fourth Industrial Revolution (IR4.0) technologies, embracing the digital economy, raising innovation, strengthening infrastructures, driving development in strategic sectors, and grooming the local talent pool to be future ready*
- Northern Corridor Implementation Authority (NCIA) Council created in 2008, **comprising of the Prime Minister, DPM, Federal Government Chief Secretary.** Other representatives from the state governments, national champion businesses, and other federal appointees. The Council manages the high level strategy while a management board manages implementation
- Goal has been to build upon the underlying strengths of high-tech manufacturing, agribusiness, services, green energy, petrochemicals, mining for each state (Penang, Kedah, Perak, Perlis), while **spreading growth equitably across social and geographic divisions of the Northern Corridor Economic Region (NCER)**
- Investments include the construction of the **26km long Second Penang Bridge**, the electrification of the double track railway line which runs through the NCER states, and the planning and development of Science and Technology, Green Development, and special industry development parks

### Key Areas of Focus and Governance

**Key areas of focus:**

- High-Tech manufacturing
- Agribusiness
- Services
- Green Energy
- Petrochemicals
- Mining

**Board Structure :**

- The NCIA Council includes the Prime Minister, DPM, Federal Government Chief Secretary to the federal government, Chief Ministers of the Four States, a senior business representative of Sime Darby (a large Malaysian Conglomerate), and a several appointments by the federal government.

### Lessons Learned

- The partnership needs to be granted **sufficient authority** to promote development
- Critical to provide a **clear vision** of additional economic growth
- **No/little involvement from local councils** on the partnership
- Poor KPIs monitoring and data

Appendix: Comparative analysis

# Case Study: Research Triangle Regional Partnership (RTRP)

## RTRP

Population	2 million
Location	
GVA	€20bn (£17bn)
Geographic Area	7,000 km <sup>2</sup>
Type of organisation	501 c3 non profit
Funding sources	Regional councils and private sectors
Funding quantum	€0.9m (£0.8m)
Employees	3

### Vision and Origins

- **Vision:** *To market the region to external audiences on why the Research Triangle Region is the best place to live and do business*
- **Established in 1990** the Research Triangle Regional Partnership is an economic development organization sustained by and committed to **12 core counties located in Central North Carolina**
- Acting as ambassadors, they **introduce companies and organizations to a region** that offers access to diverse talent, a competitive cost of living, a strong and diverse economic climate, a supportive infrastructure, and a high-quality of life

### Key Areas of Focus, Governance and Breakdown of Spend

**Key areas of focus:**

- Advanced manufacturing
- AdTech, CleanTech
- Life Sciences
- Cybersecurity
- Fintech

**Breakdown of spend:**

- 41% staff
- 11% programme
- 48% other operating

**Board Structure :**

- 20 Board members

### Lessons Learned

- Focus on **marketing and establishing a brand** for the region
- Focus on **attracting investment** to the region
- **Funding from state discontinued** and the need to plan accordingly



Source – Consultations, Annual Reports, Corridor Websites



Appendix: Comparative analysis

# Case Study: Oxford-Cambridge Arc (Arc)

# Arc

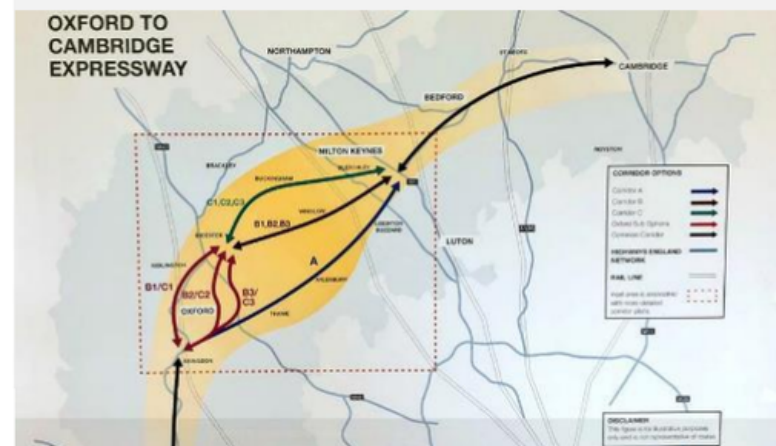
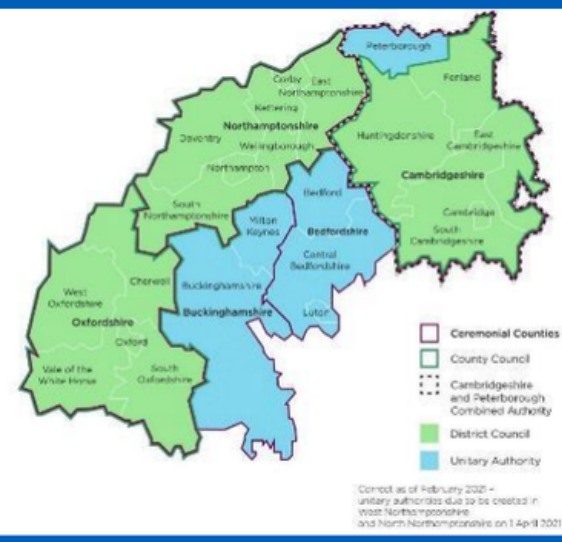
Population	3.3 million
Location	
GVA	€107m (£91m)
Geographic Area	130km
Type of organisation	Informal ("Coalition of the Willing")
Funding sources	Central and local councils
Funding quantum	N/A
Employees	3

## Vision and Origins

- **Vision:** *To maximise the Arc's transformative economic potential*
- Oxford-Cambridge Arc (Arc) established in 2020/21 comprising a leadership group of universities and local enterprise partnerships; completed its public consultation process in October 2020
- The Arc is **currently an informal volunteer** structure but there are plans for it to be established as a legal entity in late 2022
- The Arc's vision is to increase productivity by intensifying the corridor's global strengths in science, technology and high-value manufacturing and for the **Arc to contribute to a doubling of GVA by 2050 to over £200bn**
- Improving infrastructure and connectivity across the Arc with a new rail line between Oxford, Milton Keynes and Cambridge will link communities with employment and leisure opportunities. As well as encouraging clean growth, other focus areas are the creation of sustainable communities improving the quality of life for those living and working in the Arc

## Key Areas of Focus, Governance and Breakdown of spend

- Key areas of focus:**
- Education
  - Life sciences
  - Manufacturing
  - Creative and media
  - Professional services
  - High performance tech
  - Motorsport and aerospace
- Resources:**
- The Arc currently has three full time employees with additional resources supplied voluntarily by the partnerships members
- Board Structure :**
- No official board however is currently led by a leadership group comprising a leadership, universities, and local enterprise partnerships components.



Source – Consultations, Annual Reports, Corridor Websites





# Northern Corridor

Population	0.12 million
Location	
GVA	€16bn (£14bn)
Geographic Area	7,000 km
Type of organisation	Informal
Funding sources	N/A
Funding quantum	N/A
Employees	3

## Appendix: Comparative analysis

# Case Study: Northern Corridor (Canada)

### Vision and Origins

- **Vision:** Create a series of pathways linking Canada's northern communities
- Currently at concept stage, the Northern Corridor is a group of researchers providing information an Scientific Advisory Committee (SAC) and the External Advisory Committee (EAC)
- Its aim is to simultaneously construct the multi-mode infrastructure needed to encourage development, improve communication/utilities networks, improve access to natural resources in remote areas, and promote exports through Canadian ports
- We see its relevance as the transformational potential of new infrastructure. In DBEC context, given existing infrastructure and shorter distances, the parallel may include faster rail connections, road improvements along the stretch, and the investment in vertiports this decade

### Lessons Learned

- Review level of infrastructure at ports and airports
- Improve access to natural resources
- Improve access and standard of living for remote areas
- High capital costs/no early easy wins available

### Key Areas of Focus and Governance

- Key areas of focus:**
- Oil
  - Mining
  - Gas
  - Tourism
- Board Structure :**  
No official board but have an Scientific Advisory Committee and a External Advisory Committee.



Source – Consultations, Annual Reports, Corridor Websites





# Appendix 3 - Sources



Lough Neagh - Lisburn &  
Castlereagh City Council

## Appendix: Sources

## Sources: General

## Sources used in this report are listed below.

- Central Bank of Ireland, (2022). Quarterly Bulletin, June 2022
- Council respective development plans: Belfast Local development plan 2035 (currently draft), Lisburn & Castlereagh local development plan 2032 (currently draft), Armagh City, Banbridge and Craigavon local development plan 2030, Newry, Mourne and Down District Council local development plan 2030, Louth County development plan 2021-27, Meath County development plan 2021-27, Dublin City Council development plant 2022-28 (currently draft)
- CSO, (2022). CSO Statistical Databases
- ESRI (Quarterly Economic Commentary, Summer 2022),
- Euorstat
- Department of Finance, (2021). Budget 2021
- Department of Public Expenditure and Reform (2021) National Development Plan 2021-2030
- Department for the Economy, (2021). UK Higher Education Institutions Northern Ireland Analysis
- Fáilte Ireland, Stats and Figures
- HEA, (2021). Key facts figures
- International economic corridors consultations and respective websites; Greater Copenhagen, Greater Phoenix Economic Council, Malaysia Northern Econ Corridor, Research Triangle Regional Partnership, Oxford-Cambridge Arc, Northern Corridor (Canada)
- InvestNI, (2021). InvestNI Performance Council Area 2021
- ONS, Statistical Databases
- National Transport, (2019). Heavy Rail Census Report
- NIRSRA, (2022). Northern Ireland Statistics and Research Agency
- Northern Ireland Executive (2021) Investment Strategy for Northern Ireland – Draft Consultation Document
- Tourism NI, Stats and Figures
- Ulster Bank, (2022). Northern Ireland PMI, May 2022



### [kpmg.ie/strategy](https://kpmg.ie/strategy)

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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# Job description

**Date:**

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**Department:**

**Post number:**

**Section:**

**Job title:**           **Programme Manager**

**Grade:**

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## The role

The Programme Manager role is in place to ensure that the Dublin Belfast Economic Corridor Partnership has appropriate and designated resources to ensure the effective management and delivery of the portfolio of activity aligned with the DBEC strategy and action plan.

In 2018, Chief Executives from the eight Councils across the Dublin Belfast agreed to form a partnership to explore the development of a regional proposition for economic growth. The purpose of the partnership is to improve competitiveness and support economic growth across the region. This ambition has been reflected by governments North and South of the border who have made a commitment to support greater cooperation, connectivity, and opportunity North/South on the island. The partnership aims to leverage the existing local government network and resources of the participating partners to identify areas where we can exert a significant positive impact and add value to the economic development of the corridor.

The partnership core comprises representatives from eight councils including Armagh City, Banbridge and Craigavon Borough Council; Belfast City Council; Dublin City Council; Fingal County Council; Lisburn & Castlereagh City Council; Louth County Council; Meath County Council; and Newry, Mourne and Down District Council in addition to Ulster University and Dublin City University.

The Programme Manager will be deployed, to develop, manage and deliver priority programmes of work for the DBEC partnership. This includes leading specific thematic projects (eg R&D, skills, infrastructure and to promote quality job growth, enhancing the regional competitiveness with a focus on helping innovative companies.

While this post holder will be responsible to the DBEC partnership it will be retained and managed by the lead council - Newry and Mourne District Council.

## Main purpose of job

To be responsible to the Director of Enterprise, Regeneration and Tourism in Newry and Mourne District Council, working with the other partners on the Dublin Belfast Economic Corridor Partnership through the effective development and delivery and professional oversight of all designated programmes and projects related to the DBEC Strategy and Action Plan. Working closely with the collaborating partners to lead on the development of key objectives and the alignment of funding to deliver key activities. This includes the effective leadership, organisation, professional oversight and delivery of all designated activity aligned with the

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**Programme Manager**

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strategic development of the Dublin Belfast Economic Corridor Partnership, associated programmes, initiatives and objectives.

The role will require identification and management of budgets ensuring all allocated budgets are managed efficiently and effectively in accordance with council policies, financial regulations, standing orders and external funding protocols, and ensuring propriety and regularity are applied with particular emphasis on value for money.

To be responsible for the performance management including the monitoring and reporting of strategic activity and projects to maximise efficient application of all physical, financial and human resources.

An important aspect of this role will be the development of effective relationships with a wide range of stakeholders both within the Dublin Belfast Economic Corridor Region, across the collaborating Universities, government departments, and the private and community sector. Ongoing engagement with the private sector to develop an informed understanding of the specific skills (business and economic) needs underpinning the Dublin Belfast Economic Corridor will also be an important part of this role.

Providing consultation and guidance to the businesses and other stakeholders within the corridor area to highlight potential business growth opportunities.

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## Summary of responsibilities and personal duties

1. To effectively lead, formulate, organise and maintain programme and project management arrangements to secure the effective delivery of allocated strategic programmes of work as agreed by the DBEC Partnership (for example, aligned with the DBEC strategy, development plan and action plan)
2. To lead and manage ongoing engagement with key statutory and private sector partners to raise the profile of the DBEC partnership and to develop and shape the ongoing programme of work, ensuring alignment with the DBEC strategy and action plan and wider activity.
3. To ensure there is comprehensive and pro-active partner and stakeholder engagement across partner agencies, local councils, business, and other sectors.
4. To advocate on behalf of the partnership, contributing to an providing insight to any strategic or policy initiatives that impact on the economic growth of the region.
5. To develop, manage, monitor and review appropriate programmes and project performance management frameworks and risk registers, allowing key stakeholders to be kept informed of progress against targets.
6. To review and quality assure programme and project risk management arrangements, building capacity needed to maximise delivery.
7. To be responsible for the effective management of all appropriate programme and project governance arrangements including all relevant systems and processes.
8. To identify synergies and interdependencies between ongoing programmes and projects (including external initiatives) and to target opportunities to maximise delivery and value for money.
9. To ensure that delivery requirements are met consistently and effectively throughout programme and project lifecycles and to ensure all financial, legal, procurement, design and other technical inputs for each programme are fit for purpose and in line with appropriate regulations and council policies and standing orders.
10. To develop and maintain effective working relationships and partnerships between and with council departments, member/officer groups and committees, government departments and statutory bodies on matters affecting programme and project delivery.
11. To produce timely committee, briefings, performance management and financial reports and papers and to attend committees, corporate management teams, project boards etc as and when required.
12. To represent the DBEC partnership at appropriate groups, meetings and events.
13. To lead on the business planning and budgeting processes connected to the DBEC strategy and action plan
14. To ensure the proper and effective planning and oversight of all DBEC resources financial planning and other management controls whilst ensuring efficient utilisation of physical and financial resources that safeguards public funds within area of responsibility.

- 
15. To manage and ensure financial accountability for agreed annual operating budgets ensuring spend is allocated in line with appropriate financial management and control guidelines.
  16. To monitor and review budgets and spend profiles against targets and take prompt corrective action to address any areas of overspend.
  17. To act in accordance with the council and departmental policies and procedures including customer care, equal opportunities, health and safety and any pertinent legislation.
  18. To undertake the duties in such a way as to enhance and protect the reputation and public profile of the DBEC partnership.
  19. Provide consultation and guidance to businesses, playing the role of subject matter expert on potential business growth opportunities.
  20. To undertake such other relevant duties as may, from time-to-time, be required.

***This job description has been written at a time of significant organisational change and it will be subject to review and amendment, as the demands of the role and the organisation evolve. Therefore, the post-holder will be required to be flexible, adaptable and aware that s/he may be asked to perform tasks, duties and responsibilities which are not specifically detailed in the job description but which are commensurate with the role.***



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# Employee specification

**Date:**

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**Department:**

**Post number:**

**Section:**

**Job title:**           **Programme Manager**

**Grade:**

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## Essential criteria

### Qualifications

Applicants **must**, as at the closing date for receipt of applications, have a third level qualification in a relevant subject or within a relevant professional discipline, or an equivalent qualification.

### Experience

Applicants **must**, as at the closing date for receipt of applications, be able to demonstrate, by providing personal and specific examples on the application form, a) at least two years' relevant experience of effective leadership, management and delivery of a number of interrelated strategic projects as a programme.

This programme management experience must also include relevant experience of:

- b) effective governance and risk management of projects and programmes including managing and monitoring programme or project budgets, while ensuring high standards of financial administration and probity;
- c) building and managing effective partnerships with a range of internal and external stakeholders and analysing and resolving complex issues involving different end-users and stakeholders while displaying effective judgement; and
- d) identifying synergies and interdependencies between programmes or projects to target opportunities to maximise delivery and value for money.

### Short-listing criteria

In addition to the above qualifications and experience, the council reserves the right to short-list only those applicants who, as at the closing date for receipt of applications:

- in the first instance, can demonstrate, by providing personal and specific examples on the application form, a) at least three years' relevant experience of effective leadership, management and delivery of a number of interrelated strategic projects as a programme; and
- in the second instance, possess an additional higher level qualification such as a relevant post-graduate or higher level qualification, for example, an MA or MSc in a relevant subject or within a professional discipline.

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## Special skills and attributes

Applicants must be able to demonstrate, evidence of the following competencies which will be tested at interview:

### 1. Communication and influencing skills

The ability to write complex reports at departmental or interdepartmental level and create effective documents for internal and external recipients at all levels. The ability to build rapport and maintain the engagement and commitment of others and to negotiate with a range of parties to secure their support in the delivery of council projects.

### 2. Strategic skills

The ability to look ahead, assess options and lead others to make plans based on the best options.

### 3. Project management and work planning skills

The ability to determine organisational priorities and resource requirements for complex projects and agreed programmes, plan programmes and allocate work on the basis of available resources.

### 4. Partnership working skills

The ability to form, maintain and enhance partnership working with external and internal partners to build consensus around key projects.

### 5. Analytical and decision making skills

The ability to analyse and interpret complex issues and exercise critical judgement in arriving at practical solutions.

### 6. Political sensitivity skills

The ability to maintain sound relationships with elected representatives, displaying political sensitivity, maintaining an unbiased approach and a positive public relations image and the ability to work with other public bodies to enable corporate working.

### 7. Team working and leadership skills

The ability to work constructively within various teams, displaying excellent leadership qualities, and to build and develop high levels of cooperation between team members in order to achieve objectives.

### 8. Performance management skills

The ability to develop a performance management culture, including the setting of objectives and targets, monitoring criteria and evaluation performance measures.

### 9. Budget management and financial awareness skills:

The ability to manage and monitor project budgets, with awareness of financial administration and probity requirements.

## DBEC Resource requirements

### Background context

In 2018, Chief Executives from the eight Councils across the Dublin Belfast agreed to form a partnership to explore the development of a regional proposition for economic growth. The partnership also includes representatives from Ulster University and Dublin City University. The purpose of the partnership is to improve competitiveness and support economic growth across the region. This ambition has been reflected by governments North and South of the border who have made a commitment to support greater cooperation, connectivity, and opportunity North/ South on the island. The partnership aims to leverage the existing local government network and resources of the participating partners to identify areas where we can exert a significant positive impact and add value to the economic development of the corridor.

In the summer of 2021, a joint decision was taken to engage external consultants to undertake a development plan, strategy, and action plan for the partnership. ~~This work commenced in September 2021 with the project now expected to be completed by end of June 2022.~~

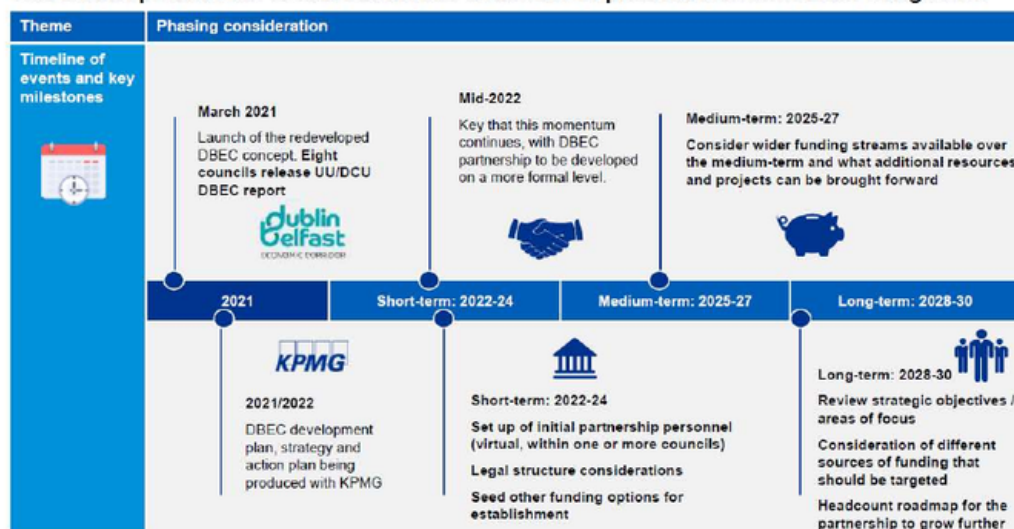
Stage 1 of the project has resulted in the creation of a development plan which addressed key issues to support the partnerships development such as governance, legal & operating structures, identify funding opportunities and resource requirements (human and financial). To achieve this a comparative analysis of other similar economic corridors was undertaken in addition to a consultation with internal and external stakeholders to consider an appropriate governance operational and resourcing requirement that will help the partnership achieve its ambitions up to 2030.

The development plan has resulted in several recommendations for the partnership, these include.

- Stand-alone entity – it is recommended that DBEC remains an informal partnership model, together with an MOU, with a view to exploring independent legal status within the first year of the partnership development plan. It is recommended that the Partnership is first based at a participating council in the short-term, until it becomes established, at which point it could explore other base options (e.g., own office(s)).
- Funding - It is recommended that DBEC is fully funded by the respective councils in 2022. Thereafter, this rate can fall to a target of 60% by 2024, with the remainder target comprised of private sector funding (20%), central government (10%), and other sources (10%). Resourcing will evolve over the forecast period, with more specialism added year on year. The total quantum of funding covered by the respective councils does not decrease over time; other funding sources are instead used to expand DBECs operation.
- Governance - In the short-term, DBEC can be established with a bottom-up governance structure, largely based on the current existing structure.
- Focus Areas - Research and Development, Trade and Investment, Skills, Infrastructure, Tourism and Connectivity
- KPI's - In the short-term, soft KPIs are most appropriate as the partnership is being established. As the entity becomes established in the medium/long-term, harder KPIs can be agreed.

The timeline for implementation of recommendations is outlined below.

This Development Plan is laid out across a number of phases: short-/medium-/long-term.



The development plan has clearly outlined the short-term requirements for the partnership in terms of establishing an informal partnership model, together with an MOU, with a view to exploring independent legal status for the Partnership in line with the partnership development plan. It also recommended that in the short-term, DBEC should be resourced with 3 staff in place out to 2024: a CEO, Programme Manager, and a Communications Executive.

However, following engagement with the directors at the meeting on the 4<sup>th</sup> February 2022 there was overall agreement that the timeline presented through the development plan may prove challenging to achieve given the lack of current resources. Partners agreed to proceed with the development of a collaborative MOU as a first step in the process. Partners also agreed that the implementation of 3 staff at this point would not be achievable and recommended that the immediate resource challenges need to be addressed through the implementation of a programme manager and partnership officer with the expectation that these roles would be based in the council holding the chair and secretariate position for a two-year fixed term period. Following the meeting of the Chief Executives on 8<sup>th</sup> June 2022 it was agreed that these two posts be recruited with the opportunity for officers to be seconded into the role and based at their respective councils, reporting directly to NMDDC.

### Role of the programme manager

The Programme Manager role will be implemented to ensure that the Dublin Belfast Economic Corridor Partnership has appropriate and designated resources to ensure the effective management and delivery of the portfolio of activity aligned with the strategy and action plan.

An important aspect of this role will be the development of effective relationships with a wide range of stakeholders both within the Dublin Belfast Economic Corridor Region, across the collaborating Universities, government departments, and the private and community sector. Ongoing engagement with the private sector to develop an informed understanding of the specific skills needs underpinning the Dublin Belfast Economic Corridor will also be an important part of this role.

The Programme Manager will be deployed, to develop, manage and deliver priority programmes of work for the DBEC partnership. They will be responsible to the DBEC partnership however the role will be retained and managed by the lead council - Newry and

Mourne District Council reporting directly to the Director of Enterprise, Regeneration and Tourism to deliver the range of duties as outlined in the attached job description.

It is recommended that the DBEC partnership jointly fund the post to support the strategic ambitions of the partnership and ensure there are focussed resources are in place to delivery on the partnership's strategy and action plan.

#### Job Title

Dublin Belfast Economic Corridor Programme Manager

#### Indicative grade

Po9

#### Role of the partnership officer

The Partnership Officer role is in place to provide support to the Dublin Belfast Economic Corridor (DBEC) Programme Manager to manage and deliver the portfolio of activity aligned with the DBEC strategy and action plan.

Reporting to the Dublin Belfast Economic Corridor Programme Manager, this post will be responsible for:

- Using financial and commercial acumen to identify, assess and secure external sources of funding to support the long-term aims, objectives and activities of the Dublin Belfast Economic Corridor.
- Identifying, establishing and maintaining relationships with a wide range of key stakeholders and partners, ensuring a collaborative and coordinated approach to the delivery of the DBEC work programme.
- Managing new and existing partnership arrangements and ensuring that effective contract management principles are established and adhered to in order to provide assurance on the effective delivery of key targets and objectives.

The partnership officer will be responsible to the DBEC programme manager and will be retained and managed by the lead council - Newry and Mourne District Council reporting directly to the Director of Enterprise, Regeneration and Tourism to deliver the range of duties as outlined in the attached job description.

It is recommended that the DBEC partnership jointly fund the post to ensure there are focussed resources are in place to delivery on the partnership's strategy and action plan.

#### Job Title

Dublin Belfast Economic Corridor Partnership Officer

#### Indicative grade

Po5

#### Costs options

The overall annual cost of the role including overheads at 25% is outlined below.

	Salary Costs Annual		Overheads		Total
	(Po9)	(Po5)	Accommodation 10%	Support Costs 15%	
Basic Salary	£56,169.96	£45,648.00			
ER Sup	£10,953.12	£8,901.36			

ER Nat Ins	£7,084.56	£5,501.04			
<b>Total</b>	<b>£74,207.64</b>	<b>£60,050.40</b>	<b>£13,425.80</b>	<b>£20,138.71</b>	<b>£167,822.55</b>

2 options are provided in terms of allocation of costs across the council option 1 is based on the proportion of population, option 2 presents an even cost share.

### Option 1

Council	Pop Est 2020	Pop share	Total Budget Share per year	
ABC	218,000	10.4%	£17,405	167,823
BCC	343,000	16.3%	£27,385	
DCC	565,000	26.9%	£45,109	
Fingal	305,000	14.5%	£24,351	
LCCC	148,000	7.0%	£11,816	
Louth	135,000	6.4%	£10,778	
Meath	205,000	9.8%	£16,367	
NMD	183,000	8.7%	£14,611	
	2,102,000	100.0%	167822.55	

### Option 2

Council	Pop share Equal	Total Budget Share per year	
ABC	12.5%	£20,978	167,823
BCC	12.5%	£20,978	
DCC	12.5%	£20,978	
Fingal	12.5%	£20,978	
LCCC	12.5%	£20,978	
Louth	12.5%	£20,978	
Meath	12.5%	£20,978	
NMD	12.5%	£20,978	
	100.0%	167822.55	

**Option 1, with costs based on population share is the recommended option to fund these roles.**

### ROI grade comparison

Job Title	NI Grade	ROI Grade	Additional costs and overheads (ROI)	Total (ROI)
Partnership Officer	P05 £42,614, (entry point on scale. Point 38)	Grade 6 Senior Staff Officer (entry point on scale)	€49,530 (£42,536)	30% Estimate €64,389 (£55,330)
Programme Manager	PO9 £56,169 (top of scale. Point 51)	Grade 7 Administrativ	€62,894 (£53,957)	30% Estimate €81,762 (£70,258)

		e Officer (top of scale)			
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## NOTES

Northern Ireland grades and salaries are P05 Partnership Officer £42,614, (entry point on scale). PO9 Programme Manager £56,169 (top of scale)

In terms of extra salary costs, Employers PRSI in the Republic is around (11%). More detail is required work out the formula for pension contributions. This needs to be clarified by HR personnel in one of the ROI partner councils, potentially Fingal Co Co. A figure of 30% on top of salary is a reasonable rule of thumb for total costs of a role.

Some recently advertised roles for comparison (June 2022)

### Partnership Officer

Example of current role for Healthy Ireland Project co-ordinator, Louth Co Co, fixed term to 2025. Grade 6 starts €49,530

[https://www.louthcoco.ie/en/louth\\_county\\_council/vacancies/healthy-ireland-co-ordinator-grade-vi-fixed-term-contract-to-december-2025.html](https://www.louthcoco.ie/en/louth_county_council/vacancies/healthy-ireland-co-ordinator-grade-vi-fixed-term-contract-to-december-2025.html)

Example of Staff Officer role in Fingal. Fingal Public Participation network. Starts €44k

<https://careers.fingal.ie/displayjob.aspx?jobid=173>

InterTradeIreland Digital Content Manager. £42-45k.

<https://intertradeireland.com/assets/general/Job-Description-Digital-Content-Manager.pdf>

### Programme Manager

Note Senior Executive Officer (notionally grade 8) could also be equivalent for a programme manager, but the starting rates are higher, and seems to be a more senior role. Point 1 on scale is €69,960 (£60,165)

### Term

Fixed term 2 years.

### Timeline

- Approval by CX group to proceed with recruitment – June 2022
- NMD internal process for recruitment – June/July 2022
- Council (committee) approval to commence recruitment – July/August 2022
- Recruitment trawl – August/September
- Candidate in post- October/November 2022
- Expected post holder to be in post for 6 months in this financial year.

### Resource Allocation

Total cost in 2022/23 financial year is 50% of cost allocation as outlined above £83,911.275 to be apportioned based on approved proposal.

To date each of the 8 councils have made a contribution to Fingal County Council of €30,000 for activities delivered in 2020 & 2021. The total spends against this contribution based on figures provided by Fingal CC in July 2021 is outlined in the following table.

Vendor	Cost
Annertech Ltd.	€24,760.00
WhiteLight Consulting Ltd.	€57,689.00
DBEC Folders	€792.71
<b>Total Expenditure</b>	<b>€83,241.71</b>

Therefore, total remaining budget is approximately €156,758. At the meeting of the directors on the 4<sup>th</sup> February it was agreed that the remaining budget be used to cover the costs of stage 2 and 3 of the strategy and action plan, which is £101,800 (€119,134). Leaving a total remaining budget allocation of €37,624.29.

It was also agreed at the meeting in February that each of the councils make a further contribution to the project costs of €15,000 for this financial year. It was agreed that this would be help by NMD DC as part of their role as chair and secretariat.

Therefore, there is sufficient existing budget to cover the costs of both posts for a six-month period in this financial year.

### HR considerations

The intention over the first two-year period is to bring forward key recommendations as highlighted in the development plan, strategy, and action plan. The ambition over this period is to progress the partnership into an established entity with independent legal status along with key actions associated with the partnership development plan.

Newry Mourne and Down District Council need to consider the following -

- Understanding of NMD approval process and timeframes
- Internal management requirements
- Advise any implications of role changing from management of NMD to a potential new entity? Recommendations on how risks could be managed.
- Any other considerations
- Engage with ROI council to finalise ROI comparator costs, including pensions. Suggest Fingal Co Co.

### Recommendations

Members of the Chief Executives group are asked to:

- Agree with the proposed approach and associated resource implications
- Agree that both posts in Newry Mourne and Down District Council for a two-year fixed term. Based on this approval NMDDC will engage with their Corporate HR department based on the proposal and associated JD
- Agree recruitment approach – secondment of externally advertised opportunity
- Based on discussions NMD to respond with key considerations associated with HR requirements and final costing (resource and associated overheads).
- Agree the overall costs associated with the resource in this financial year and approve use of existing budgets to cover costs. Further budget may be required through each of the councils for wider activity in this financial year.



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## Job description

**Date:**

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**Department:**

**Post number:**

**Section:**

**Job title:** Partnership Officer

**Grade:** PO5

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### Main purpose of job

The Partnership Officer role is in place to provide support to the Dublin Belfast Economic Corridor (DBEC) Programme Manager to manage and deliver the portfolio of activity aligned with the DBEC strategy and action plan.

In 2018, Chief Executives from the eight Councils across the Dublin Belfast agreed to form a partnership to explore the development of a regional proposition for economic growth. The purpose of the partnership is to improve competitiveness and support economic growth across the region. This ambition has been reflected by governments North and South of the border who have made a commitment to support greater cooperation, connectivity, and opportunity North/South on the island. The partnership aims to leverage the existing local government network and resources of the participating partners to identify areas where we can exert a significant positive impact and add value to the economic development of the corridor.

The partnership core comprises representatives from eight councils including Armagh City, Banbridge and Craigavon Borough Council; Belfast City Council; Dublin City Council; Fingal County Council; Lisburn & Castlereagh City Council; Louth County Council; Meath County Council; and Newry, Mourne and Down District Council in addition to Ulster University and Dublin City University.

Reporting to the Dublin Belfast Economic Corridor Programme Manager, this post will be responsible for:

- Using financial and commercial acumen to identify, assess and secure external sources of funding to support the long-term aims, objectives and activities of the Dublin Belfast Economic Corridor.
- Identifying, establishing and maintaining relationships with a wide range of key stakeholders and partners, ensuring a collaborative and coordinated approach to the delivery of the DBEC work programme.

- 
- Managing new and existing partnership arrangements and ensuring that effective contract management principles and structures established and adhered to in order to provide assurance on the effective delivery of key targets and objectives.
  - Contributing to the promotion and marketing of partnership and the economic corridor in line with the strategic aims.

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### Summary of responsibilities and personal duties

1. Identify, attract and optimise potential new sources of external funding – ensuring that funding opportunities are maximised, and income secured from a range of sources to support the long-term delivery of the DBEC work programme.
2. Lead and manage relevant partnership arrangements and ensure adherence to contract management principles and the delivery of all contractual and statutory requirements to achieve the high standard service required by the partnership.
3. To ensure there is comprehensive and pro-active partner and stakeholder engagement across partner agencies, local councils, business, and other sectors.
4. Establish and maintain collaborative working relationships with appropriate partners and stakeholders to create and enhance the partnerships profile and reputation and meet priority objectives as set out in the DBEC strategy and action plan.
5. Define the clear performance management and service standards required by the partnership for the successful delivery of all allocated partnership agreements.
6. Regularly review, monitor and report on the performance of the partnership ensuring that key performance targets are met and that remedial and corrective action plans are put in place to address any significant variances or to mitigate risks.
7. To develop, manage, monitor and review appropriate programmes and project performance management frameworks and risk registers, allowing key stakeholders to be kept informed of progress against targets.
8. Keep under review new developments and best practice in the fields relating to the partnership's activities, regularly seeking out new opportunities and ways of working, making appropriate recommendations where possible.
9. Produce relevant committee reports, briefings, reports and papers and attend committees, corporate management teams, project boards etc as and when required.
10. Provide timely advice and support to the partnership and associated governance structures as and when required and advise council, committees and relevant internal or external working groups.
11. To represent the DBEC partnership at appropriate groups, meetings and events.
12. To support the business planning and budgeting processes connected to the DBEC strategy and action plan
13. To ensure the proper and effective planning and oversight of all DBEC resources financial planning and other management controls whilst ensuring efficient utilisation of physical and financial resources that safeguards public funds within area of responsibility.
14. Manage any allocated staff in accordance with relevant council policies and procedures, and, identify any training and development opportunities.

15. To manage and ensure financial accountability for agreed annual operating budgets ensuring spend is allocated in line with appropriate financial management and control guidelines.
16. To monitor and review budgets and spend profiles against targets and take prompt corrective action to address any areas of overspend.
17. To act in accordance with the council and departmental policies and procedures including customer care, equal opportunities, health and safety and any pertinent legislation.
18. To undertake the duties in such a way as to enhance and protect the reputation and public profile of the DBEC partnership.
19. Represent the programme manager as and when required and in accordance with the responsibilities of the post.
20. Undertake such other relevant duties as may, from time to time, be required.
21. To identify opportunities to market and promote DBEC and the economic region, working alongside internal communications teams across the partners.

**This job description has been written at a time of significant organisational change and it will be subject to review and amendment as the demands of the role and the organisation evolve. Therefore, the post-holder will be required to be flexible, adaptable and aware that they may be asked to perform tasks, duties and responsibilities which are not specifically detailed in the job description but which are commensurate with the role.**



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# Employee specification

**Date:**

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**Department:**

**Post number:**

**Section:**

**Job title:** Partnership Officer

**Grade:** PO5

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## Essential criteria

### Qualifications and experience

Applicants **must**, as at the closing date for receipt of application forms, either:

- have a third level qualification in a relevant subject such as business studies, event management, arts management, project management, marketing, economics or an equivalent qualification **and** be able to demonstrate on the application form, by providing personal and specific examples, at least one year's relevant experience in each of the following three areas:

**or**

- be able to demonstrate on the application form, by providing personal and specific examples, at least two years' relevant experience in each of the following three areas:
  - (a) identifying, attracting and optimising potential new sources of external funding including project and financial management of funding, ensuring compliance with relevant corporate policies or funder requirements.
  - (b) developing and leading partnerships with external organisations to successfully deliver projects and to meet identified priorities; and
  - (c) reviewing, monitoring and reporting on performance of partnership projects, ensuring that key performance targets are met and that remedial and corrective action plans are put in place to address any significant variances or to mitigate risks.

### Special skills and attributes

Applicants must possess the following skills and attributes which may be tested at interview:

**Partnership working skills:** the ability to establish good working relationships and work in partnership with a wide range of stakeholders across different sectors to develop and deliver a shared agenda to meet common objectives.

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**Communication and influencing skills:** the ability to prepare briefings and presentations and write clear analytical reports and the ability to make presentations, deliver workshops and influence and persuade a range of audiences on complex issues.

**Technical knowledge:** knowledge of the economic profile of the DBEC and issues with recognition of key economic, social and environmental challenges and drivers and identification of both the strategic and operational role for the partnership in addressing these. In addition to a knowledge of the operations of Local Authorities and their contribution to local economic development and public policy at a regional and national level.

**Project management skills:** good organisational skills with the ability to initiate, develop, manage and monitor complex projects and to oversee effective delivery by third party organisations.

**Analysis and decision-making skills:** the ability to produce and implement new ideas and innovative solutions and the ability to make decisions which will contribute to enhanced project delivery.

**Work planning skills:** the ability to forward plan and to effectively prioritise tasks taking into account contractual obligations, timeframes and processes.

**Performance management skills:** the ability to undertake performance review of commercial partners, ensuring the provision of management information and monitoring of performance against key targets. The ability to establish objectives and targets and measure achievement against them.

**Resource management skills:** the ability to manage and monitor project budgets and associated project resources.

**Team-working skills:** the ability to work within a small team and contribute effectively to the delivery of agreed work objectives.

**Political sensitivity skills:** the ability to treat confidential matters with the appropriate discretion and the ability to work with elected representatives with an appreciation of the sensitivities of working in a political environment.



## Development Committee

**Confidential**

**3 November 2022**

**Confidential Report from:**  
**Director of Service Transformation**  
*Local Government Act (Northern Ireland) 2014*  
**Schedule 6 - Access to Information: Exemption Information**

Information relating to the financial or business affairs of any particular person (including the Council holding that information).

**When will the report become unrestricted:**

Specify when report will become available	March 2023	Redacted report available	N/A	Never	N/A
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### Item for Decision

**TITLE:** Full Fibre Networks NI Collaborative WAN/MPLS Contract Update

**Background and Key Issues:**

**Background**

- As part of a previous report to the Development Committee in June 2022 the Portfolio Office presented an overview of an opportunity for the Council to engage with the Full Fibre NI (FFNI) Council partners to participate in a shared procurement framework being led by Armagh, Banbridge & Craigavon Council that will appoint a suitable contractor to 'light up' and connect the sites to a refreshed IT network services contract as part of the ongoing recommendations laid out in the Council's IT Strategy.
- Recognising that FFNI has procured gigabit connectivity services through fibre infrastructure delivered by Fibrus, Armagh City, Banbridge and Craigavon Borough Council has procured Network Services on behalf of all 10 NI Councils outside Belfast, specifically to make use of the FFNI infrastructure built.



3. It was agreed at Committee at that time that there would be continued engagement through IT Services with FFNI Council partners to participate in this shared procurement framework for a WAN (Wide Area Networks) solution for Councils and a further report would be brought back to Committee once the procurement had been finalised.
4. The contract has been subsequently awarded to Eirevo Ltd for 10 years and it is now proposed that the Council formally becomes part of the collaborative Council Eirevo contract.
5. Each Council partner will benefit from the costings as tendered in the shared procurement framework, however each Council will have its own individual contract with Eirevo tailored to their individual needs.
6. The Council has an existing contract with Eirevo for its MPLS (MPLS - Multiprotocol Label Switching, is a networking technology that routes traffic using the shortest path based on "labels," rather than network addresses, to handle forwarding over private wide area networks and transport data over networks ie overall connectivity) which its proposed will become part of this contract and which will now also include the new sites connected as part of FFNI.

### Key Issues

1. IT Services have worked with Eirevo to develop and agree a list of key sites for roll out across the Council area (**see Appendix**), with the new contract offering the following benefits for Lisburn & Castlereagh Council:
  - a) Faster speeds – enhanced connectivity and high speed gigabit technology to Council sites.
  - b) More sites – increased number of Council sites connected.
  - c) Security – enhanced security and resilience.
  - d) This contract will ensure that the Council meets requirements of the funding from the Department of Communities, Media and Sport (DCMS) as this WAN will sit on top of the FFNI infrastructure and fully realise the benefits of Full Fibre.
  - e) At a total cost of £41,668 annum for up to 10 years, there is no expected increase in annual estimates budget – at worst, cost neutral as the current annual MPLS budget for the council is £65,856.
  - f) Improve the broadband infrastructure for business and communities contiguous to the FFNI sites.

### Next Steps

1. Council IT managers participating in the WAN project have been involved in workshops with ABC and Eirevo with a further workshop will be set up with Council IT Managers and FFNI leads (Ops Group) to review implementation plans and next steps.
2. Migration documentation is currently being finalised by Fibrus which will be issued to IT

managers / FFNI leads regarding Service Level Agreements, fault reporting, service desk, migration from Fibrus perspective. The FFNI operations team is currently working with the Fibrus migration team on behalf of all partners on this.

**Recommendation:**

It is recommended that as the ABC WAN contract has now been awarded to Eirevo Ltd, Members agree that the Council formally becomes part of the collaborative Council Eirevo contract at a total cost of £41,688 per annum for up to 10 years and realises an efficiency of circa £24k for the Council across all directorates.

**Finance and Resource Implications:**

Provision for the FFNI WAN/MPLS project costs will be met within the Council's current annual estimates process.

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? Yes

**If no, please provide explanation/rationale**

N/A

If yes, what was the outcome?:

<b>Option 1</b> Screen out without mitigation	No	<b>Option 2</b> Screen out with mitigation	Yes	<b>Option 3</b> Screen in for a full EQIA	No
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**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

The FFNI WAN/MPLS project was screened out with mitigation as albeit no negative impacts have been identified some mitigations should be considered to ensure all section 75 categories can potentially benefit equitably from the programme.

**Insert link to completed Equality and Good Relations report:**

### 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?	Yes	Has a Rural Needs Impact Assessment (RNIA) template been completed?	Yes
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**If no, please given explanation/rationale for why it was not considered necessary:**

N/A

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

The RNIA template identifies that whilst the FFNI WAN/MPLS project will not impact on people in rural areas differently from people in urban areas, continued monitoring and evaluation will be in place to ensure there is equitable delivery of projects and programmes according to the need and demand identified in rural areas within the Council area.

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**Appendix 4 – List of WAN/MPLS sites in LCCC Area**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:

Site Name	Address	Postcode	Priority Site	Infrastructure	Provider
Aberdelghy Garages	1 Bells Ln, Lisburn	BT27 4QH		FFIB	Openreach
Ballymacash Community Centre	29 Rathvarna Drive, Lisburn	BT28 2UB		FFIB	Openreach
Ballyoran Community Centre	Rosneath Gardens, Ballybeen, Down	BT16 1UN		FFIB	Openreach
Bells Lane Community Allotment Hub	Queensway, Lambeg, Lisburn	BT27 4QJ		FFIB	Openreach
Billy Neill Football Centre	341 Comber Road, Dundonald, Down	BT16 1RQ		Commercial Rollout	Openreach
Blaris Cemetery	82 Blaris Road, Lisburn	BT27 5RA		FFIB	Openreach
Bradford Court Council Offices	Upper Galwally, Castlereagh	BT8 6RB	Priority Site	Commercial Rollout	Openreach
Bridge Community Centre	50 Railway Street, Lisburn	BT28 1XP		Commercial Rollout	Openreach
Carryduff Amenity Site	8 Comber Rd, Carryduff, Belfast	BT8 8AN		FFIB	Openreach
Castle Gardens	Castle Street, Lisburn, Antrim	BT27 4SP		Commercial Rollout	Openreach
Central Services Depot	Unit 5 Blaris Industrial Estate, Altona Road, Lisburn	BT27 5QB		FFIB	Openreach
City Centre Management Office	11-13 Market Square, Lisburn	BT28 1AD		Commercial Rollout	Openreach
Cutts Amenity Site Office	Derrriaghy	BT17 9HN		FFIB	Openreach
Dromara Community Centre	LAGAN PARK CENTRE, 28A HILLSBOROUGH ROAD, Dromara, Down	BT25 2BL		Fibrus	Fibrus
Drumlough Amenity Site Office	Dromara Rd, Hillsborough	BT26 6QA		FFIB	Openreach
Dundonald Ice Bowl Leisure Centre	111 Old Dundonald Road, Castlereagh	BT16 1XT		FFIB	Openreach
Enler Community Centre	9 Craigleith Drive, Dundonald, Belfast	BT16 2QP		FFIB	Openreach
Glenmore Community Centre	43 Glenmore Park, Lisburn	BT27 4RT		FFIB	Openreach
Grove Activity Centre	Ballinderry Park, Lisburn, Antrim	BT28 1ST		FFIB	Openreach
Hamiltons Shed	9 Manns Road, Gilnahirk, Dundonald	BT5 7SS		FFIB	Openreach
Hilden Community Centre	4 Bridge Street, Hilden, LISBURN, Antrim	BT27 4RZ		Commercial Rollout	Openreach
Hillhall Community Centre	11-19 Hillhall Gardens Hillhall Estate Lisburn	BT17 5DD		Commercial Rollout	Openreach
Hillsborough Court House	5, The Square, Hillsborough	BT26 6AG		Commercial Rollout	Openreach
Hillsborough Village Centre	7, Ballynahinch Road, Hillsborough, County Down	BT26 6AR		Commercial Rollout	Openreach
Irish Linen Centre	Lisburn Museum, Market Square, Lisburn	BT28 1AG		FFIB	Openreach
Kilmakee Activity Centre	Rowan Drive, Dunmurry, Antrim	BT17 9QA		Commercial Rollout	Openreach
Lagan Navigation Trust	Navigation House, 148 Hillsborough Road	BT27 5QY		FFIB	Openreach
Lagan Valley Island	1 The Island, Lisburn	BT27 4RL	Priority Site	Commercial Rollout	Openreach
Lagan Valley Island	1 The Island, Lisburn	BT27 4RL	Priority Site	Commercial Rollout	Openreach
Lagan Valley Leisure Centre	Lisburn Leisure Park, Lisburn, Antrim	BT28 1LP		FFIB	Openreach
Large Park	Large Park, Hillsborough, County Down	BT27 4RZ		FFIB	Openreach
Lough Moss Leisure Centre	Hillsborough Road, Carryduff, Down	BT8 8HR		FFIB	Openreach
Maghaberry Community Centre	Maghaberry Rd, Maghaberry, Craigavon	BT67 0JG		FFIB	Openreach
Moat Park Pavilion	11 Church Green, Dundonald	BT16 2LP		Commercial Rollout	Openreach
Moira Demesne	110 Main Street, Moira, Craigavon	BT67 0DS		FFIB	Openreach
Moneyreagh Community Centre	36A Church Road, Moneyreagh	BT23 6BB		Commercial Rollout	Openreach
Sir Milne Barbour Community Centre	Warren Gardens, Lisburn, Antrim	BT28 1EA		Commercial Rollout	Openreach
Wallace Park	Belfast Road, Lisburn, Antrim	BT27 4AP		Commercial Rollout	Openreach
Waste Management Council Unit	Unit 4 Greenwood Business Park, 19a Ballinderry Road	BT28 2SW		Commercial Rollout	Openreach
West Lisburn Community Centre	50 Drumbeg Drive, Lisburn	BT28 1PD		FFIB	Openreach



## Development Committee

**Confidential**

**3 November 2022**

### Confidential Report from:

**Director of Service Transformation**

*Local Government Act (Northern Ireland) 2014*

**Schedule 6 - Access to Information: Exemption Information**

Information relating to the financial or business affairs of any particular person (including the Council holding that information).

### When will the report become unrestricted:

Specify when  
report will  
become available

Redacted  
report  
available

Following award  
of contract (Mid  
November 2022)

Never

## Item for Noting

**TITLE:** **Tender Report for award of Boiler Replacement Programme**

### Background and Key Issues:

#### **Background**

1. Following the commissioning of Energy Audit and Property Condition Survey reports undertaken as parallel work streams aligned to the Estate Strategy, it was identified that there were a number of heating boilers that required to be replaced in the interests of continued service operation and energy efficiency.
2. Three boilers have previously been replaced under separate tender processes due to failure.

3. A further six boilers have been identified for replacement and are included in this tender process as follows:

- Aberdelghy Club House
- Bridge Community Centre
- Castlereagh Hills Golf Course
- Central Services Depot (including flue/chimney)
- Kilmakee Activity Centre
- Moat Park Pavilion

### **Key Issues**

1. Interested Contractors were invited to submit tenders through the eTenderNI portal and tenders were returned as detailed in the attached tender report [REDACTED]
2. Enquiries have been made to contractors who showed initial interest in requesting tender information, but who did not make a return to ascertain why they did not submit a tender.
3. The tenders received were opened by the Head of Assets and Procurement Officer; and forwarded to the Construction Services Section for evaluating against the agreed criteria.
4. Following evaluation of the tenders and in accordance with the Council's Scheme of Delegation, the tender will be awarded to [REDACTED], being the lowest and most economical advantageous tender received.
5. Subsequent to the awarding of this tender Directorates are reviewing their asset base as part of the need to achieve efficiencies. Consequently some of the orders have been suspended until member consideration has been given to the level of affordable service provision. Interim maintenance regime will require to be explored as part of this.
6. All the Boilers are required to be able to achieve 98% efficiencies and are compatible with the existing heating systems. Thus, even with the fossil fuel price increases it is still not economically advantageous to upgrade the whole of the Mechanical & Electrical plant to a more low-zero carbon solution.

### **Recommendation:**

It is recommended that Members note the award of the tender for the Boiler Replacement Programme in accordance with the Council's Scheme of Delegation.

### **Finance and Resource Implications:**

Budget provision has been included in the Capital Investment Programme.

## **Screening and Impact Assessment**

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

**If no, please provide explanation/rationale**

The Contracts are deemed to benefit all section 76 groups equally and therefore it was deemed that no screening was required

If yes, what was the outcome?:

<b>Option 1</b> Screen out without mitigation	<input type="text" value="No"/>	<b>Option 2</b> Screen out with mitigation	<input type="text" value="No"/>	<b>Option 3</b> Screen in for a full EQIA	<input type="text" value="No"/>
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**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

N/A

### 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?	<input type="text" value="No"/>	Has a Rural Needs Impact Assessment (RNIA) template been completed?	<input type="text" value="No"/>
--	---------------------------------	---	---------------------------------

**If no, please given explanation/rationale for why it was not considered necessary:**

A Rural Impact Assessment is deemed not to be required as these are contracts for works services and will apply equally to all communities across the Council area.

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

N/A

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:** 

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

If Yes, please insert date:





## Development Committee

**Confidential**

**3 November 2022**

**Confidential Report from:**

**Director of Service Transformation**

*Local Government Act (Northern Ireland) 2014*

**Schedule 6 - Access to Information: Exemption Information**

Information relating to the financial or business affairs of any particular person (including the Council holding that information).

**When will the report become unrestricted:**

Specify when report will become available

Redacted report available

Following ratification of award and placing of order

Never

### Item for Noting

**TITLE:** **Tender Report for Planned Maintenance Inspections of Gas Detection Equipment**

**Background and Key Issues:**

**Background**

1. Annual Tenders have been in place for the provision of various services for planned preventative maintenance works for a number of years.
2. The tenders are renewable on an annual basis on a 1+1 basis up to the maximum period of 3-5 years. The current tenders are now due for renewal

**Key Issues**

1. Interested Contractors were invited to submit tenders through the eTenderNI portal. Tenders were returned from Suppliers as detailed in the tender report attached [REDACTED]
2. The tender was opened by the Head of Assets Unit, and Procurement Officer; and forwarded to the Assets Unit Officers for scoring against the agreed criteria.
3. The successful tender was awarded to the lowest tenderer as permitted by the scheme of delegation.
4. The full tender report is included for Members' information [REDACTED]

**Recommendation:**

It is recommended that Members note the award of the tender to the contractor as detailed within the tender report, which is in line with the accounting manual and provides delegated authority to award.

**Finance and Resource Implications:**

This will be financed through the annual maintenance budget within each separate department throughout the council.

## Screening and Impact Assessment

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy? No

**If no, please provide explanation/rationale**

N/A, does not affect any of the Section 76 Groups

If yes, what was the outcome?:

<b>Option 1</b> Screen out without mitigation	No	<b>Option 2</b> Screen out with mitigation	No	<b>Option 3</b> Screen in for a full EQIA	No
--	----	---	----	--	----

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

[REDACTED]

**Insert link to completed Equality and Good Relations report:**

[Empty text box for link]

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?

No

Has a Rural Needs Impact Assessment (RNIA) template been completed?

No

**If no, please given explanation/rationale for why it was not considered necessary:**

Not required as relates to statutory inspections of gas detection equipment at Council buildings.

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

[Empty text box for summary]

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

[Redacted content]

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:

[Empty text box for date]