

Title of Report:	Prioritising of Growth Deal Projects
Committee Report Submitted To:	Leisure & Development Committee
Date of Meeting:	20 th April 2021
For Decision or For Information	For Decision

Linkage to Council Strategy (2019-23)	
Strategic Theme	Accelerating our Economy and Contributing to Prosperity
Outcome	The Council will work with partners to maximise investment funding opportunities from external sources.
Lead Officer	Director of Leisure and Development

Budgetary Considerations	
Cost of Proposal	TBC
Included in Current Year Estimates	Yes
Capital/Revenue	Revenue
Code	Not applicable
Staffing Costs	Yes

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	No	Date
	EQIA Required and Completed:	No	Date:
Rural Needs Assessment (RNA)	Screening Completed	No	Date:
	RNA Required and Completed	No	Date:
Data Protection Impact Assessment (DPIA)	Screening Completed:	No	Date:
	DPIA Required and Completed:	No	Date:

1.0 Purpose of Report/ Background

The purpose of this paper is to agree prioritised Growth Deal projects to be carried forward to Strategic Outline Case (SoC) stage.

Causeway Coast and Glens is set to receive £72m capital funding for a Growth Deal after the NI Executive agreed to match fund the UK Government's Growth Deal allocation. The Growth Deal capital fund will be used to support digital and innovation projects. The Executive investment will focus additional funding on supporting infrastructure, tourism, and regeneration along with employability and skills.

In line with Growth Deal criteria, it is critical that Council prioritise key catalyst projects over the next 5-10years to help shape and grow our local economy.

2.0 Proposals

Growth Deals are models of economic growth which provide regions with the opportunity to:

- Take charge and responsibility of decisions that affect their area.
- Do what they think is best to help businesses grow.
- Identify priorities for economic growth in the region.
- Decide how funding should be spent to meet those priorities.

Following members commitment to a Growth Deal in October 2019, Council established a Growth Deal Sub-committee to deliver upon each of the key priorities identified above. The Growth Deal Sub-committee is made up of eight Councillors; with representatives from Council and Ulster University staff.

The Growth Deal Sub-Committee have identified six key themes/ sectors to help grow our local economy in line with Growth Deal criteria i.e.:

- Innovation;
- Tourism and Regeneration;
- Infrastructure;
- Employability and Skills;
- Digital Connectivity; and
- Energy/ Green Economy.

Following approval from Full Council, Grant Thornton was engaged to independently assess the longlist of Growth Deal projects proposed by the Growth Deal Sub-Committee.

To enable the longlist of projects to be independently assessed, Grant Thornton developed a scoring criterion in line with Growth Deal criteria. This scoring criteria was approved by Full Council on the 5th of January 2021. Please see Annex A for further details.

To summarise, Grant Thornton has prioritised the long-list of Growth Deal projects using a two-stage assessment approach. Stage One involved an assessment of general information provided by project promoters in relation to the project. General information was provided pertaining to the projects, such as project type, summary of project indicative scope, location, capital cost etc.

Criterion	Assessment approach
General information	Project information should be provided to at least a basic level to include: <ul style="list-style-type: none">• Project description• Strategic alignment

	<ul style="list-style-type: none"> • High level costs • Delivery partners
Scoring	Pass/Fail

The second stage assessment looked at three key criteria i.e.:

1. **Rationale and Strategic Alignment (20%)** - Strategic alignment was assessed to determine how a project supports, either directly or indirectly, the strategic and policy focus at a UK/ NI/ CC&G level.
2. **Project Impact (60%)** - Project impact was assessed to ensure that projects with greatest impact on Causeway Coast and Glens are taken forward. This was assessed through a project's ability to demonstrate impact on employment, productivity and/or inclusion for disadvantaged groups or communities.
3. **State of Readiness (20%)** - A project's state of readiness was assessed to provide a view on the level of a project's development. Projects should be capable of being delivered within a 10-year timescale. Project state of readiness considered:
 - a) Level of appraisal development: the stage of a project's appraisal development.
 - b) Funding plan: An indicative high level funding plan to demonstrate the extent to which funding has been considered during the projects development to date.

As a result of the independent scoring process, the Growth Deal Sub-Committee members have:

- Gained a deeper understanding of which initiatives have the greatest potential to fulfil Growth Deal objectives; and
- Been able to identify why initiatives failed to meet Growth Deal requirements.

Council's Officers have worked with Grant Thornton to ensure that they:

- Were provided with all available details on initiatives;
- Understood the key objectives of Causeway Coast and Glens Growth Deal; and
- Can deliver outcomes within agreed timescale.

An anonymous short survey was also issued to all elected members to gain a better understanding of key priority projects for the Borough. 29 elected members completed the survey with 'innovation' identified as the key theme to be considered in all shortlisted projects.

Set out below is a summary of the results from Grant Thornton's prioritising assessment. Please see Annex B for details for further details. Applying the prioritising criteria set out above, a total of 12 projects have been identified as Priority One projects. Totalling £128.5m, these projects are representative of all six key priority themes.

Priority 1 Projects	Rank	Indicative Costs - £m
Bushmills Regeneration Programme	1	7.5
Enterprise Zone Digital Innovation Hub	2	7.5
School of Veterinary Medicine at Ulster University	3	35
Centre for Drug Discovery and Pharmaceutical Innovation	4	20
Rural Digital Hubs	5	5
Girona Project	6	7.5
Greenways	7	12
Dungiven/ Benbradagh Regeneration Programme	8	3.5
Foodovation Centre	9	7

Digital Infrastructure Support Fund	10	10
Connected Causeway Traffic & Parking Infrastructure	11	7
Skills, Apprenticeships and Employability	12	6.5
Total Indicative Cost		£128.5m

In terms of Priority Two projects, 10 projects, totalling £217.5m have been shortlisted. This is set out in the table below.

Priority 2 Projects	Rank	Indicative Costs £m
Mountsandel Development	13	20
Coleraine Harbour	14	-
Council Leisure Centres	15	28
Coleraine Smart Energy Demonstrator (CSED)	16	13.5
Regeneration of Dunluce Castle	17	8.5
Ballykelly By-pass	18	40
Village Regeneration Projects	19	22
Active Economy: Causeway Outdoor Education Centre	20	10.5
A26 - dualling extension	21	75
Ballykelly Site - MJM Group	22	-
Total Indicative Cost		£217.5m

A total of 6 projects were identified as Priority Three projects. These projects had no or very limited information and could not be scored/ ranked.

Priority 3 Projects	Rank	Indicative Costs - £m
Borough Wide Heritage Trail	-	-
Blue Ways - rivers and coastline	-	-
Benone Tourist Complex/ Downhill	-	-
Dualling Limavady - Coleraine - Londonderry	-	332
Bridge across Bann - Coleraine	-	20
Ballycastle Harbour	-	-
Total Indicative Cost		£352m

Grant Thornton's proposed scoring criteria has been well received by both the Department of Finance's Growth Deal Working Groups and the Economic Advisory Group.

It is important to highlight that whilst not all projects have been identified as Priority One projects, these projects will remain key strategic priorities for the Council over the next 5-10 years. As part of the prioritising exercise, a funding matrix has been prepared which identifies a long list of potential funding opportunities associated with all 28 Growth Deal Projects. Please see Annex C for further details. For those projects which do not meet the Growth Deal criteria specifically, there are several alternative funding opportunities that each project can avail of. This funding matrix will also be shared with the relevant individual project leads/champions.

Timing is critical as we are coming under increasing pressure from both the Ministry of Housing, Communities & Local Government, and the NI Executive to confirm our prioritised Growth Deal projects. It is important that we agree the prioritised projects to be taken forward for further assessment via Strategic Outline Cases.

3.0 Options

In terms of agreeing the best options to take forward, three options have been discussed/identified by the Growth Deal Sub-committee. These are set out below.

Option 1 – Do nothing. This is not a realistic option as our borough would lose out on a minimum of £72m funding to support key economic strategic projects over the next 5-10 years.

Option 2 – Grant Thornton Recommendation - carry forward Priority One projects only for further assessment. This option ensures that all 12 projects being carried forward to SoC stage have been independently assessed and meet the Growth Deal scoring criteria as presented by Grant Thornton.

Option 3 – Carry forward Priority One projects and a maximum of two projects from Priority Two for further assessment. Option 3 is similar to Option 2, the main difference being that two additional projects from Priority Two will also be taken forward to SoC stage i.e., Mountsandel Development (project no. 13) and Regeneration of Dunluce Castle (project no. 17).

4.0 Recommendation

It is recommended that members agree their preferred option from the list above (section 3.0) to enable officers to carry forward the agreed Growth Deal projects to SoC stage.

- Annex A – Grant Thornton Growth Deal Scoring Criteria
- Annex B – Grant Thornton Growth Deal Prioritising Assessment
- Annex C – Growth Deal Funding Matrix



REVIEW OF THE REMIT FOR TOURISM EVENTS

FINAL REPORT FOR CAUSEWAY COAST AND GLENS BOROUGH COUNCIL

FEBRUARY 2021

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1 EXECUTIVE SUMMARY

Blue Sail were appointed by Causeway Coast and Glens Borough Council to undertake an independent review and make recommendations for how the Council supports tourism events. By tourism events the Council means those events which will have a significant economic impact by attracting visits, bednights and spend, and supporting the image and profile of the area as a tourism destination.

Our review of Council managed and other events indicates that the current programme is largely attracting local audiences with many events being focused on town and community celebrations rather than high-quality, distinctive events which will attract tourist visitors.

In addition, the tourism events team within the Council is over-stretched with responsibility for supporting and delivering of all types of events, including responsibility for programming and all aspects of operational management. This means there is limited capacity to properly support and develop high-impact tourism events.

Our conclusion is that a more ambitious, creative programme comprising a small number of very high-quality, distinctive events, promoted more effectively is required to achieve significant tourism impact. This would be in addition to a varied programme of local events which are focused on local audiences. To achieve this will require a different approach by the Council and a clearer remit for the tourism events team which should be based on enabling others within and outside the Council rather than directly delivering events. This means the tourism events team will focus on managing partnerships, building capacity and skills to support the local events sector, identifying appropriate one-off events to bid for, commissioning and developing events to optimise the benefits to the Borough.

While our recommendation is that the Council and its tourism events team move away from delivering events to enabling others, we recognise that there is a history of direct delivery by the Council. If the Council decides to continue to deliver some events, we strongly recommend the role of the tourism events team is to focus on a small number of high-impact events rather than the many small local events which currently overstretch the team's capacity.

Our recommendations fall into two types – strategic approach, and roles and responsibilities. Here are the primary recommendations:

Strategic Approach:

- ▶ Events should be categorised by 3 types, and will include both council-run, council-funded and independent events:
 - Major – large scale international events taking place every 3/5 years e.g. Golf Championships
 - Signature – high-quality, distinctive events which deliver a strong sense of place and can attract tourist visitors, 4/5 each year

- Local Events – small or medium scale events focused on towns, villages or communities of interest celebrating local traditions, seasonal festivities etc. attracting local audiences.
- ▶ Major and Signature are ‘tourism events’ so will be the priority for the Events Unit. Likely Signature Events will include:
 - Developing Auld Lammas, strengthening its heritage and distinctiveness
 - Stendhal Festival
 - Atlantic Sessions
 - A new ‘Causeway Food & Drink’ festival bringing together a number of smaller niche events and developing a new ambitious region-wide programme
- ▶ Local events will be supported by the Council’s town teams, community and cultural services, arts services as appropriate and generally delivered by local organisations
- ▶ Funding for events by the Council should be consolidated into one budget heading and allocated (by our reckoning this amounted to £663K in 2020/21 with an additional £140K likely to be allocated in 2021/22 for a Tourism Events Recovery Fund). Bidding and support for Major Events will be on a case by case basis and the annual allocation to other events will be:
 - Signature Events – 80%
 - Local Events – 15%
 - Special Initiatives – 5%
- ▶ A transparent, simplified system of application and approval of funding should be established for each category of event

Sporting events which have a limited tourism impact but meet other Council objectives, including NW200, STAT Sports Supercup and Foyle Cup will be reviewed separately to consider appropriate support from the Council. The aim should be to ensure profile for the Council, and provision of appropriate opportunities across its wider corporate strategies of health, community engagement and participatory opportunities for young people.

Roles & Responsibilities:

- ▶ As a general principle the Council will take an approach of enabling others by advising, signposting and supporting rather than direct delivery in order to build capacity, encourage innovation and creativity and release potential
- ▶ The role of the new re-focused Events Unit will move away from programming and direct delivery to:
 - A new strategic role to lead, develop and advise on Major and Signature events
 - An operational role to manage funding and investment for Major and Signature events and advise other Council colleagues and external event organisers on logistical and operational issues

- Capacity-building for developing and strengthening the skills, knowledge and networks of organisations, communities and businesses to enable the Causeway Coast and Glens events sector to grow
- ▶ The responsibilities of other departments in the council with a significant interest in events will be clarified and included in departmental business plans
- ▶ If the Council decides to continue directly delivering events this should be restricted to Signature Events
- ▶ A Strategic Steering Group for Events involving senior officers and councillors will ensure better short and long-term planning, integration and oversight

The key steps required to implement the new approach over the 10-year horizon of the strategy is included in section 6. It will take time to move towards this new way of working, the implementation of which should be phased:

- ▶ Reset: 2021 – putting in place new mechanisms, approaches, producing development plans for Signature Events, and developing skills and capabilities
- ▶ Revive: 2022-23 – new events portfolio in place, continuing implementation of new approach and developing skills and capabilities
- ▶ Restage: 2024-2031 – establish, develop and refresh the events portfolio

2 THIS REPORT

In May 2020, Causeway Coast and Glens Borough Council issued a tender for the appointment of services to undertake an external and independent review of its tourism events remit. The purpose of the review was to ensure the delivery of a framework and strategic approach for the development and future management of the Tourism Events remit (2021-2031). This commission followed on from a report considered by Council in 2019 and agreement that an external, objective review should be undertaken to advise Council.

Areas for review included the existing provision of events in the area, how they are resourced, managed and evaluated with a view to develop a framework for the strategic approach of tourism events for the next ten years.

Blue Sail were appointed to undertake the commission.

Our work has included consulting with key Council staff, partners and stakeholders, reviewing and assessing the current events programme and reviewing the tourism offer. From this we identified and assessed the opportunities and how the Council should organise its investment in events.

This report sets out a new strategic approach for events to guide the support and resourcing the Council provides. Our brief was to focus on tourism events and our recommended approach will ensure that resources are concentrated on those events which can significantly enhance the tourism offer of the borough. However, there are many types of events currently receiving support, which meet other Council priorities, and so our recommendations address how events generally should be classified and supported. Our aim is to simplify the Council's approach to events with straightforward categories and criteria for funding and support, and clear roles and responsibilities for the events team and other departments involved with events.

This review is taking place during the Covid-19 pandemic and restrictions are having a devastating effect on events. While the situation is unpredictable it is unlikely that 2021 will see events being staged either at all or certainly not in the same format as before with the consequence that many event organisers will not survive, and many events will disappear.

The Council has already decided to suspend the Tourism Events Funding Programme for 2021 and has agreed a Recovery Fund. In the midst of ongoing uncertainty, it is our recommendation that the Council takes the decision at this time for 2021 to cancel council-managed events up to and including August with a situational review in March for events scheduled to take place from September onwards. The Council may wish to consider virtual programmes for some of its events but our recommendation is that these should be limited as they will not generate the economic impact that is the fundamental rationale for the tourism events programme.

The Council should consider negotiating support for individual grant-funded events where they have ongoing costs or liabilities and can demonstrate future viability.

This is undoubtedly a serious decision, but it does give the opportunity to view 2021 as a transition year to put in place this new strategy and approach. It gives the opportunity to make a new start without the legacy burden, break dependency and adopt new ways of doing things. It allows space and time to work with partners and stakeholders to develop a new, ambitious and innovative programme of events for 2022/23 which will see a fundamental transition in the Council's role from deliverer to enabler.

3 THE VISION

The new approach we are recommending is based on the premise that tourism events will bring economic benefits to the area through visitor spend, increased income for businesses, jobs, and support for the infrastructure of goods and services enjoyed by local people.

The aim is to inspire and sustain tourism events which can deliver against the following strategic objectives:

- ▶ Attract visits, bednights and spend from Northern Ireland's domestic and international target markets/segments through high-quality, distinctive programming
- ▶ Enhance image, profile and reputation of Causeway Coast and Glens as Northern Ireland's premier rural and coastal tourist destination
- ▶ Showcase and deliver an authentic sense of place based on the heritage, culture and landscape of Causeway Coast and Glens
- ▶ Are a catalyst for creativity, innovation and distinctiveness
- ▶ Are supported and promoted by partners & stakeholders within and outside the Council

If successful, the approach we are recommending will mean that Causeway Coast and Glens will be home to a small number of tourism events, which are recognised internationally and standing with the best that Ireland and Britain have to offer.

The development and promotion of a programme of outstanding, distinctive events will widen the perception of the area and its tourism offer giving visitors more reasons to come, stay longer and spend more.

These events will establish Causeway Coast and Glens' reputation as a great place to stage events, supporting bids for one-off major events, encouraging all types of event organisers to develop new programmes, and supporting new businesses, jobs and skills.

LESSONS FROM ELSEWHERE

A good case study of what success looks like is Galway. It has a population just over half of Causeway Coast and Glens and yet through its imaginative programme of events and festivals focusing on its strengths and assets, it has boosted its image generally and built a reputation as a tourism destination.

Galway has taken its areas of strength like its native Galway oysters and developed them into events and festivals that now position it as a great tourism destination. Galway Oyster Festival is now an internationally recognised event which, by using the destination name as an anchor point within the title, clearly communicates the link between the event and the destination.

Like Galway, Causeway Coast and Glens has many strengths that could be used as a basis on which to build an event that is both uniquely of the place and which, through a simple title beginning 'Causeway...', can build a link between both theme and destination.

Causeway Coast and Glens can then use such events to build its position as a tourism destination by ensuring they are clearly promoted, online and offline, as part of the destination's overall offer.

Galway is continually voted one of the most popular tourist destinations in the Republic of Ireland and after Dublin, attracts the second highest number of overseas visitors, with 1.673m spending €589m each year. It also attracts just over 1 million visitors each year from within Ireland, spending a further €247m.

Galway is renowned for its vibrant lifestyle and for hosting numerous festivals such as Galway Arts Festival, Galway Races, Galway Food Festival and Galway International Oyster Festival which according to Tourism Ireland has been called "one of the greatest events on earth". Galway has positioned itself as the Festival Capital of Ireland and during the summer, is known as a party town due to a concentrated period of numerous festivals taking place.

In 2018 it was named the European Region of Gastronomy due to its abundance of artisan producers, natural ingredients, farmers' markets and award-winning restaurants. In 2020, Galway is the European Capital of Culture (alongside Rijeka, Croatia), hosting a re-imagined programme in light of Covid-19 focusing on themes related to its ancient landscape and cultural diversity.

The region's events are promoted clearly on Galway's primary tourism website, Galwaytourism.ie which lists seven 'key events' on the homepage with links to each independent event website. There is also a separate GalwayFestivals.com website focusing solely on pointing to information about each key event.

4 THE STRATEGIC APPROACH

SUMMARY OF FINDINGS

The key comments from our consultation and review are summarised in the table here.

Positives	Negatives
<ul style="list-style-type: none"> ▶ The Events Team has a good reputation and is well respected ▶ The delivery and operational aspects of events is well done ▶ The area has successfully hosted international major events such as The Open Championship and Giro d'Italia ▶ There are a small number of distinctive events which have potential for growth ▶ The relationship with Tourism Northern Ireland and Tourism Ireland (marketing and events teams) is good and improving ▶ The area has an outstanding landscape, with an iconic name in 'Causeway' ▶ Food & drink and music are particularly strong themes with tourism appeal 	<ul style="list-style-type: none"> ▶ The events programme is mainly small-scale and locally focused ▶ The marketing & PR of events in terms of targeting, content and timing could be improved ▶ There is a lack of an integrated approach and collaboration within council with the Events Team isolated and overstretched ▶ Much of the current support results from the legacy of council unification and the perceived need to be 'fair to all' ▶ There is a lack of collaboration with business and commercial sectors ▶ The approach to events is cautious, risk averse & lacking confidence ▶ Managing health and safety around events is an ongoing challenge ▶ There is a lack of professional events production and specialist infrastructure businesses locally

While the positives do provide a platform on which to build, the negatives are significant and result in a lack of clarity, focus, vision, innovation and ambition around events which is inhibiting their impact and potential.

The evidence suggests that there are currently too many small, local events being shoe-horned into 'a tourism event' because that is where the funding lies. In addition, several 'tired' legacy events are being kept alive because it is difficult to take decisions to cease funding. This means that there are insufficient resources available to properly support and grow the 'right' kind of tourism events to make an impact and is leading to disaffection with the current set-up.

TAKING A NEW APPROACH

In essence what is needed are fewer, better events, promoted more effectively - and more enabling and less 'doing' by a new refocused Events Unit. To achieve this will require a new schedule of definitions which very clearly identify those events which are able to deliver wider tourism and economic impact, and those whose priority is social benefit.

The new approach will also require looking afresh at the current programme to identify those with the ambition and aspiration for growth and able to step up to more stringent demands. It will also involve looking for opportunities for new events or events delivered in different ways.

Finally, the new approach has implications for the investment the Council makes in events through funding and staff time. Crucially the events team will no longer be involved in the programming and operational delivery of events, but will enable others within and outside the Council, through providing leadership, advising, commissioning and managing the Council's investment in events. This means the Events Unit will have a twin focus on strategic development and operational facilitation. (This is covered in the next section).

A different funding mechanism will be required to deliver the strategic objectives (see section 6). Clear roles and accountabilities will be required across the Council for departments with a role in events.

LEARNING FROM ELSEWHERE

In developing our thinking we have researched what other comparable places are doing and were impressed by the approach taken by Dumfries and Galloway in South West Scotland. The local authority has implemented a transparent strategy and funding process designed to support, grow and promote its best events.

As shown in Dumfries & Galloway, facilitating the collaboration between agencies, communities and event organisations rather than being active in the delivery, can lead to high quality, attractive events.

Having one funding stream which is dedicated to supporting start-up and local events is likely to encourage ambition and aspiration within the community and leading to the development of new event concepts that have significant growth potential.

Dumfries and Galloway implemented a new Major Festivals and Events Strategy in 2018 aligned with the Regional Tourism Strategy, EventScotland's Strategy, the Council's Plan and the Regional Economic Strategy. It takes an holistic approach that invites agencies, communities and events organisations to join forces to take forward great events, and to position Dumfries and Galloway as a leading destination for high quality rural festivals and events that continuously attract new visitors to the region.

The Strategy has two well defined objectives, with related action plans:

- Act as a catalyst for investment in events
- Promote collaboration, cooperation and shared knowledge in the major events sector

The Strategy's investment programme has three separate funding streams, two of which are competitive:

- The Signature Events Fund
- The Major Events Strategic Fund
- The Regional Events Growth Fund

The Signature Events Fund and Major Events Strategic Fund are designed to sustain the existing major events portfolio and develop new events. The Regional Events Growth Fund supports the region's start up and local events base where ambition and aspiration can be demonstrated.

NEW DEFINITIONS

The new approach identifies three categories:

1. Major Events – one-off, high-profile, international big impact itinerant events secured through a bidding process which are likely to take place every 3/5 years.
2. Signature Events – high-quality, annual/biannual or one-off bid-for events which showcase the area and deliver a strong sense of place experience capable of attracting national and international visits and enhancing destination profile. Deliver experiences which align with the ‘Embrace a Giant Spirit’ brand that TNI has developed for Northern Ireland. One of the events should meet the criteria of TNI’s ‘Hallmark Event’ category. 4/5 each year.



3. Local Events – small or medium scale events focused on towns, villages or communities of interest celebrating local traditions, and seasonal events such as Halloween and Christmas lights switch-ons etc. primarily attracting local audiences.

Categories 1 and 2 are tourism events, capable of delivering the principles set out above and capable of motivating visits. Category 3 will more typically animate the place for those visitors already here rather than be a primary reason for travel.

Criteria for the scope and scale of each category of event is shown in the table below.

Event Category	Criteria
Major Events	<ul style="list-style-type: none"> ▶ Global profile for the area ▶ Deliver legacy impact which supports tourism ▶ Delivered through national and international partnerships with TNI and rights holders
Signature Events	<ul style="list-style-type: none"> ▶ Fit with <i>Embrace a Giant Spirit</i> NI brand ▶ Demonstrate a high level of quality and ambition in their planning and programming ▶ Financing should encompass multiple income streams ▶ Capable of achieving international media profile that enhance image and profile of the borough

	<ul style="list-style-type: none"> ▶ Attract out of state visitors with audience target of 50K+ for free events and 10K+for ticketed ▶ Create an economic impact of at least £100K p.a. and have a minimum ROI of 5:1 on Council investment
Local Events	<ul style="list-style-type: none"> ▶ Must demonstrate participation, involvement, sense of identity and contribute to social well-being of a community ▶ Have a clearly identified target audience and a strategy to attract/engage them ▶ Organisers must be legally constituted and for larger grants provide evidence of management capacity and expertise ▶ Must demonstrate commitment to promoting social cohesion, social inclusion, equality of opportunity and good community relations

Events have a natural lifecycle. They generally take at least 3 years to establish, and then after 5 or so years benefit from a major review and possible refresh. For some events, which are of a particular time and moment, it may be appropriate to run only for a few years and then cease altogether. This new approach should build in regular, objective reviews of all categories of events.

Sporting events which have a limited tourism impact but meet other Council objectives, such as NW200, STAT Sports Supercup and Foyle Cup will be reviewed separately to consider appropriate support from the Council, ensuring profile for the Council, and provision of appropriate opportunities across its wider corporate strategies of health, community engagement and participatory opportunities for young people.

DIRECT DELIVERY OF EVENTS

As this report clearly sets out, we recommend that the Council’s strategic focus needs to develop and grow events that have strong tourism and economic impacts, and the best way to do this is through taking a more strategic, enabling role which develops the capacity of others to deliver and grows the wider events sector.

We recognise, however, that there is a history of direct delivery of events by the Council and some expectation that this should continue. So while we do not recommend ongoing operational delivery of events by the Events Unit, if the Council decides to continue this role, then this should be directed at a small number of Signature events which will achieve economic and tourism impacts, rather than local events which they are currently required to deliver.

Responsibility for event delivery will require specific project management resource to ensure that delivery does not detract from strategic event development. Within the Events Unit, designated event project managers would undertake the key practical tasks required to deliver

Signature events. This would include programming, vendor and supplier acquisition, infrastructure planning, intra-council liaison, and preparation of event and safety management plans.

Where possible this operational delivery for certain Signature events delivery should be supported with capacity building functions and creating new partnership arrangements for out-sourcing delivery. We have outlined as an example, a potential route for Auld Lammas Fair below.

We recognise that from time to time there will be one-off large-scale civic projects that do not fit into the event categories, such as Northern Ireland 100th Anniversary in 2021 or Festival UK/Queen’s Platinum Jubilee in 2022. The Events Unit will take responsibility for the planning and implementation for the Council, but a separate budget will be required over and above the annual Events Unit budget to cover the additional project costs and resource to deliver such projects. Operational delivery of such events could either be done through direct delivery by the Events Unit or out-sourcing or a mix of the two.

NEW OPPORTUNITIES

Our review of the borough’s current events programme has concluded that only Stendhal Festival fits within the new definition of Signature Events. Some have potential but there is work to be done to develop their vision, ambition and programming. The current programme has in any case been severely affected this year and many may not emerge beyond the restrictions of the pandemic at all, or in the same format.

The appraisal in the table below should therefore be viewed as indicative of where the opportunities lie rather than a definitive programme. It gives examples of actual current events and thematic opportunities where the Causeway Coast and Glens has strengths.

Event Category	Events with Potential	Potential New Themes
Major Events	▶ Golf Championships	
Signature Events	<ul style="list-style-type: none"> ▶ Stendhal Festival ▶ Auld Lammas Fair ▶ Atlantic Sessions 	<ul style="list-style-type: none"> ▶ Food & Drink building on Bushmills brand and food produce, Bushmills Salmon & Whiskey Festival, and Causeway Taste Festival ▶ Music ▶ Landscape and Coast ▶ Light Installations ▶ Outdoor Adventure Sports ▶ Game of Thrones

Local Events	<ul style="list-style-type: none"> ▶ Heart of the Glens ▶ Pirates of Portrush ▶ Red Sail 	
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Auld Lammas Fair is a long-standing festival with strong local attachment. It has the potential to be a Signature Event if there is a greater emphasis on a programme which plays up its distinctive and ancient heritage associations. We recommend a 3 year-development plan is produced for Auld Lammas covering programming, governance and management, and future delivery. The plan should be developed by a working group led by the Events Unit and working with town team, arts teams and local interests. A number of ideas have already been identified by the events team which can be built on.

Note that individual festivals need not necessarily be stand-alone. It could make sense to bring another together and market under an umbrella brand or for certain events/festivals to co-operate with others to enhance or extend the offer such as for instance Bushmills Salmon and Whiskey and Rathlin Sound Maritime festivals book-ending a new Signature food & drink event. Similar to the approach to Auld Lammas Fair we recommend a working group is established bringing together all interests to develop a new festival which we think could fit TNI’s criteria for a Hallmark Event which would attract national funding and exposure.

To illustrate how the Events Unit would work in the future an example based on Auld Lammas Fair is shown in the box on the right.

Auld Lammas Fair – an illustration of Events Unit development support:

- Advise on Governance and set-up of new charity/NPDO organisation.
- Provide support for the management committee of volunteer directors/trustees.
- Provide shadow work experience opportunities to benefit from team’s professional expertise and knowledge in event planning and delivery elements.
- Create specific ‘How to’ training, mentoring and capacity building initiatives that address specific skills and resource needs by the organisation.
- Provide advice on funding applications and opportunities and self-generated income streams. Give information and contacts for event services and suppliers, both locally and nationally as required.
- Advise on operational requirements to ensure event is fully compliant re. insurance risk and health & safety policies.
- Ensure that robust Event Management plans are in place and provide liaison across the Council, PSNI and SAG.
- Support research into new programming elements and input into marketing plan.

LEARNING FROM ELSEWHERE

A good example of a successful thematic umbrella festival focusing on unique strengths of an area is Pembrokeshire Fish Week Festival in Wales. The Fish Week Festival demonstrates that an event can grow substantially into a major event or festival by widening its initial remit and joining together existing smaller themes and events.

It is a clear example of how Causeway Coast could join together other existing themes and events to develop a Hallmark event that in itself is larger than the sum of its parts and that can become an events-driven marketing promotion for the destination as a whole.

Pembrokeshire Fish Week Festival is organised by Pembrokeshire County Council. Since it was founded in 1999 it has grown into a biennial, 9-day festival at the end of June that aims to promote the local fish and wider food sectors, and to encourage off-season tourism.

PFW is perceived by many stakeholders as being more than just a food festival, uniquely promoting Pembrokeshire's identity, culture and distinctive sense of place.

As a "fringe" style umbrella festival, PFW is essentially an events-driven marketing promotion. It enjoys a high profile attracting significant national recognition and engenders wide participation and pride across the county. It attracts visitors to Pembrokeshire; encourages expenditure in the region; helps to develop and promote the destination; creates and reinforces a sense of place; offsets seasonality and encourages participation in a broad range of activities.

In 2019, the PFW programme consisted of over 250 events and activities, put on by over 350 businesses and voluntary organisations across Pembrokeshire. Dining and eating out is by far the dominant element of the programme. Local restaurants, cafes and pubs can easily and simply participate in PFW by adding seafood dishes to their menus.

Independent evaluation demonstrated the financial advantage of being part of PFW, with 57% of businesses achieving increased turnover during the week.

5 ROLES & RESPONSIBILITIES

Our review advocates a shift in Council resource towards events that can help the borough achieve bigger and better economic impacts. As things currently stand a large proportion of Council time and resource is spent by the events team supporting the administration and delivery of numerous small-scale local and community events, including programming, procurement, and operational planning and delivery which is extremely time intensive for the events team in particular. Instead, the approach we recommend prioritises a small number of high-impact tourism events, while providing light touch advice and guidance to local and community event organisers.

In our view the Events Unit should focus on providing high-quality professional leadership for the sector, enabling and facilitating ambition and growth, working across the Causeway Coast & Glens region with festival and event organisers and through other departments of the Council.

Its priority will be on managing partnerships, building capacity, identifying appropriate one-off events to bid for, commissioning and developing events to optimise the benefits to the Borough.

Its role will include managing the allocation of council funding according to clear criteria and priorities. This new role will not include direct delivery and organisation of events but rather enabling others - within and outside the Council - to develop and deliver high quality, well-managed events of whichever scale and type.

The Events Unit has two distinct roles – one strategic, and the other operational.

The Strategic Role involves:

- ▶ Enabling and supporting the development and production of Major and Signature events
- ▶ Providing leadership to the borough's events sector and building and fostering capacity across the sector

The Operational Role involves:

- ▶ Managing funding and investment
- ▶ Advising Council colleagues and event organisers on logistical and operational issues.

If the Council decides to continue direct delivery of events for certain Signature events this will require a further role which will involve:

- ▶ Operational project management

► Event management documentation preparation

Beyond the Events Unit other departments in the Council have a significant interest in events. The table below summarises the primary responsibilities which should be included in departmental business plans.

A Strategic Steering Group for Events involving senior officers and councillors will ensure better planning, integration and oversight. This Group will be responsible for assessing, reviewing and establishing the status of Signature events, identifying when refresh is required or when they have reached the end of their life-cycle.

There is more detail on roles and responsibilities within the Council in Appendix 1.

Department/Service	Responsible for
Leisure & Development	
Destination Management	Marketing of Major and Signature events integrating with destination/tourism marketing at borough and national level
Health, Well-being & Sport	Ensure Council's objectives are part of support negotiations for sporting events
Community & Cultural Services	Support for local and community events Lead grant funding for local events
Prosperity & Place (Town Management Teams)	Enabling and supporting the delivery of local and town events Supporting Community & Culture on funding decisions for local events
Performance	
Corporate PR & Communications	Work with destination team and events unit on marketing planning Ensure Council's profile in support for sporting event
Corporate Health and Safety	Work with to ensure reasonable and compatible event insurance guidelines and risk assessments
Environmental Services	
Environmental Health (Licensing, Emergency Planning / SAG, Food and Consumer Health & Safety)	Chairing Safety Advisory Group Event licences, Road closures, Public realm permissions and fee charges, Street cleansing

6 INVESTMENT STRATEGY

The Council gives significant funding to events so it is important that there are clear processes and mechanisms for an investment strategy which will ensure the delivery of the new approach and prioritise those events which will make most impact.

Aggregating 2019/20 budgets we have identified £663K being spent on events. This comes from Tourism and Recreation Large Events Fund, Tourism Events Growth Fund, CCGBC Funded & Managed Events, Community Festivals Fund (50% funded by Department for Communities) and the Christmas Festive Fund. An additional £140K is likely to be allocated in 2021/22 for a Tourism Events Recovery Fund.

We propose that this funding is allocated by proportion of the total budget available:

- ▶ Signature Events - 80%
- ▶ Local Events - 15% of Budget

Investment in Major Events would be determined in addition to this funding through separate agreement within the Council according to the business case for a specific event. This could also include funding for additional event staff resource.

To incentivise cooperation and collaboration among events organisations across the region, to share good practice, support CPD activities, health and safety knowledge, and joint purchasing etc. the Council will retain 5% of the budget annually to support specific priority strategic initiatives and projects. This could be rolled over between financial years with Council approval.

The investment process would work as shown in the table here.

Event Category	Levels of Funding	Application Process
Major Events	Business case developed for each event – multi-partner funding	Decisions by Council Committee
Signature Events	£25K-£100K 3- year commitments 1- year for testing/piloting including new events with potential	Commissioning and negotiation managed by Events Unit Competitive funding process managed by Events Unit Decisions by Strategic Steering Group
Local Events	3 levels for 1-year funding: <ul style="list-style-type: none"> • <£1K • £1K-£3K • £3k-£10K 	Competitive funding process managed and determined jointly by Community Services, Cultural Services, and Prosperity & Place Management Team

Any Signature Event seeking funding must demonstrate how the event will deliver against the following:

- ▶ Does it promote a positive image for the area?
- ▶ Does it demonstrate both high quality and a high level of ambition?
- ▶ Does it deliver the destination brand values of Causeway Coast and Glens and the *Embrace a Giant Spirit* NI brand?
- ▶ Will it attract visitors and generate spend from Northern Ireland's priority market segments?
- ▶ Does it provide opportunities for local artists, programmers, businesses and suppliers?
- ▶ Can it provide capacity building opportunities for sector development?
- ▶ Does it have a sustainable business model and management that can deliver?
- ▶ Will the event sign-up to the evaluation criteria and conditions?

7 IMPLEMENTATION PLAN

This section sets out the key steps required to implement the new approach over the 10-year horizon of the strategy.

- ▶ **Reset: 2021** – putting in place new mechanisms, approaches, producing development plans for Signature Events and developing knowledge, skills and capabilities
- ▶ **Revive: 2022** – new events portfolio in place, continuing implementation of new approach and developing skills and capabilities
- ▶ **Restage: 2023-2031** – establish, develop and refresh the events portfolio

RESET: 2021

Structure

- Establish Strategic Steering Group
- Steering Group designates Signature events
- Set up consultative working group with elected members for input to plans (second quarter 2021)
- Establish working groups for Auld Lammas and new 'Causeway Food & Drink' Festival reporting to Strategic Steering Group
- Undertake skills analysis of current team against revised roles and recruit where appropriate for new Events Unit structure
- Establish new Events Unit with skills and capacity to deliver the new approach
- Agree working relationships between Events Unit and other departments; include responsibilities in all departmental business plans
- Establish Event Marketing Working Group

Processes

- Advise stakeholders in current event programme of the new strategic approach and its implications
- Strategic Steering Group to scope ideas
- Events Unit to establish viability and feasibility of Signature Events portfolio working with organisers/organising committees to support development of ideas, concepts and programming for 2022
- Working Groups for Auld Lammas and new Food & Drink festival produce 3-year development plans, agreeing concept for Food & Drink festival with TNI as one of their Hallmark Events
- Scope online event application and management software system

Funding

- Assess Council's current events funding commitments dispersed across departmental budgets and consolidate into a single budget pot
- Community Services to develop Local & Community Festivals & Events funding scheme
- Commence funding negotiations for 2022 with potential Signature Events

Capacity Building

- Provide advice on setting up new event delivery vehicles for Local Events being externalised from Council control in 2022 and advise on new grant arrangements
- Develop and deliver 'event workshops' for town teams, Community and Cultural Services, and potential external event organisers for Local Events to develop skills and capability

REVIVE: 2022-23**Event Programme**

- Support and facilitate delivery of first iteration of new Signature Events
- Commence annual sport partnership agreements
- Plan and deliver tailored marketing of Signature Events via the Event Marketing Working Group

Processes

- Implement online event application and management software system
- Events Unit provides operational advice and signposting to events organisers
- Events Unit take on administrative management of SAG
- Strategic Steering Group to review delivery of departmental responsibilities

Funding

- Implement the online application funding process
- Events Unit manages funding negotiations and decisions for Signature Events
- Community Services manage funding applications for Local Events

Capacity Building

- Events Unit to develop a programme of strategic advice, mentoring, and support to local event organisers aimed at increasing event sustainability and capability e.g. advice sessions for event organisers to talk through event operational plans
- Plan and stage first Annual Events Conference

RESTAGE: 2024-2031**Event Programme**

- Signature Events come to maturity – portfolio reviewed and refreshed every 3/5 years by Strategic Steering Group
- Two or three Major Events take place

Processes

- Annual evaluation of tourism events portfolio with major review at end of 3-year funding agreements
- Strategic Steering Group undertake annual review of departmental responsibilities and delivery against business plans

Funding

- Funding mechanisms reviewed annually
- Events Unit manages funding negotiations and decisions for Signature Events
- Community and Cultural Services support funding applications for Local Events

Capacity Building

- Events Unit provides tailored mentoring and advice which improves the quality and programming of events
- Annual Conference matures to support networking and ideas generation

8 APPENDIX 1: ROLES & RESPONSIBILITIES

ROLE OF THE EVENTS UNIT

The principle underlying the operation of the Events Unit is to create a single approach to festivals and events in the region and provide a co-ordinated response to helping them achieve their potential. However, the Events Unit also has expertise in managing events which will be useful for the Council. Our recommendation is that this expertise should be used not to deliver or programme events but to support others in doing so.

The Events Unit should remain within the Tourism and Recreation Service Area of the Leisure and Development Department but will have an advisory, signposting and liaison role with other departments across the Council.

Strategic Role

The Council recognises the importance of a vibrant, flourishing independent events sector within the region. To achieve this the Events Unit will act as an enabler, commissioner, and facilitator rather than a direct deliverer of events. The programme would be developed and advanced through a process of stakeholder engagement, commissioning and collaborative working to create and shape a high-quality annual calendar of activity based on one Hallmark Event and 4/5 Signature Events.

For major one-off sporting and cultural events, which meet clear criteria, the Events Unit would work with local, national and international external organisations and agencies to identify and bid.

We recommend establishing a Strategic Steering Group serviced by the Events Unit, chaired by the Director of Leisure & Development and including senior council staff, one or two councillors, event organisers and business representation. This group would meet quarterly to set strategic direction, address barriers or blockages, consider ideas for new and enhanced events/programmes, ensure key anniversaries, upcoming themes, dates, etc are capitalised on.

This Group will also undertake regular reviews of the Signature events programme identifying when refreshes are needed and when events are coming to the end of their lifecycle so support does not continue beyond the ability of an event to make an impact.

The Strategic Steering Group will set up working groups as appropriate, for example to develop concepts and plans for specific Signature Events. We also recommend that this Group has delegated responsibility for approving applications for funding for Signature Events.

This group would also be responsible for the planning of an Annual Events Conference. This would be a borough-wide event organised by the Events Unit involving a range of stakeholders to share and exchange ideas, potentially creating new projects and complementary workstreams. This will facilitate dialogue about what Causeway Coast and Glens wants from

events and how it can deliver outstanding and distinctive programming. Those attending could include independent promoters, creative / festival producers and venues as well as TNI and other tourism interests, i.e. the network of interests that the Events Unit will be responsible for building and maintaining. The TNI events team will be a particularly important partner for the Events Unit.

Operational Role

The Events Unit will oversee, co-ordinate and manage the Council's response to events. It will act as the initial and primary point of operational contact for events, signposting organisers to other departments and application processes as appropriate.

Currently expenditure on events is dispersed across several departmental budgets within the Council. We recommend that funding for Signature and Sporting events should be consolidated into a single events budget which will simplify the system, remove duplication and confusion and ensure allocation is according to clear criteria for each category of event, and event within that category.

For Signature events, the Events Unit would support and advise applicants and manage expectations. If the Council so decides, there could also be an operational delivery role for the Events Unit.

The current application and management system for event organisers could be streamlined. The implementation of an online application system would facilitate a speedier event management process, reducing the workload of the Events Unit and enabling the Events Unit to focus its expertise and commitment, providing guidance and facilitating more efficiently the sharing of information with stakeholders such as SAG members, as well as providing easy access to repeat applications in subsequent years. For example, event organisers could use the online system to provide documents, such as, event plan, site plan, event safety plan, risk assessments, for review by the Events Unit and then circulated to the SAG.

EVENTS UNIT STAFFING

Here is our assessment of the staffing requirement for the Events Unit to deliver the new strategic approach and remit.

Strategic:

- ▶ Events Unit Manager – responsible for the Unit, setting strategic direction and overseeing major and Signature events, event commissioning, leads on Strategic Steering Group and Annual Conference
- ▶ Events Co-ordinator – leads collaboration among event organisers, manages interface between events and infrastructure within the Council, including marketing, advises on development, quality and ambition, funding guidance, and evaluation

Operational:

- ▶ Operations Manager - manages liaison across relevant departments of the Council, PSNI and SAG membership, advises events on operational issues
- ▶ Operations Officer - supports operational elements to ensure all events are fully compliant with CCGBC event management, risk profiling and assessment and health & safety planning, monitoring and policy
- ▶ Administrator – provides executive support to the Unit including administering SAG and event applications

If the Council decides on direct delivery of specific Signature Events, then the following staff will be required:

- ▶ Event Operations Project Managers x2 - provides practical input and operational event delivery to specific Signature events with express responsibilities for advising on vendor and supplier acquisition, infrastructure implementation, cross council liaison, preparation of event management plans, risk assessments, internal Council liaison, implementation of Council Health and Safety procedures; (NB should not include on-the-ground tasks during the running of events such as stewarding)

ROLE OF COUNCIL DEPARTMENTS

While the Events Unit will be the strategic lead for events in the Council, effective management of events will require good working relationships between the Events Unit and other council departments involved in authorising, licensing, or servicing events. This relationship – and the obligations it places on other departments - should be made explicit and signed-off by Directors/Heads of Service. This will include events being referenced in business plans and having named individuals in all relevant departments/sections, including Environmental Services, Health & Safety and Insurance, as well as the Community, Cultural and Town Teams.

Within Tourism and Recreation, there should be a Tourism Events Marketing Officer located within Destination Management with specific responsibility for promoting events in the context of destination marketing (including relationships and communications with the marketing teams in TNI and Tourism Ireland). If necessary, this should be a new post. For tourism events to be given the profile and exposure they require and to ensure their contribution to the overall profile of CC&G as a tourist destination, there is a need for them to be factored into the overarching destination marketing plan. It is therefore crucial that the Events Unit, Destination Management Team and Corporate PR Team work closely to agree approach, angles, themes and timelines to produce marketing content and collateral.

We recommend a small Events Marketing working group is formed between these three functions, owned and chaired by the Tourism Marketing representative and meeting once a month with; a long term remit of identifying overall positioning for the annual programme

ahead, identifying the role that TNI may play in its promotion, mapping key audiences, messages and potential content for each individual event and agree opportunities for engagement with the tourism sector which will be taken forward by Destination Management; and a short term remit of managing the timely delivery of each event's individual marketing and communications plan. The delivery of marketing activity could either be undertaken directly by the Destination Management Team or outsourced to a marketing agency. The Events Unit would take on the administrative management role for the Safety Advisory Group (SAG), made up of representatives from council teams and partner agencies and chaired as now by Environmental Services. In particular, relationships with the Police Service NI as well as other emergency services would be consolidated.

Event safety considerations are clearly important and under the new approach the responsibility for this will lie within Environmental Services, which should review capacity and skills to assess whether it can be met within existing staffing or whether additional staff will be required.

It should also be noted that services that the Council currently provides such as stewarding, and health and safety personnel attending events will no longer be supplied so events will need to address this directly in their event management plans, buying in services if necessary.

Grant funding for Local Events will sit in a separate budget managed by the Community Services Department which would operate the funding processes for these types of events, through the Funding Unit with decisions being taken in collaboration with Prosperity & Place Management Team. The Events Unit would provide expert advice to Community Services on funding applications.

The rigorous requirements for larger scale events are less relevant and can be onerous for the organisers of small-scale community events so we recommend that the Council reviews how this can be loosened within the constraints of licensing and health & safety. One option might be that all outdoor events receiving a grant e.g. above £3k funding could be required to engage an event manager to prepare the Event Management plan as part of the funding agreement. This professional input would allow the Events Unit to have a lighter-touch regime.

Applicants for funding will be required to demonstrate effective project planning and how they would deliver a quality event even at local level. Community organisers should be directed to the Causeway Coast & Glens Guide for the Planning and Organisation of Community Festivals & other Events.

To assist the transferral of Council managed events during 2021/22, the Events Unit would offer workshops and advice sessions for community event organisers who would have the opportunity to talk through their event, discuss their plans, questions and application with a member of the Events Unit expert team.

9 APPENDIX 2: MARKETING EVENTS

The economic impact from visitor spend that Major and Signature events have depends on how effectively they are promoted. With the new approach responsibility for marketing has been given to the Destination Management Team who have the marketing skills and ability to ensure that event marketing is integrated with destination marketing.

Marketing Planning

- ▶ The successful promotion and delivery of tourism events should be viewed as a way to help achieve the wider objectives of the Destination Management team with event marketing activity integrated into an overarching content calendar for the marketing of the destination.
- ▶ Current names of events do not currently refer back to the destination. To convey a stronger sense of place, support the destination and put Causeway Coast and Glens front of mind, consider adding 'Causeway' to the beginning of each Signature event title e.g. 'Causeway Atlantic Sessions'
- ▶ More thought needs to be given to who the target audiences are for each of the Signature events and how they can be best be reached. Starting with the visitor allows a picture to be built around the types of content they are likely to react to and engage with, the channels that will best reach them and the timings for content release that will have the most impact.
- ▶ Each Signature event will require its own content marketing plan to map those identified channels and content types. These plans are likely to be highly digitised in approach.

Internal Working Relationships

- ▶ Marketing plans for each event should be created collaboratively by the Destination Management Team, Events Unit and Corporate PR with individual actions assigned and deadlines set to ensure shared ownership.
- ▶ There is a need for information to be shared in a timely fashion so that each member has the information required at the right time to hit the identified target markets at the right time but also to ensure a fit with other workloads. Timings should be discussed as part of the marketing planning process.
- ▶ A decision should be taken together on what activity, if any, should be outsourced.

Web Presence

Currently there are three websites promoting the events in the borough – the council's corporate website, the council's tourism website and TNI's website. There is an opportunity to consolidate this, removing duplicated information and duplicated effort. The tourism website www.visitcausewaycoastandglens.com is much more visitor friendly than the corporate website and would work well as the central hub for hosting 'what's on' information in the borough. The promotion of events could then be removed from the council's corporate website completely. It's not unusual for residents to use the council's tourism website to find

out what's going in the Borough, care just needs to be taken to ensure language is appealing to both visitors and residents. Events should continue to be promoted on TNI's website.

Social Media

- ▶ Events are currently being promoted via social media accounts run by the events team which are separate to the main 'visit' tourism accounts. This structure is presumably based on the council's internal functions as opposed to a logical visitor journey. A combined 'Visit' account would work better and mirror the new collaborative planning approach.
- ▶ Partners could be used more to help distribute content. Currently there is an over-reliance on owned channels with relatively small followings when other accounts exist who could be encouraged to distribute event content and thus reach a much wider and varied audience e.g. @thisiscauseway (22.5k followers on Instagram).
- ▶ Non-owned hashtags could also be used to achieve a higher content reach. Currently the use of hashtags from the events account appears to be limited to #causewayglensevents but tags like #thisiscauseway and #causewaycoastalroute are considerably more popular and could be used to extend reach.
- ▶ There is not much evidence of partnering/showcasing the people involved within events e.g. arts organisations, food and drink etc which could form nice content in the downtime between events and is likely to have a wider reach (and a local and tourist appeal). Content only seems to be pushed out around the time of an event rather than building up momentum and telling stories about the programme throughout the year. This can result in an over-crowding of content and have detrimental impact on engagement rates and the overall number of followers. Consider extending the promotional period of an event considerably.

WORKING WITH TOURISM NORTHERN ISLAND (TNI) AND TOURISM IRELAND (TI)

A good working relationship with TNI and TI is key to raising the profile of Causeway Coast and Glens as a successful events destination:

- ▶ Involve them in the planning process by running concepts past them both for new events and for developments to existing events
- ▶ Know their key dates (e.g. Meet the Buyer) and weave them into your planning process so that you can provide information and content for them to use in advance.
- ▶ Evidence new strategic planning by showing them:
 - the USPs for each event based on target audience segments and authenticity of place – highlight the differentiation between each
 - the overall objectives for each new event
 - the collaboration with local businesses
 - that thought has been given to pricing structures
- ▶ Share newly created content with them regularly and connect digitally with them – social media, e-newsletters etc.

10 APPENDIX 3: LIST OF CONSULTEES

CAUSEWAY COAST & GLENS BOROUGH COUNCIL:

Leisure & Development Committee Members

David Jackson, Chief Executive

Richard Baker, Director of Leisure and Development

Aidan McPeake, Director of Environmental Services

Paul Beattie, Head of Service, Prosperity and Place

Julie Welsh, Head of Service, Community & Culture

Bryan Edgar, Head of Service, Health & Built Environment

Peter Kerr, Corporate Health & Safety and Insurance Services Manager

Kerrie McGonigle, Destination Manager

Julienne Elliot, Town and Village Manager

Patricia O'Brien, Funding Unit Manager

Shaun Kennedy, Ballycastle Town & Village Manager

Events Team

EXTERNAL:

Aine Kearney, Director of Business Support & Events, Tourism Northern Ireland (TNI)

Sheena Dickson, Markets & Product Experiences Development Officer, TNI

Ciaran Doherty, Stakeholder Liaison Manager, Tourism Ireland

Sharon Scott, Taste Causeway

Ross Parkhill, Festival Director, Stendhal Festival

Paul Kerrigan & Shauna McFall, Ballycastle Community Development Group

Gerard McAuley, Professional Event Solutions

Wilma Erskine, Former Secretary Manager, Royal Portrush Golf Club

David Evans, Causeway Connections

Mervyn White, Race Director, North West 200

John McNally, Event Producer, Pirates Off Portrush

Shauna Mitchell, Heart of the Glens Festival

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Supporting Causeway Coast and Glens Council Prioritise Growth Deal Project Proposals

March 2021



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Project Prioritisation

Introduction



A City or Growth Deal is a bespoke package of funding agreed between UK Government and local regions; aimed at helping to harness additional investment, create new jobs and accelerate inclusive economic growth.

Specifically, Growth Deals are models of economic growth which provide regions with the opportunity to:

- Take charge and responsibility of decisions that affect their area.
- Do what they think is best to help businesses grow.
- Identify priorities for economic growth in the region.
- Decide how funding should be spent to meet those priorities.



Causeway Coast and Glens has a potential allocation from £30m to an upper limit of £40m UKG funding, to be 100% matched by NI Exec (internal). The total co-investment package may also include Council, tertiary education and private sector investment.



Council established a Growth Deal Sub-Committee who have determined the themes that potential initiatives must fall within. The themes are:

- Innovation;
- Tourism and Regeneration;
- Infrastructure;
- Employability and Skills;
- Digital Connectivity and
- Energy/ Green Economy



Grant Thornton's role is to provide independent advice, via a scoring criteria which was proposed by Grant Thornton and accepted by Council, that will identify the projects that offer the most growth potential.

Long list of projects

Council's Growth Deal Sub Committee has identified the following 28 projects for early consideration for funding within the context of a Growth Deal

Innovation (UU Led)	Tourism & Regeneration	Infrastructure (Dfi led)	Employability & Skills	Digital Connectivity	Energy/ Green Economy
<ul style="list-style-type: none"> •Enterprise Zone Digital Innovation Hub. •School of Veterinary Medicine at UU •Centre for Drug Discovery and Pharmaceutical Innovation. •Foodovation Centre at NWRC •Active Economy: Causeway Outdoor Education Centre 	<ul style="list-style-type: none"> •Village Regeneration Projects •Bushmills Regeneration Programme •Dungiven Regeneration Programme •Greenway Infrastructure •Borough wide Heritage Trail •Blue Ways - rivers and coastline •Benone Tourist Complex/ Downhill •Mountsandel Development •Ballykelly Site - MJM Group •Regeneration of Dunluce Castle •Council Leisure Centres 	<ul style="list-style-type: none"> •Ballykelly By-pass. •Coleraine Harbour. •A26 - dualling extension •Dualling Limavady - Coleraine - Londonderry •Bridge across Bann - Coleraine •Connected Causeway Traffic & Parking Infrastructure •Ballycastle Harbour 	<ul style="list-style-type: none"> •Skills, Apprenticeships and Employability Project 	<ul style="list-style-type: none"> •Digital Infrastructure Support Fund •Rural Hubs (including Grow the Glens, Garvagh Innovation Hub & East Lighthouse - Rathlin Island) 	<ul style="list-style-type: none"> •Girona Project •Coleraine Smart Energy Demonstrator (CSED)

Approach

Councillors and Economic Advisory Group Members were surveyed and asked to rank each project within The following approach has been applied to assess each of the proposed Growth Deal projects that have been provided to Grant Thornton by Causeway Coast and Glens Borough Council's Growth Deal sub-committee. Professional judgement has been applied in assessing responses, based on the extent of information received for each project.

Project Information (Pass/Fail)

General information should be provided pertaining to the project, such as project type, summary of project indicative scope, location, capital cost etc.

Criterion	Assessment approach
General information	<ul style="list-style-type: none">Project information should be provided to at least a basic level to include:Project descriptionStrategic alignmentHigh level costsDelivery partners
Scoring	Pass/Fail

Rationale and Strategic Alignment

Strategic sectoral alignment assesses how a project supports, either directly or indirectly, the strategic and policy focus at a UK/NI/CC&G level

Criterion	Assessment approach
Does the project align with UK,NI,CC&G Strategy?	<p>Score 4 or 5: A strong rationale for intervention including market failures and opportunities facing the area. There should be a clear prioritisation of proposed activity at the local level. Plans will also need to have regard to national policy on growth e.g. the Government's Industrial Strategy and for example on jobs, transport, skills, and rural economies.</p> <p>Score 2 or 3: Medium evidence of a rationale for intervention including market failures and opportunities facing the area and medium evidence of strategic alignment</p> <p>Score 0 or 1: No/Little evidence of a rationale for intervention including market failures and opportunities facing the area and medium evidence of strategic alignment</p>

Approach

The following approach has been applied to assess each of the proposed Growth Deal projects that have been provided to Grant Thornton by Causeway Coast and Glens Borough Council's Growth Deal sub-committee. Professional judgement has been applied in assessing responses, based on the extent of information received for each project.

Project Impact (60% of project score)

Project Impact will be assessed to ensure that projects with greatest impact on Causeway Coast and Glens are taken forward. This will be assessed through a project's potential to demonstrate impact on employment, productivity and/or inclusion for disadvantaged groups or communities

Criterion	Assessment approach
Impact	High Impact (scores 4 or 5): Project demonstrates strong evidence of direct/indirect employment opportunities and/or productivity gains.
	Medium Impact (scores 2 or 3): Project demonstrates some evidence of direct/indirect employment opportunities and/or productivity gains
	Low Impact (scores 0 or 1): Project demonstrates little of no evidence of direct/indirect employment opportunities and/or productivity gains
Impact against cost*	Are the impacts proportionate against proposed costs (scoring will be via ranking of proposed projects) Score 5: Ranks in top quintile Score 4: Ranks in quintile 2 Score 3: Ranks in quintile 3 Score 2: Ranks in quintile 4 Score 1: Ranks in bottom quintile

* This element will only be applied if appropriate information (costs/impact metrics) are available for all projects

Approach

The following approach has been applied to assess each of the proposed Growth Deal projects that have been provided to Grant Thornton by Causeway Coast and Glens Borough Council's Growth Deal sub-committee. Professional judgement has been applied in assessing responses, based on the extent of information received for each project.

State of Readiness (20% of project score)

A Project's State of readiness will be assessed to provide a view on the level of a project's development. Projects should be capable of being delivered within a 10 year timescale (projects do not need to be 'shovel ready' as it is not possible for all projects to commence in Year 1). Project State of Readiness will consider:

- Level of appraisal development: the stage of a project's appraisal development. This may include details regarding progress in relation to planning and wider community consultation and progress with sponsoring departments (if applicable); and,
- Funding plan: An indicative high level funding plan to demonstrate the extent to which funding has been considered during the projects development to date.

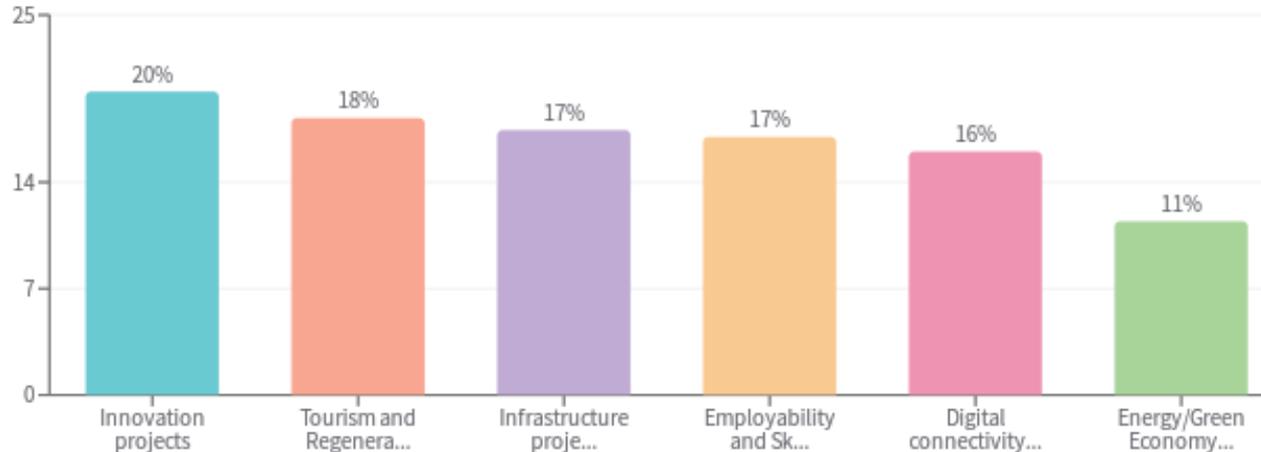
Criterion	Assessment approach
Level of appraisal development	Scores 4 or 5: Project demonstrates strong evidence of planning and engagement with direct/indirect employment opportunities and/or productivity gains.
	Medium Impact (scores 2 or 3): Project demonstrates some evidence of direct/indirect employment opportunities and/or productivity gains
	Low Impact (scores 0 or 1): Project demonstrates little or no evidence of direct/indirect employment opportunities and/or productivity gains

Survey Results: Overview

44 responses were received to the survey which asked respondents to prioritise the proposed intervention themes and projects within each theme. Of those respondents who indicated their 'status' 29 were councillors and 13 were from the Economic Advisory Group.

Question 1

Please rank these themes in order of the impact you think each will have on the Borough



- A broadly even split across themes with Innovation projects leading by two percentage points over Tourism and Regeneration Projects
- Energy/Green projects were ranked highest by 11% of respondents, close to half the level that ranked innovation projects highest

Project Prioritisation: Priority 1

Applying the scoring criteria to each project based on information shared by Causeway Coast and Glens Council officials identifies the following project prioritisation outcomes. Priority one projects are in green boxes. These outcomes are for guidance in support of Council selecting projects to move forward for a greater level of assessment.

Innovation (UU Led)	Tourism & Regeneration	Infrastructure (DfI led)	Employability & Skills	Digital Connectivity	Energy/ Green Economy
<ul style="list-style-type: none"> Enterprise Zone Digital Innovation Hub. School of Veterinary Medicine at UU Centre for Drug Discovery and Pharmaceutical Innovation. Foodovation Centre at NWRC Active Economy: Causeway Outdoor Education Centre 	<ul style="list-style-type: none"> Village Regeneration Projects Bushmills Regeneration Programme Dungiven Regeneration Programme Greenway Infrastructure Borough wide Heritage Trail Blue Ways - rivers and coastline Benone Tourist Complex/ Downhill Mountsandel Development Ballykelly Site - MJM Group Regeneration of Dunluce Castle Council Leisure Centres 	<ul style="list-style-type: none"> Ballykelly By-pass. Coleraine Harbour. A26 - dualling extension Dualling Limavady - Coleraine - Londonderry Bridge across Bann - Coleraine Connected Causeway Traffic & Parking Infrastructure Ballycastle Harbour 	<ul style="list-style-type: none"> Skills, Apprenticeships and Employability Project 	<ul style="list-style-type: none"> Digital Infrastructure Support Fund Rural Hubs (including Grow the Glens, Garvagh Innovation Hub & East Lighthouse - Rathlin Island) 	<ul style="list-style-type: none"> Girona Project Coleraine Smart Energy Demonstrator (CSED)

Priority 1	Indicative costs
Bushmills Regeneration Programme	£7.5m
Enterprise Zone Digital Innovation Hub	£7.5m
School of Veterinary Medicine at Ulster University	£35m
Centre for Drug Discovery and Pharmaceutical Innovation	£20m
Rural Digital Hubs	£5m
Girona Project	£7.5m
Greenways	£12m
Dungiven Regeneration Programme	£3.5m
Foodovation Centre	£7m
Digital Infrastructure Support Fund	£10m
Connected Causeway Traffic & Parking Infrastructure	£7m
Skills, Apprenticeships and Employability	£6.5m
Total Indicative Cost	£128.5m

Project Prioritisation: Priority 2

Applying the scoring criteria to each project based on information shared by Causeway Coast and Glens Council officials identifies the following project prioritisation outcomes. Priority 2 projects are in blue boxes. These outcomes are for guidance in support of Council selecting projects to move forward for a greater level of assessment.

Innovation (UU Led)	Tourism & Regeneration	Infrastructure (DfI led)	Employability & Skills	Digital Connectivity	Energy/ Green Economy
<ul style="list-style-type: none"> Enterprise Zone Digital Innovation Hub. School of Veterinary Medicine at UU Centre for Drug Discovery and Pharmaceutical Innovation. Foodovation Centre at NWRC Active Economy: Causeway Outdoor Education Centre 	<ul style="list-style-type: none"> Village Regeneration Projects Bushmills Regeneration Programme Dungiven Regeneration Programme Greenway Infrastructure Borough wide Heritage Trail Blue Ways - rivers and coastline Benone Tourist Complex/ Downhill Mountsandel Development Ballykelly Site - MIM Group Regeneration of Dunluce Castle Council Leisure Centres 	<ul style="list-style-type: none"> Ballykelly By-pass. Coleraine Harbour. A26 - dualling extension Dualling Limavady - Coleraine - Londonderry Bridge across Bann - Coleraine Connected Causeway Traffic & Parking Infrastructure Ballycastle Harbour 	<ul style="list-style-type: none"> Skills, Apprenticeships and Employability Project 	<ul style="list-style-type: none"> Digital Infrastructure Support Fund Rural Hubs (including Grow the Glens, Garvagh Innovation Hub & East Lighthouse - Rathlin Island) 	<ul style="list-style-type: none"> Girona Project Coleraine Smart Energy Demonstrator (CSED)

Priority 2	Indicative costs
Mountsandel Development	£20m
Coleraine Harbour	
Council Leisure Centres	£28m
Coleraine Smart Energy Demonstrator (CSED)	£13.5m
Regeneration of Dunluce Castle	£8.5m
Ballykelly By-pass	£40m
Village Regeneration Projects	£22m
Active Economy: Causeway Outdoor Education Centre	£10.5m
A26 - dualling extension	£75m
Ballykelly Site - MJM Group	
Total Indicative Cost	£217.5m

Project Prioritisation: Priority 3

Applying the scoring criteria to each project based on information shared by Causeway Coast and Glens Council officials identifies the following project prioritisation outcomes. Priority 3 projects are in purple boxes. These outcomes are for guidance in support of Council selecting projects to move forward for a greater level of assessment.

Innovation (UU Led)	Tourism & Regeneration	Infrastructure (Dfi led)	Employability & Skills	Digital Connectivity	Energy/ Green Economy
<ul style="list-style-type: none"> Enterprise Zone Digital Innovation Hub. School of Veterinary Medicine at UU Centre for Drug Discovery and Pharmaceutical Innovation. Foodovation Centre at NWRC Active Economy: Causeway Outdoor Education Centre 	<ul style="list-style-type: none"> Village Regeneration Projects Bushmills Regeneration Programme Dungiven Regeneration Programme Greenway Infrastructure Borough wide Heritage Trail Blue Ways - rivers and coastline Benone Tourist Complex/ Downhill Mountsandel Development Ballykelly Site - MJM Group Regeneration of Dunluce Castle Council Leisure Centres 	<ul style="list-style-type: none"> Ballykelly By-pass. Coleraine Harbour. A26 - dualling extension Dualling Limavady - Coleraine - Londonderry Bridge across Bann - Coleraine Connected Causeway Traffic & Parking Infrastructure Ballycastle Harbour 	<ul style="list-style-type: none"> Skills, Apprenticeships and Employability Project 	<ul style="list-style-type: none"> Digital Infrastructure Support Fund Rural Hubs (including Grow the Glens, Garvagh Innovation Hub & East Lighthouse - Rathlin Island) 	<ul style="list-style-type: none"> Girona Project Coleraine Smart Energy Demonstrator (CSED)

Priority 3	Indicative costs
Borough Wide Heritage Trail	
Blue Ways - rivers and coastline	
Benone Tourist Complex/ Downhill	
Dualling Limavady - Coleraine - Londonderry	£332m
Bridge across Bann - Coleraine	£20m
Ballycastle Harbour	
Total Indicative Cost	£352m

Thank you



Andrew Webb

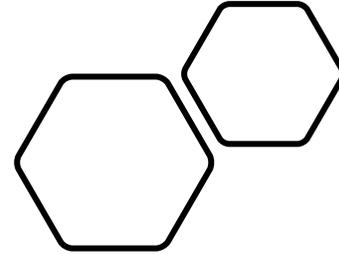
Chief Economist

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Covid -19 Recovery Revitalisation Programme

DfC, DfI, DAERA



Tranche 2 - Project Update
Presentation

Covid19 Recovery Revitalisation Programme

Project	Budget allocation
Meanwhile Spaces	£80k
Enhanced cleaning	£142k
Art/Lighting Installation	£60k
Street art Billboards	£80K
Market Infrastructure	£22k
Data Collection	£22K
Linkages to town centres	£160K
Parklet	£160K
Cycle infrastructure	£35K
Rural Intervention	£100k
Play equipment	£6k
Revenue fund	

Outdoor Meanwhile spaces

4 hubs

Space to consider:

Shelter

Play equipment

PA system

Seating and tables

Locations under consideration:

Ballycastle – The Diamond

Ballymoney – Castlecroft

Coleraine – The Diamond,
Kingsgate St, Railway Road,
Leisure centre

Limavady – Drumceatt Square

Ballycastle : The Diamond



Ballymoney: Castlecroft



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Rev.	Amendment	By	Date	Drawn	Checked
SKETCH					
COVID-19 RECOVERY PROGRAMME CLIENT: CAUSEWAY COAST AND GLENS BOROUGH COUNCIL					
DRG TITLE MEANWHILE SPACES PROGRAMME BALLYMONEY - CASTLECROFT					
DRG No.	AL(9)06	Revision	-	Drawn	Checked
JOB No.	2021108	Scale	1:100 @ A1	Date	MARCH 2021
				NC	C.J.

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CULPINANE, BT21 7AB
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Coleraine: The Diamond

COVID 19 RESPONSE PROGRAMME - MEANWHILE SPACES PROGRAMME



- KEY**
- Malvern 6P 1000 Fabric Canopy (Refer to details and specification for further information)
 - Play Tool Kit (Contents: giant Jenga, connect 4, chess) (Refer to details and specification for further information)
 - T&C Outdoor Flip Top Dining Set (Refer to details and specification for further information)
 - Natural Timber Planter Dimensions: 1800mm (L) x 400mm (D) x 400mm (W) (Refer to details and specification for further information)
 - Sanitising Station (Refer to details and specification for further information)
 - Outdoor PA System (Refer to details and specification for further information)
 - Artificial Grass Surfacing (temporary) (Refer to details and specification for further information)

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Rev.	Amendment	By	CHKD	Date
SKETCH				
COVID 19 RECOVERY PROGRAMME CLIENT: CAUSEWAY COAST AND GLENS BOROUGH COUNCIL				
DRG TITLE: MEANWHILE SPACES PROGRAMME COLERAINE - THE DIAMOND				
DRG No. AL(9)03		Revision		-
JOB No. 2021108	Scale 1:100 @ A1	Date FEBRUARY 2021	Drawn NC	Checked CJB

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 Drawing to be read in conjunction with IBS description.
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Coleraine: Kingsgate St

COVID 19 RESPONSE PROGRAMME - MEANWHILE SPACES PROGRAMME



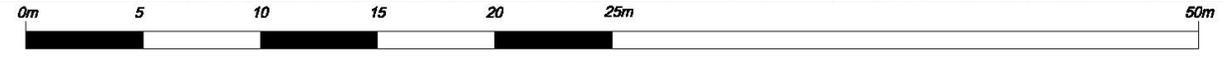
- KEY**
- Malvern 6P 1000 Fabric Canopy (Refer to details and specification for further information)
 - Play Tool Kit
Contents: giant Jenga, connect 4, chess (Refer to details and specification for further information)
 - Outdoor Flip Top Dining Set (Refer to details and specification for further information)
 - Natural Timber Planter
Dimensions: 1800mm (L) x 400mm (D) x 400mm (W) (Refer to details and specification for further information)
 - Sanitising Station (Refer to details and specification for further information)
 - Outdoor PA System (Refer to details and specification for further information)
 - Artificial Grass Surfacing (temporary) (Refer to details and specification for further information)

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Rev.	Assessment	By	Check	Date
SKETCH				
COVID 19 RECOVERY PROGRAMME CLIENT: CAUSEWAY COAST AND GLENS BOROUGH COUNCIL				
ORG TITLE MEANWHILE SPACES PROGRAMME COLERAINE - KINGS GATE STREET				
ORG No.		Revision		Checked
AL(9)02		-		
JOB No.	Scale	Date	Drawn	Checked
2021108	1:100 @ A1	FEBRUARY 2021	NC	C.J.



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All structural works to be in strict accordance to programme details and specifications.
Structural foundations not to be removed or modified without approval.
Designs to be made in conjunction with relevant structural manufacturers details and drawings.

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Coleraine: Railway Rd, Leisure Centre

COVID 19 RESPONSE PROGRAMME - MEANWHILE SPACES PROGRAMME



SANITISING STATION

PLANTERS LOCATED TO ASSIST WITH ENCLOSURE OF EVENTS SPACE

SPACIOUS AREA FOR PLAY TOOL KIT TO BE ROLLED OUT
GOOD CONTAINMENT AND OVERLOOKING FROM SEATING AREA

OUTDOOR P.A. SYSTEM
WITH POWER CONNECTION VIA CLC

OUTDOOR TABLE & CHAIRS

POTENTIAL FOR DE-MOUNTABLE CANOPY STRUCTURE

PEDESTRIAN THOROUGHFARE MAINTAINED &
CONNECTION TO EXISTING PEDESTRIAN CROSSING POINT

PLANTERS LOCATED TO ASSIST WITH ENCLOSURE OF EVENTS SPACE

SANITISING STATION

MAIN ENTRANCE TO COLERAINE LEISURE CENTRE



KEY

- Malvern 6P 1000 Fabric Canopy (Refer to details and specification for further information)
- Play Tool Kit
Contents: gant, janga, connect 4, chess (Refer to details and specification for further information)
- Outdoor Flip Top Dining Set (Refer to details and specification for further information)
- Natural Timber Planter
Dimensions: 1800mm (L) x 400mm (D) x 400mm (W) (Refer to details and specification for further information)
- Sanitising Station (Refer to details and specification for further information)
- Outdoor PA System (Refer to details and specification for further information)

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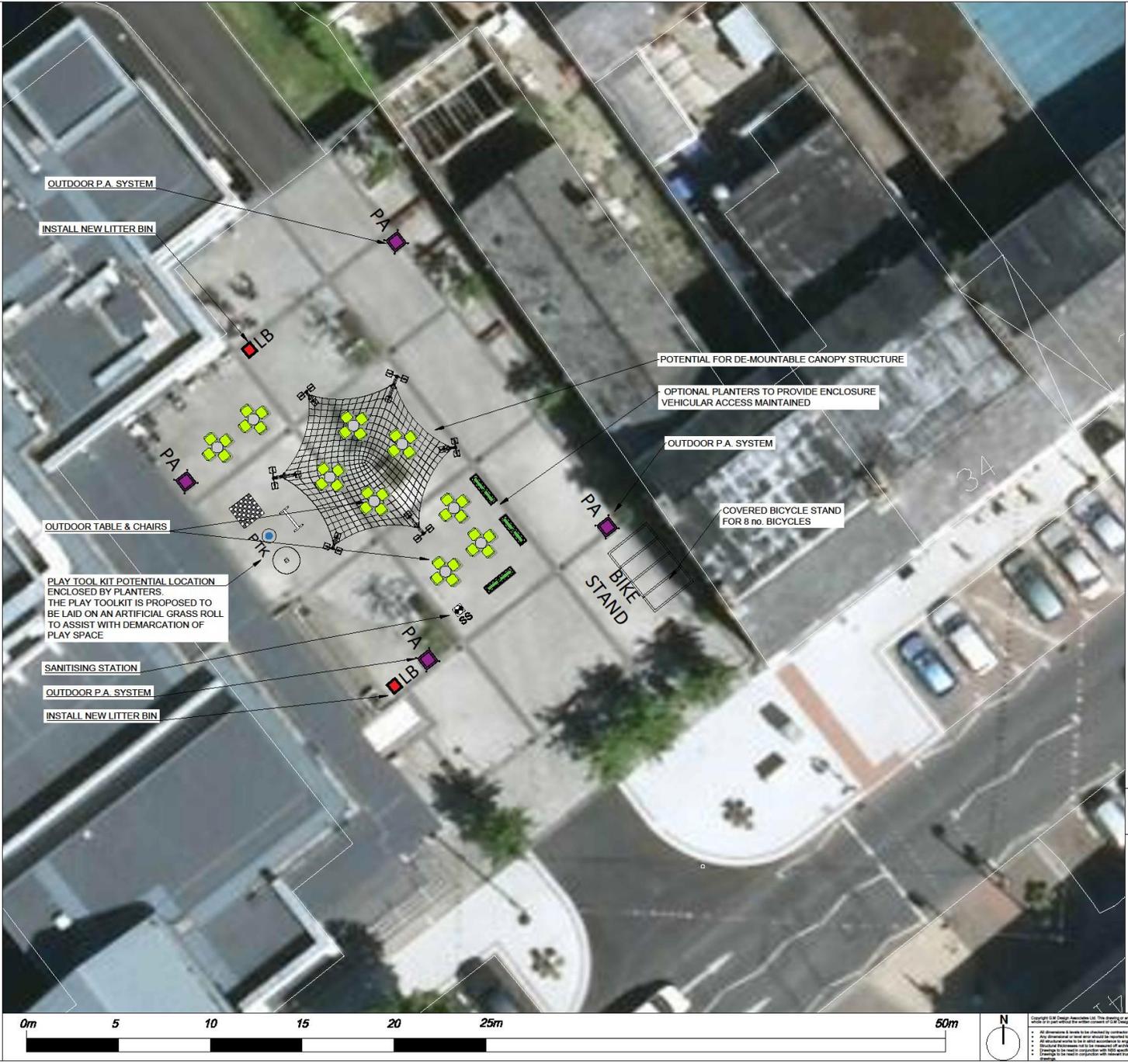
Rev.	Amendment	By	Check	Date
SKETCH				
COVID 19 RECOVERY PROGRAMME CLIENT: CAUSEWAY COAST AND GLENES BOROUGH COUNCIL				
ORG TITLE MEANWHILE SPACES PROGRAMME COLERAINE LEISURE CENTRE SITE				
ORG No.	AL(9)01	Revision	-	
JOB No.	Scale	Date	Drawn	Checked
2021108	1:100 @ A1	FEBRUARY 2021	NC	CLJ

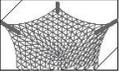
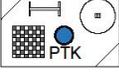
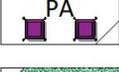
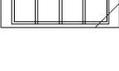
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Limavady: Drumceatt Square

COVID 19 RESPONSE PROGRAMME - MEANWHILE SPACES PROGRAMME



- KEY**
-  Malvern 6P 1000 Fabric Canopy (Refer to details and specification for further information)
 -  Play Tool Kit
Contents: giant Jenga, connect 4, chess
(Refer to details and specification for further information)
 -  Outdoor Flip Top Dining Set (Refer to details and specification for further information)
 -  Natural Timber Planter
Dimensions: 1800mm (L) x 400mm (D) x 400mm (W)
(Refer to details and specification for further information)
 -  Sanitising Station (Refer to details and specification for further information)
 -  Outdoor PA System (Refer to details and specification for further information)
 -  Artificial Grass Surfacing (temporary) (Refer to details and specification for further information)
 -  Litter bin (Refer to details and specification for further information)
 -  Covered bicycle Stand (Refer to details and specification for further information)

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Rev.	Amendment	By	Drawn	Date
SKETCH				
COVID 19 RECOVERY PROGRAMME CLIENT: CAUSEWAY COAST AND GLENES BOROUGH COUNCIL				
DRG TITLE: MEANWHILE SPACES PROGRAMME LIMAVADY - DRUMCEATT SQUARE				
DRG No. AL(9)04		Revision -		
JOB No.	Scale	Date	Drawn	Checked
2021108	1:100 @ A1	FEBRUARY 2021	NC	CJL

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Play Toolkits

Cleaning Initiatives

- Items to be purchased
 - 10 bins per town
 - Sprayers + product
 - Outdoor sanitising stations
 - Pressure washer
 - Pavement vacuum sweepers
 - Blowers

- Locations for bins and hand sanitising stations?

Cleaning routine

- Touch points
- Street Furniture
- Hand sanitising stations
- Traffic crossings
- Bins
- Car park ticket machines
- Cycle racks
- Handrails – public buildings

Light Box installation



Moveable art installation – urban, coast and rural usage



Community projects



Major events /festivals



Seasonal activities

Market Infrastructure

Causeway Speciality Market

- Additional infrastructure required
- Ensure continuity in adverse weather conditions
- Consultation with DfI Roads, council operations and estates teams

Naturally North Coast and Glens Artisan Market

Generator requested to:

- Provide markets at alternative locations across the borough including Ballycastle, Ballymoney and Limavady[Roe Valley Market].
- At major events

Data Collection

- Support decision making
- 24hr data collection of footfall within 6 town centres
- Weekly and monthly reports provided
- Vehicle counts

Additional counter locations

- Ballycastle – seafront
- Ballymoney – Main St
- Coleraine - Railway Rd & junction New Row, Church St & Park St
- Limavady – Main St
- Portrush – Main St
- Portstewart - Promenade

Linkages

Locations

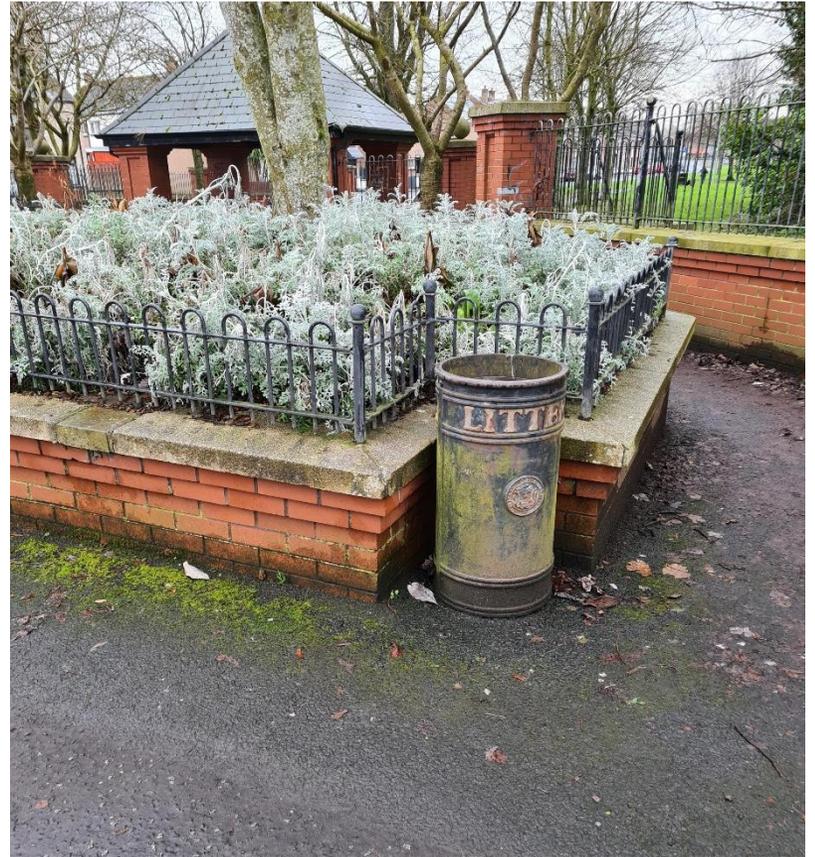
Coleraine, Christie Pk [*no longer progressing as part of this programme*]

Portrush – Blackrock Coastal Path
[*work with tourism officers to develop project*]

Ballycastle – Tow Path [*no longer progressing as part of this programme*]

Limavady - Blackburn Park,
Alexander Rd entrance [*topographical survey complete, landscape architect to develop drawings for consultation*]

- underspend can be allocated to clean up the laneway entrances/alleyways between town centre car parks and main retail streets
- Potential locations to be identified



Alexander Rd entrance - Limavady



Parklets

Parklets

Locations

Ballycastle: Seafront & The Diamond

Ballymoney: High St

Portstewart : The Promenade
– 2 locations considered

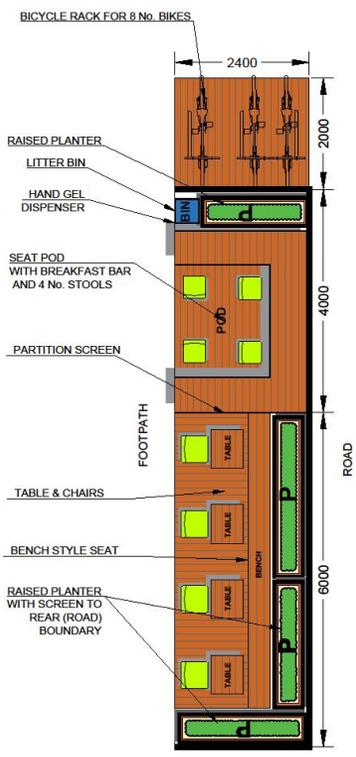
Ballycastle

Seafront

COVID 19 RESPONSE PROGRAMME - PARKLETS



INDICATIVE PARKLET LAYOUT SCALE 1:40



NOTE: PARKING BAY IS POTENTIALLY UNDERSIZED (2M WIDE) AND MAY REQUIRE A MODIFIED DESIGN IN ORDER TO BE SAFE

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Rev	Amendment	By	Check	Date
SKETCH				
COVID 19 RECOVERY PROGRAMME CLIENT: CAUSEWAY COAST AND GLENS BOROUGH COUNCIL				
DRG TITLE: MEANWHILE SPACES PROGRAMME BALLYCASTLE - SEA FRONT				
DRG No.	AL(9)09	Revision	-	
JOB No.	Scale	Date	Drawn	Checked
2021108	1:100 @ A1	FEBRUARY 2021	NC	CJ



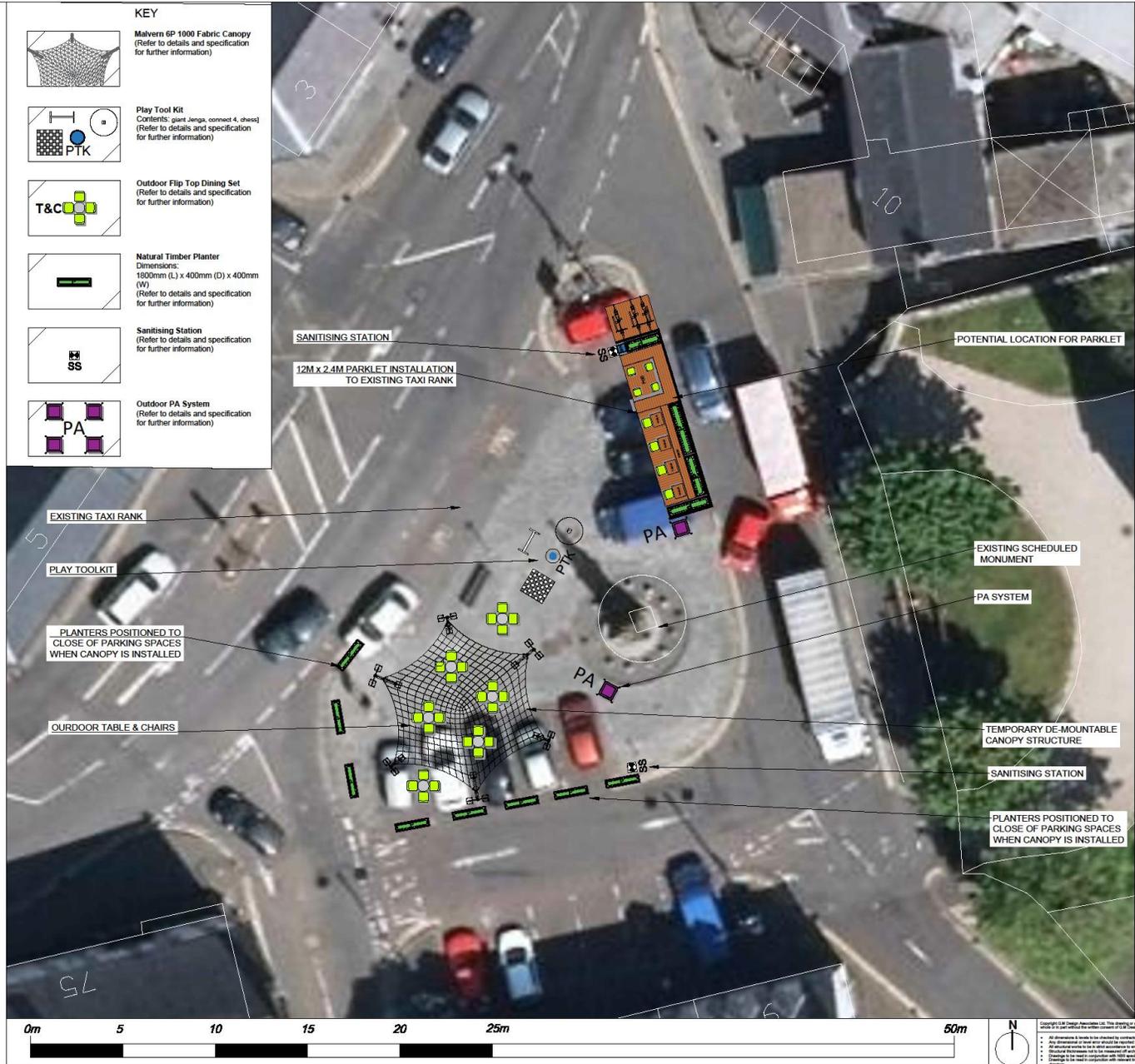
Ballycastle:

The Diamond

COVID 19 RESPONSE PROGRAMME - PARKLETS

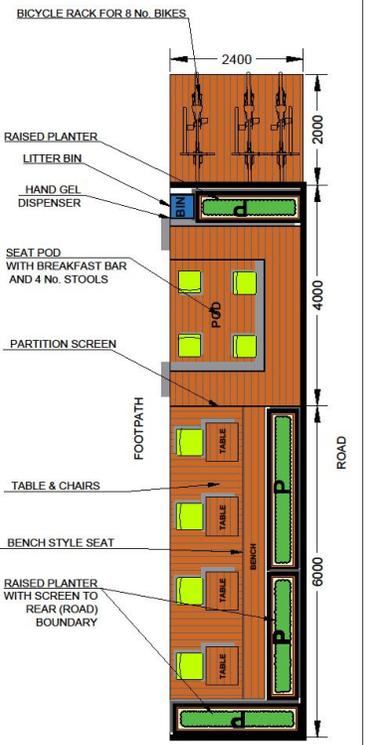
KEY

- Malvern 6P 1000 Fabric Canopy (Refer to details and specification for further information)
- Play Tool Kit Contents: giant Jenga, connect 4, chess (Refer to details and specification for further information)
- Outdoor Flip Top Dining Set (Refer to details and specification for further information)
- Natural Timber Planter Dimensions: 1800mm (L) x 400mm (D) x 400mm (W) (Refer to details and specification for further information)
- Sanitising Station (Refer to details and specification for further information)
- Outdoor PA System (Refer to details and specification for further information)



INDICATIVE PARKLET LAYOUT

SCALE 1:40



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Rev.	Amendment	By	Crtd.	Date
SKETCH				
COVID 19 RECOVERY PROGRAMME CLIENT: CAUSEWAY COAST AND GLENS BOROUGH COUNCIL				
DRG TITLE MEANWHILE SPACES PROGRAMME BALLYCASTLE - THE DIAMOND				
DRG No. AL(9)07				
JOB No. 2021108	Scale 1:100 @ A1	Date 22 FEBRUARY 2021	Drawn NC	Checked CA



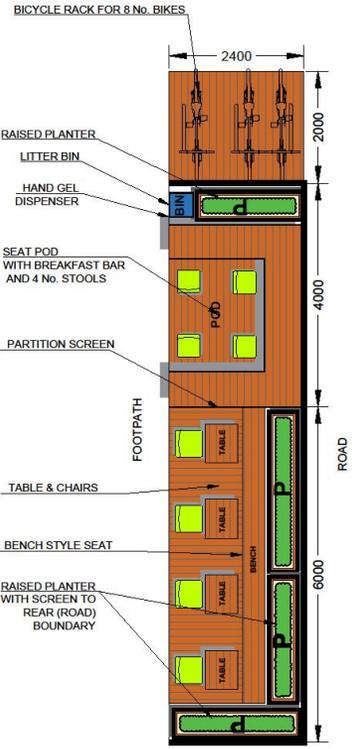
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Ballymoney: High St

COVID 19 RESPONSE PROGRAMME - PARKLETS



INDICATIVE PARKLET LAYOUT SCALE 1:40



POTENTIAL LOCATION FOR PARKLET

EXTENT OF EXISTING TAXI RANK

EXISTING TELEPHONE KIOSK

SITE IS LOCATED WITHIN THE SUNNY SIDE OF HIGH STREET TO ENCOURAGE A FAVORABLE LOCATION TO SIT

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REV.	AMENDMENT	BY	CHKD.	DATE
SKETCH				
COVID 19 RESPONSE PROGRAMME CLIENT: CAUSEWAY COAST AND GLENS BOROUGH COUNCIL				
DRG TITLE MEANWHILE SPACES PROGRAMME BALLYMONEY - PARKLET, HIGH ST				
DRG NO.	AL/09/07	Revision	-	
JOB NO.	Scale	Date	Drawn	Checked
2021108	1:100 @ A1	FEBRUARY 2021	INC	CA

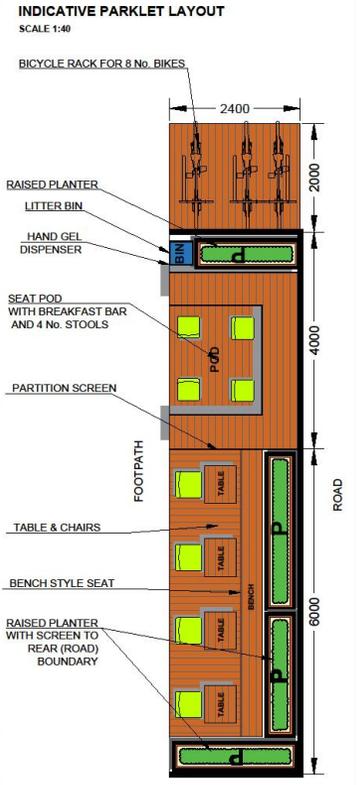
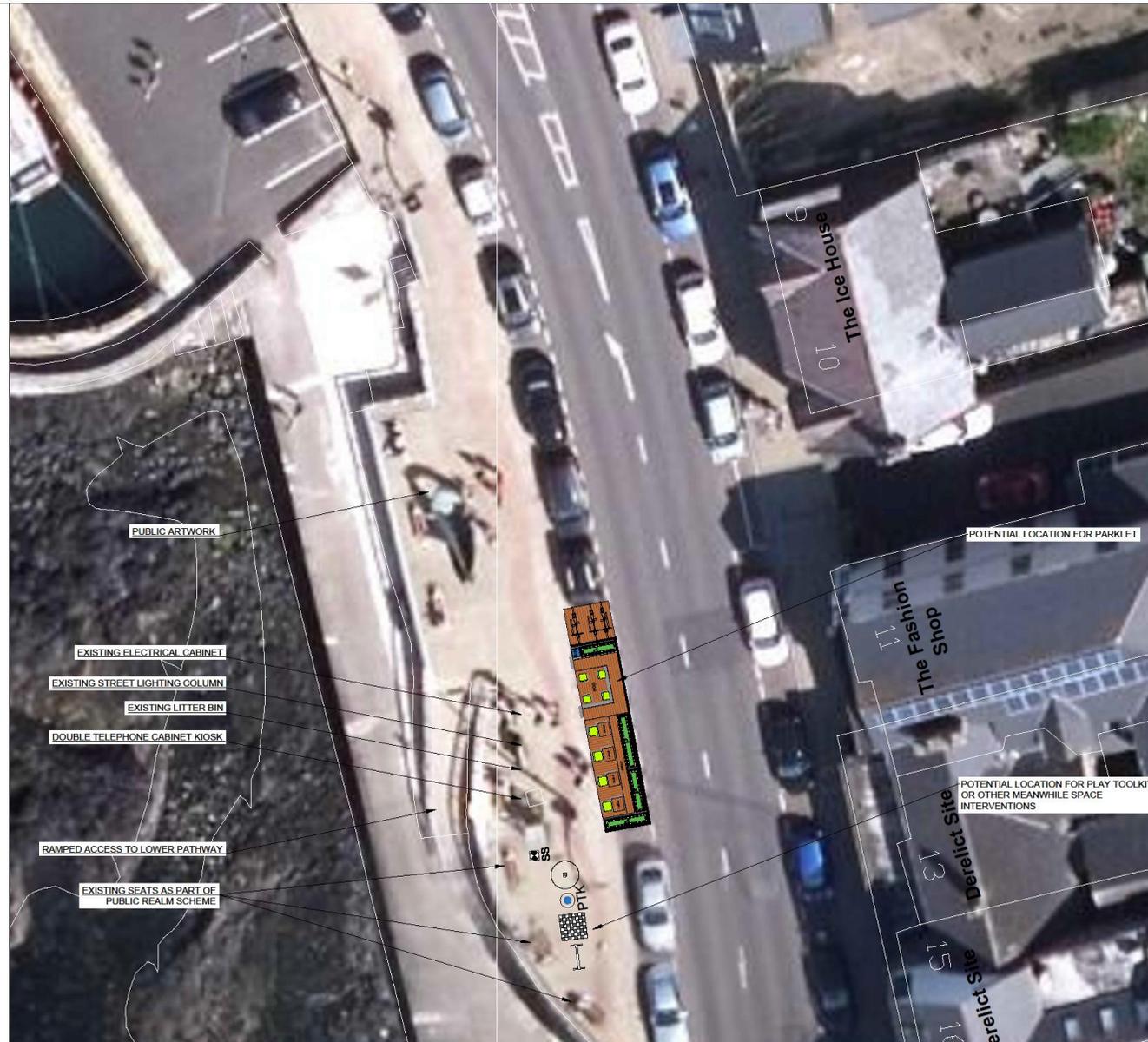


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Portstewart: The Promenade Harbour

COVID 19 RESPONSE PROGRAMME - PARKLETS



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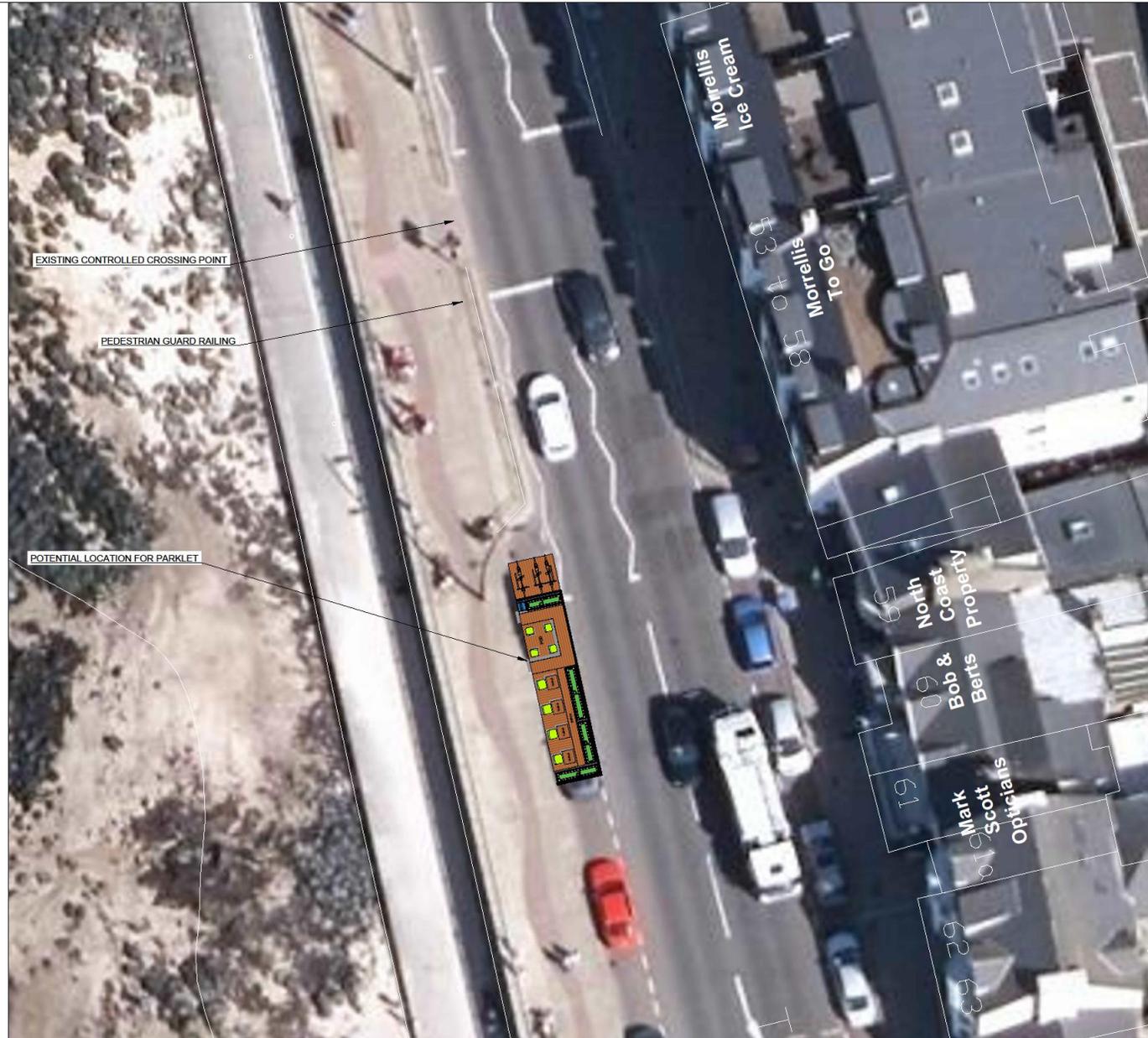
Rev.	Amendment	By	Check	Date
SKETCH				
COVID 19 RECOVERY PROGRAMME CLIENT: CAUSEWAY COAST AND GLENNS BOROUGH COUNCIL				
DRG TITLE MEANWHILE SPACES PROGRAMME PORTSTEWART - PROMENADE OPTION 1				
DRG NO.	AL(8)10	Revision	-	
JOB NO.	2021108	Scale	1:100 @ A1	Date
		Drawn	NC	FEBRUARY 2021
		Checked	CJ	

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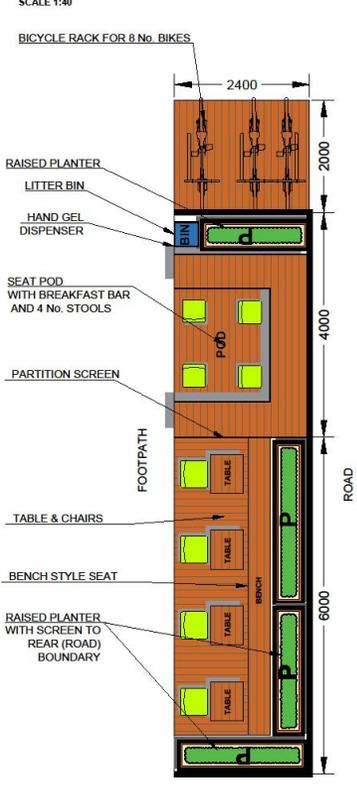
Portstewart: The Promenade

2

COVID 19 RESPONSE PROGRAMME - PARKLETS



INDICATIVE PARKLET LAYOUT



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Rev.	Amendment	By	CHKD	DATE
SKETCH				
COVID 19 RECOVERY PROGRAMME CLIENT: CAUSEWAY COAST AND GLEN BOROUGHS COUNCIL				
DRG TITLE MEANWHILE SPACES PROGRAMME PORTSTEWART - PROMENADE OPTION 2				
DRG No.	AL(9)11	Revised	-	-
JOB No.	Scale	Date	Drawn	Checked
2021108	1:100 @ A1	FEBRUARY 2021	NC	CJ



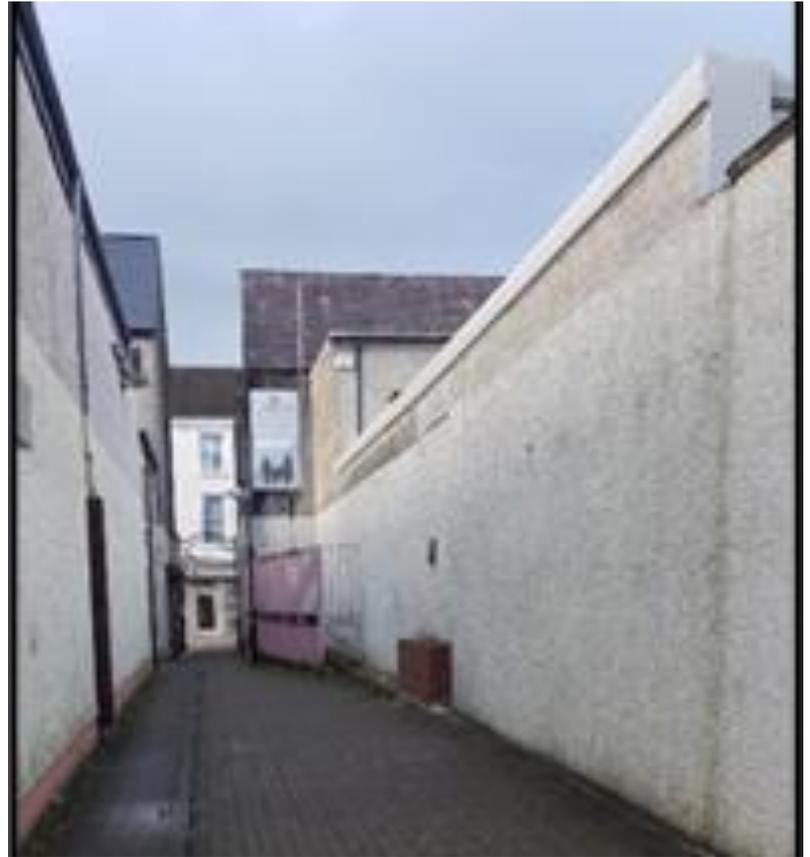
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Tel: 028 753 5618
Email: gdesign@gam-design.com



Street Art



Potential locations:
Ballycastle



Potential locations:
Ballymoney



Potential locations:
Coleraine



Potential locations:
Limavady



Potential locations:
Portrush & Portstewart



Cycle Infrastructure

Rural Intervention

10 largest rural towns/villages within the Borough with a population of over 1,000. - Grant up to £2000

- Dungiven
- Kilrea
- Ballykelly
- Greysteel
- Cloughmills
- Bushmills
- Castlerock
- Cushendall
- Garvagh
- Rasharkin

- Applications scored
- Score 72% over
- 51 Letters of Offer

Total £91,530.00

Painting, shop front work, signage