

**2020-21 Year Business Plan for Prosperity & Place, Causeway Coast & Glens Borough Council,
Monitoring Report 1st April – 30th November 2020**

SERVICE AREA: BUSINESS DEVELOPMENT					
Work Stream:	Operational Actions	Operational KPI:	Deadline Q1,2,3,4	KPI Progress	Additional Information
Business Development (Lead Officer Martin Clark)					
Services					
Business Engagement and Communications	Provision of information through E-zine, Facebook, Twitter, Website.	Engagement with 1000 businesses.	Q1-4	1755 businesses	<p>Provision of business support information to businesses through the business support website, twitter and Facebook accounts.</p> <p>108 business support e-zines issued between April – November.</p> <p>As a result of the Covid -19 pandemic, our engagement changed from a fortnightly e-zine, to almost daily e-zines at times, particularly in April, as restrictions and government financial support was announced for businesses. The e-zines were also used to publicise business support webinars from various economic development agencies e.g. Invest NI, Tourism NI, FSB, Causeway Chamber, Hospitality Federation etc. The e-zine breakdown is as follows:</p> <p>April – 28 e-zines issued May – 12 e-zines June – 14 e-zines July – 10 e-zines August – 10 e-zines Sept – 9 e-zines Oct – 13 e-zines Nov – 12 e-zines Total = 108 e-zines issued</p>

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	Running and supporting Business Events.	10 business events managed or supported.	Q1-4	11	<p>Number of e-mail addresses subscribed to receive the e-zine was 1755 (up from 1645 in June).</p> <p>Because of the Covid-19 pandemic, face to face business events could no longer be arranged or supported. Instead, specifically designed webinars were created, as another means of engaging with businesses, as well as attendance using zoom at business group meetings. These were as follows:</p> <ul style="list-style-type: none"> - 2 webinars prepared for the Alchemy programme on cash flow & HR. - Assisted Town & Village management preparing 2 visual merchandising webinars. - 1 Digital Causeway webinar to help people learn about online apps. - Attended 5 Causeway Cluster meetings. - Attended 1 Causeway Chamber meeting
Information and Research	Ulster University Economic Policy (UUEPC) Centre reports and updates.	1 Policy Centre Report & Presentation for Council. Additional research as agreed per contract.	Q1-Q4	Budget Diverted	At the start of the Covid-19 pandemic, no contract had been agreed as yet with the UUEPC for this financial year. Budget diverted to Alchemy, to support increased requests from businesses looking for help re Covid-19 business survival and recovery.
	Business Plan monitoring.	Prosperity & Place six month review and full year evaluation reports for Council.	Q2-Q4	Ongoing	No 6 month monitoring report completed, as staff busy with increased workload due to the Covid-19 pandemic. This 8 month monitoring report completed instead. A full annual report will be provided after the end of the financial year.

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Business Start	To stimulate and support business start-ups.	125 jobs created via Business Plan Approvals.	Q1-4	75 jobs	<p>NIBSUP (NI Business Start Programme) delivered by local enterprise agencies.</p> <p>122 Business Plan approvals April – Nov, which equates to 75 jobs.</p> <p>Numbers were hit dramatically in April and May due to the Covid-19 pandemic, however, from June there was a strong recovery. All programme delivery has been virtual since the pandemic at the end of March.</p> <p>Current programme due to end on 31st March 2021.</p> <p>New funded programme approved and letter of offer expected.</p>
Digital Youth Programme	To increase the interest in starting a business.	<p>Roll out the Digital Youth Programme across post primary schools in the Borough.</p> <p>Target 7 schools and 350 pupils to participate.</p>	Q1-4	Ongoing	Virtual programme delivery by Young Enterprise NI from October as a 1 year programme extension.
Exploring Enterprise Programme	To increase the interest in starting a business. Programme delivered by Enterprise NI	<p>Targets:</p> <p>Deliver 7 courses</p> <p>67 pre training personal development plans.</p> <p>53 participants achieve accredited qualification.</p> <p>13 participants into employment or self-employment.</p>	Q1-4	<p>Progress to Sept only</p> <p>3 underway</p> <p>14 complete</p> <p>0</p> <p>0</p>	<p>Due to the Covid-19 pandemic there was a delay in commencing the programme, therefore most of the delivery will be completed in the period between October 2020 – March 2021.</p> <p>As of 30th September, training complete on the Causeway Enterprises Coleraine course 6 and participants are completing post training mentoring.</p> <p>Recruitment for both Causeway Enterprises Ballymoney course 5 and Roe Valley Enterprises course 5 is underway, with pre-training mentoring to start in October and training in November.</p>

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		6 participants into further education and training.		2	The remaining candidates to be sought between January – March 2021.
Learn to Earn	To increase the interest in starting a business. Programme led by Roe Valley Education Forum.	<p>Targets:</p> <p>115 participants enrolled.</p> <p>17 participants into employment upon leaving (including sheltered employment).</p> <p>12 participants into training / education upon leaving.</p>	Q1-4	40 21 12	The Covid-19 pandemic has impacted on the number of starts on the programme but the provider is confident that they will be able to address this in early 2021. A further 20+ participants are waiting to commence the programme once it is possible to resume classes. Some classes such as basic computers and counselling are difficult to run remotely, therefore participants are waiting for classes to recommence.
Alchemy Programme	To deliver the Alchemy Programme which will be the Council's main business growth support provision offered to businesses (including social enterprises) based in the Council area.	<p>3½ year programme targets (March 2018 – 2021):</p> <p>400 businesses registered and supported.</p> <p>Current year target includes: Alchemy GROWTH (EU funded) – 100</p> <p>Alchemy LITE (Council funded) – 50</p> <p>235 Jobs Created by Sept 2023 (no current year target)</p>	Q1-4	<p>Update April – Sept only</p> <p>125 registrations</p> <p>59 mentored</p> <p>12 mentored</p> <p>5 jobs created</p>	<p>Update April – Sept Only</p> <p>125 new registrations between 1st April – 30th September.</p> <p>59 mentored through the Alchemy Growth programme (46 specific COVID-19 recovery planning & 13 business development).</p> <p>12 mentored through Alchemy Lite programme (6 specific COVID-19 recovery planning & 6 business development).</p> <p>5 jobs created during this period.</p>

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		Additional workshops and group networking are also included.		2	<p>2 videos were produced by mentors for Council's You Tube Channel in April 2020:</p> <ul style="list-style-type: none"> - Managing staff & furlough (got 211 views) - Financial Planning (got 135 views). <p>Note that 71 participants previously registered on the programme also received additional support due to the impact of the COVID-19 pandemic.</p> <p>287 businesses received response within 24hrs with call back for advice only, due to impact of the Covid-19 pandemic.</p> <p>The Alchemy Growth programme is ahead of target by approximately 6 months. Completion likely December 2020 rather than June 2021. New Alchemy III funded element of the programme will need to go through procurement in the next quarter.</p>
External Support to Partner Organisations	Working with local economic development stakeholders to support their activities for local businesses.	Sponsorship/support for 4 events/conferences/awards.	Q1-4	1 event to date	<p>The number of face to face events, conferences, etc being held has been affected by the Covid-19 pandemic restrictions.</p> <p>One online event supported, 'Prepare to Thrive with David Meade' which was delivered by the Causeway Chamber on 30 June.</p>
Enterprise Fund	Grant funding for businesses trading less than 2 years and in key local sectors.	<p>Full allocation of budget.</p> <p>Positive indicators in respect of jobs and sales increases will be measured in 21/22 financial period.</p>	Q3-4	Complete	<p>Due to the Covid-19 pandemic and businesses being focused at the time on survival rather business growth, it was agreed to delay the opening of the Enterprise Fund from April to November 2020 and this year to open the Fund to all sectors.</p> <p>Opened for applications on 2nd November and closed on 20th November. 39 applications received.</p>

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					Applications scored and outcome went to Council in Dec/Jan for ratification. 12 businesses funded following increased allocation by Council, due to the volume of applications received.
Digital Causeway Programme	Continuation of rollout of the Digital Causeway Programme by 42 Digital Ltd for Council. Programme funded under the European Union's Investment for Growth and Jobs Programme. A 3 year programme which commenced in November 2019.	<p>3 Year Programme Targets (Nov 2019 – Nov 2022):</p> <p>Recruit 350 businesses.</p> <p>Provide 930 days of mentoring.</p> <p>Deliver 8 workshops/networking events.</p> <p>Use all reasonable endeavours to support the creation of 291 jobs.</p> <p>Refer at least 20 Quality Business Referrals to Invest NI.</p>	Q1-4	<p>121 businesses recruited.</p> <p>271 days mentoring provided.</p> <p>5 workshops delivered.</p> <p>122 full time & 29 part time jobs created.</p> <p>9 referrals made to INI.</p>	Results are the 3 year rolling targets achieved to date.
Agrifood Support	Support local food producers and increase awareness and uptake of Causeway Coast and Glens Food Network branding.	Working in support of the Taste Causeway Network, which has attracted significant funding through Invest NI's Collaborative Network funding.	Q1-Q4	Ongoing	<p>Taste Causeway is a 3 year development programme funded through the Invest NI Collaborative Growth Programme in partnership with the Council. It aims to position the food and drink sector as a driver for economic growth & creation and support the local food & drink industry to capitalise on the important visitor market.</p> <p>Due to the Covid-19 pandemic it was quickly identified that additional crisis support was required for Taste</p>

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				<p>Causeway members, as well as the wider tourism/hospitality industry, who needed support but did not meet the specific criteria for Taste Causeway membership.</p> <p>Additional crisis support in the form of the following was provided:</p> <ul style="list-style-type: none"> - One to one mentoring support (could have been up to 3-4 times per business) provided to approx. 67 businesses. - Disseminated information from official sources re grants etc available. - Signposted businesses to Council programmes or if other support required. - Collated information on business support needs as part of a Recovery Plan. - Liaised with Hospitality Ulster on behalf of members. - Additional support to increase activity on Taste Causeway consumer facing website (e-shop) and social media platforms. - A new Hospitality Save Our Staff What's App group created in the 1st week of lockdown. This allowed hospitality business who couldn't qualify as Taste Causeway members, to access information and communicate with each other to share relevant information. Approx 97 businesses (including Taste Causeway members communicated with). <p>This was done through:</p> <ul style="list-style-type: none"> - The Taste Causeway Facebook Member site. - The Hospitality Save Our Staff What's App group.
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					<ul style="list-style-type: none"> - The Taste Causeway Committee What's App group – redirected budgets for the crisis support. <p>Positives / Success Stories From the Crisis Response:</p> <ul style="list-style-type: none"> - Taste Causeway membership increased. - The Hospitality Save Our Staff What's App group were able to share information on how to reduce business costs during lockdown, resulting in thousands of pounds being saved. - Businesses set up online ordering and delivery services which are proving very successful, with many going to continue this after lockdown ends. - New orders secured. - New partnerships between businesses established. - Businesses seeing an uplift in sales through the Taste Causeway e-shop.
NI Women's Enterprise Challenge Support funding	The Northern Ireland Women's Enterprise Challenge (NIWEC) is a new collaboration between the 11 Councils, Invest NI and Women in Business NI.	Includes one to one support, a series of networking initiatives and start up boot camps, and a final conference – local targets to be agreed.	Q1-4	Ongoing	<p>Imagine It Boot camp = 19 registrations from the borough with 11 individuals attending the event.</p> <p>Explore It Boot camp = 6 individuals from the borough attended the event.</p>
Rural Business Development Grant Scheme	A DAERA grant that aims to sustain and support the development of rural, micro businesses via the provision of a small capital grant.	Successful completion of Rural Business Development Grant Scheme.	Q2-4	Complete	<p>This year DAERA permitted businesses to apply to the programme for Covid-19 related materials for their business (e.g. signage, partitioning etc.)</p> <p>Programme opened for applications on 3rd August and closed on 11th September. 159 applications received. Applications scored by the assessment panel at the end of September. 46 applications successful.</p> <p>Panel outcome brought to Council in December for information purposes.</p>

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Business Recovery	Memorandum of Understanding between the Department for the Economy (DfE) and Council, to carry out business checks on businesses from the borough, that applied to DfE for the £25,000 retail, hospitality, tourism & leisure Covid-19 grant.	Carry out business checks for DfE as and when required.	Q1 &2	Complete	Approx 20 business checks completed.
Economic Strategy Development (Lead Officer: Paul Beattie)	Economic development strategy development	New economic development strategy out for consultation and finalised by the end of March 2021	Q4	Ongoing	New economic development strategy agreed by Council in November 2020, and currently out to consultation for equality and rural needs assessment. New financial year focus will be on recovery.

High Level Service KPI's (max 5-6)

1. 1000 businesses assisted, to include Covid-19 recovery support

Update 1/4/20 – 30/11/20: 2594 businesses assisted

(1755 e-mail addresses subscribed to business support e-zine, 14 people got Exploring Enterprise development plans, 40 Learn to Earn enrollments, 125 Alchemy registrations, 71 previous Alchemy clients for Covid-19 support, 287 businesses got Covid-19 emergency call backs for advice, 121 Digital Causeway recruited (rolling figure), 67 Taste Causeway Covid-19 crisis mentoring, 97 Taste Causeway Covid-19 crisis communication, 17 NI Women's Enterprise Challenge boot camps).

2. 125 p jobs created

Update 1/4/20 – 30/11/20: 223 full time & 29 part time jobs created

(75 Business Start, 21 Learn to Earn into Employment, 5 Alchemy, 122 full time & 29 part time Digital Causeway)

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3. 350 pupils participate in the Digital Youth Programme

Update 1/4/20 – 30/11/20: Ongoing

4. Full take up of Enterprise Fund

Update 1/4/20 – 30/11/20: Ongoing

5. Successful completion of Rural Business Development Grant Scheme

Update 1/4/20 – 30/11/20: Complete

(46 applications successful)

6. New economic development strategy completed

Update 1/4/20 – 30/11/20: Ongoing

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SERVICE AREA: TOWN & VILLAGE MANAGEMENT					
Work Stream:	Operational Actions	Operational KPI:	Deadline Q1,2,3,4	KPI Progress	Additional Information
<p>Town and Village Management</p> <p>(Lead Officer: Julienne Elliott)</p>					
Town Team Support Funding	Support for Town Teams/Chambers of Commerce within the Borough to create vibrant and vital town centres.	<p>Facilitate 6 Coleraine Town Team meetings.</p> <p>Attend 12 Limavady Town Team monthly meetings.</p> <p>Attend minimum of 6 meetings with Local chambers of Commerce/stakeholder groups.</p> <p>TVM officers to attend minimum of 2 sector specific events.</p> <p>Creation of a Causeway Town Team.</p>	<p>Q1-4</p> <p>Q1-4</p> <p>Q1-4</p> <p>Q1-4</p> <p>Q1-4</p>	<p>3 meetings facilitated</p> <p>1 meeting facilitated</p> <p>2 meetings attended</p> <p>1 event attended</p> <p>On Hold</p>	<p>Covid-19 restrictions and lockdown removed face to face meetings with local stakeholder groups. Continue to communicate with town chambers, business organisations within our town centres online where possible.</p> <p>Meetings with Ballycastle stakeholders and Causeway Chamber.</p> <p>Attendance at IDA conference in October. TVM Officers also continued to attend online events/seminars:</p> <ul style="list-style-type: none"> - Weekly ATCM high street conversations - IPM seminars on response and recovery for town centres. - <p>Creation of Causeway Town Team suspended. To be revised for tranche 2 of recovery funding once LOO received in December. Initial pilot group met to discuss outdoor hospitality spaces in response to Covid-19 restrictions.</p>

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Town Team Health Checks/Footfall Counters	Conduct town centre health checks for the 4 towns of Ballycastle, Ballymoney, Coleraine and Limavady.	Operate footfall counters in Ballycastle, Ballymoney, Coleraine and Limavady – weekly and monthly reports.	Q1-4	Ongoing	Weekly and monthly reports received for the 4 towns. Impact of the Covid-19 pandemic on town centres will be measured through the regular reports received from Springboard which includes year on year comparison.															
		Vehicle count for Coleraine – monthly reports.	Q1-4	Ongoing	Monthly reports received.															
		Quarterly vacancy count reports created for Ballycastle, Ballymoney, Coleraine and Limavady.	Q1-4	2 completed	Quarterly vacancy counts completed in the 4 towns in July and October:															
					<table border="1"> <thead> <tr> <th></th> <th><u>July</u></th> <th><u>October</u></th> </tr> </thead> <tbody> <tr> <td>Coleraine</td> <td>10.9%</td> <td>13.9%</td> </tr> <tr> <td>Ballymoney</td> <td>15%</td> <td>16%</td> </tr> <tr> <td>Ballycastle</td> <td>19%</td> <td>18%</td> </tr> <tr> <td>Limavady</td> <td>12%</td> <td>11%</td> </tr> </tbody> </table>		<u>July</u>	<u>October</u>	Coleraine	10.9%	13.9%	Ballymoney	15%	16%	Ballycastle	19%	18%	Limavady	12%	11%
			<u>July</u>	<u>October</u>																
Coleraine	10.9%	13.9%																		
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Renewal in October of Springboard contracts for 4 towns of Ballycastle, Ballymoney, Coleraine and Limavady	Q3	Complete	Springboard contract renewed 1/11/20.																	
Town centre perception survey	Q1-4	Ongoing	Initial survey work completed in Q 1&2. 4 surveys completed via online. Results compiled and data collected informed EOI for DfC funding and also presented to NILGA. In Q4 additional perception surveys will be developed to assess impact of the Covid-19 pandemic on business and public perceptions of town centres. Will liaise with colleagues in Planning Service to feed into local plans.																	

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Town Centre Promotions	Town centre marketing for the main towns of Ballycastle, Ballymoney, Coleraine and Limavady.	Support for 4 events across the borough.	Q1-4	On Hold	Impact of Covid-19 restrictions and lockdown resulted in all spring and summer events being cancelled. TVM continue to work with the Events Team and local town centre organisations on promotion of town centres.
		Develop 2 borough wide seasonal 'Shop Local' campaigns.	Q1-4	Ongoing	TVM developed the 'Shop, Eat, Enjoy Local' brand and promoted throughout Q1-3. New Welcome and Shop, Eat, Enjoy [S.E.E.] local town specific banners were produced and put up in town centre carparks in Ballycastle, Ballymoney, Coleraine and Limavady. Promotion of S.E.E. local via the Causeway Coast and Glens Gift Card social media platform, which has been rebranded to Shop, Eat, Enjoy Local. Developed plans for the Christmas period but these impacted by the Covid-19 restrictions. All Council Halloween and Christmas events moved online, therefore impacted on footfall and spend in the town centres.
		Review and continue the Christmas window dressing competition across the towns and villages.	Q3	Ongoing	Christmas window dressing competition to be held in December
Place Management	Match funding for initiatives to provide clean, safe, green and vibrant town centres.	Emergency clean up available prior to events, or assist in graffiti removal, depending on need.	Q1-4	Ongoing	Assist when requested. To date there have been none this year, as most events cancelled due to the Covid-19 pandemic.
		Continue the design and production of lamppost banners.	Q3	Ongoing	Street dressing projects for Ballycastle and Limavady completed in last financial year. Dungiven project now complete. PR completed for the Limavady and Dungiven projects in October. Ballymoney and Coleraine projects delayed due to Covid-19 restrictions.

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		Town centre digital mapping project.	Q1-4	Ongoing	A pilot 'Welcome Back' digital trail for Coleraine town centre being developed (family friendly activity). Monster Safari was operated within Coleraine Town Centre between July – September, https://causewaycoastandglens.gov.uk/news/Family-fun-returns-to-Coleraine-as-it-takes-part-in-UK-wide-Monster-Hero-Sa
		Investigate management process of events spaces within town centres.	Q1-4	Ongoing	
		Work with estates and car park officers in relation to environment and access within town centres.	Q1-4	Ongoing	
		To encourage and promote local town and village enhancements to generate greater in their retail centres.	Q1-4	Ongoing	10 local businesses took part to host the digital monster posters. Unfortunately project was not a great success.
Causeway Speciality Market	Provision of Causeway Speciality Market in Coleraine town centre.	Minimum of 12 markets within Coleraine town centre with provision of 52 stalls each month.	Q1-4	5 markets held between April – Nov.	4 markets cancelled due to Covid-19 restrictions. 3 markets cancelled due to weather conditions (wind strength). New trader requests continue to grow despite the Covid-19 pandemic. Planning to host a market each Saturday in December and a 4 day market between 18 th – 21 st December.
		Review of infrastructure for market i.e. if Covid-19 restrictions remain in place, an alternative	Q2-3	Ongoing	

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		<p>may be required for inclement weather during winter months.</p> <p>Develop a marketing and communications plan to promote the Causeway Speciality Market.</p> <p>To co-ordinate activities and organise a minimum of 1 workshop sessions with new market traders in collaboration with Naturally North Coast & Glens Market to develop the skills of the traders.</p> <p>Organise an event focusing on current relevant issues affecting market traders.</p> <p>Conduct perception surveys on the value of the market to the local area.</p>	<p>Q1-4</p> <p>Q1-4</p> <p>Q1-4</p> <p>Q1-4</p>	<p>On Hold</p> <p>On Hold</p> <p>On Hold</p> <p>On Hold</p>	<p>No plan produced. Worked with Alchemy mentor to put changes in place. Social media interaction via Facebook, Instagram increased.</p> <p>Workshops/training sessions suspended due to Covid-19 restrictions. Traders informed on funding and skills development available online.</p> <p>Training events suspended due to Covid-19 restrictions. Market traders informed online of any relevant issues affecting them.</p> <p>Suspended at moment due to Covid-19 restrictions.</p>
BIDS for Coleraine	Support for the BID project in Coleraine town centre.	<p>Development of an annual action plan.</p> <p>Delivery of the year 2 action plan.</p> <p>Delivery of the annual bills and collection of levy in line with SLA between Council and Coleraine BID.</p>	<p>Q1</p> <p>Q1-4</p> <p>Q4</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Coleraine BID continues to operate and assist BID members in relation to Covid-19 restrictions.</p> <p>Annual bills due in November.</p>

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		Funding supports the office and management costs for BID.	Q1-4	Ongoing	<p>The Covid-19 pandemic impacted on planned work. OUR Coleraine marketing was key. Social media platform used to inform public on opening hours, features on local businesses. Assisted with Covid-19 compliance:</p> <ul style="list-style-type: none"> - Fogging machine available for BID members to use on their business premises, free of charge. - Window stickers highlighting the hands, face, space messages. - Capacity in store decals. - Signposting for support.
		Create 2 direct business costs reductions for Levy payers.	Q1-4	Ongoing	
		4 key events in town.	Q1-4	On Hold	
Retail Development Programme	Develop a retail programme for town centres across the borough.	40 retail businesses engaged in training initiatives.	Q1-4	Ongoing	<p>All face to face training suspended due to Covid-19 restrictions. Town centre businesses directed to online support and training through other providers.</p> <p>Visual merchandising online seminars produced in June and released online in July. Webinar was recorded and is available to access online at https://causewaycoastandglens.gov.uk/work/covid-19-support-for-businesses/retailers 72 people have accessed the webinar to date.</p>
Causeway Coast and Glens Gift Card		Continuation of rollout of the Causeway Coast & Glens gift card.	Q1-4	Ongoing	
		Investigate other sale points for the gift card apart from VIC's.	Q2	Ongoing	

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		Enhance online marketing of the gift card.	Q2	Ongoing	Promotion of the gift card to corporate businesses via the Business Support e-zine, the Tourism e-zine. Promotion to the public via social media, lifestyle magazines and local newsletters.
		180 businesses engaged in gift card scheme since inception.	Q1-4	180 businesses registered.	
		500 gift cards sold in present financial year.	Q1-4	72 gift cards sold	72 sold between 1 st April – 30 th October 2020. Covid-19 restrictions and lockdown has impacted on the redemption of the gift cards.
Town Centre/Village Recovery	Implementation of Department for Communities (DfC) assistance towards town centre recovery following the Covid-19 pandemic.	Successful completion of tranche1 of the DfC Town Centre Covid-19 Recovery Revitalisation Programme (for businesses in urban areas).	Q2	Complete	Tranche 1 opened for applications on 4 th August and closed on 28 th August. A total of 382 applications were received from urban businesses across the borough, of which 371 were issued with a letter of offer. 7 applications were ineligible and 4 were withdrawn.
		Successful completion of the DAERA Covid-19 Recovery Revitalisation Programme for villages (for businesses in rural areas).	Q2	Complete	Tranche 1 opened for applications on 4 th August and closed on 28 th August. 166 applications were received from rural businesses across the borough, of which 116 were issued with a letter of offer. 4 applications were ineligible, 2 were withdrawn and 44 missed the cut off. 14 projects proposed for tranche 2.
		Expression of Interest to be developed by Council ready for submission to DfC later in the year for potential tranche 2 of DfC Covid-19 Revitalisation Programme with possible implementation in 2021(possible	Q2-3	Ongoing	

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		projects for town centre recovery may include parklets, green spaces, enhanced access navigation/digital, expand outdoor market, data collection, promotion, street art etc)			
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High Level Service KPI's (max 5-6)

- 1. 4 town centre health checks completed – Ballycastle, Ballymoney, Coleraine, Limavady**
Update 1/4/20 – 30/11/20: Ongoing

- 2. 12 Causeway Speciality Markets held**
Update 1/4/20 – 30/11/20: 5 markets held to date

- 3. 40 Retail businesses supported**
Update 1/4/20 – 30/11/20: 72 people accessed visual merchandising webinar.

- 4. Completion of DfC & DEARA Covid recovery programmes in borough.**
Update 1/4/20 – 30/11/20: Tranche 1 complete for both programmes.

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SERVICE AREA: STRATEGIC PROJECTS					
Work Stream:	Operational Actions	Operational KPI	Deadline Q1, 2, 3, 4	KPI Progress	Additional Information
Strategic Projects (Lead Officer: Niall McGurk)					
Growth Deal Project	Agree themes, projects, governance, resourcing and funding arrangements.	<p>Elected members best practice visits to be undertaken.</p> <p>Agree shortlisted Growth Deal themes and projects.</p> <p>All governance, resourcing and funding arrangements in place.</p> <p>Draft Strategic Outline Cases (SoCs).</p>	<p>Q3</p> <p>Q3</p> <p>Q4</p> <p>Q4</p>	<p>On Hold</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Best practice visits to Wales postponed due to Covid-19 travel restrictions. To be rescheduled when it is safe to travel.</p> <p>Six Growth Deal themes and long list of circa 30 projects identified. Next stage is to agree shortlisting and scoring criteria.</p> <p>Governance and resourcing to be agreed in Q4 once shortlisted projects confirmed.</p> <p>Draft SoCs to commence in Q4 once shortlisted projects have been confirmed.</p>
Workforce Development Forum	Continue the Workforce Development Group (WDF) and strategy for the borough.	<p>Continue to meet on a quarterly basis.</p> <p>Provide support to all sectors negatively impacted by the Covid-19 pandemic.</p>	<p>Q1-4</p> <p>Q1</p>	<p>3 meetings held to date.</p> <p>Ongoing</p>	<p>In the current year to date, the WDF's priority has been specifically supporting DfE and DfC led Covid-19 employment support packages. Some funding has been transferred towards additional advice services.</p>

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		Identify and support a wide range of new education and skills initiatives to support the local economy.	Q3 & 4		WDF currently engaging with the DfC to set-up a new Labour Market Partnership for the Borough. This will involve revisiting our current model for delivery (including resources) to help deliver and support a wide range of new education and skills initiatives to support the local economy.
Dunluce Centre Development Brief	Sale of Dunluce Centre Development Centre	Draft Development Brief. Review Legal Title Pack. Development Brief to go live September 2020.	Q1 & Q2 Q1& 2 Q3	Ongoing	Dunluce Centre brief issued in Sept 2020 and closed on 27 th November. A total of 6 proposals received and currently being considered.
Digital Connectivity	Full fibre network implementation across NI.	Fibrus appointed as the preferred contractor. Completion of business case and progression through Checkpoint C. Upgrade of all Council's rural sites. Upgrade of all Council's urban sites. <i>(Council's rural and urban sites total 91 properties across the borough).</i>	Q3 By June 2021 (Q1 in 21/22 financial yr) By Sept 2021 (Q2 in 21/22 financial yr)	Complete Ongoing Ongoing	Fibrus appointed in June 2020 as the preferred bidder for both rural and urban sites (including BSO sites). Checkpoint C achieved and Business Case approved by DCMS in August in 2020. A total of 91 sites across the Borough identified and will be upgraded with a full fibre network (subject to survey). This represents a digital upgrade to the Borough of circa £2m. Fibrus will be undertaking pre-survey work across the Borough in four phases beginning in December 2020.
Energy Project Development	To develop and support energy projects which address infrastructure, cost of connections, unit cost and certainty of cost.	Provide ongoing strategic support to the locally based Girona Project. Support the project through both phase 1 & 2 of	Q1-4	Ongoing	Girona Project successfully passed Phase 1 of Invest NI's CGP and is now at Phase 2. Girona was officially launched in October 2020 and are

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		Invest NI's Collaborative Growth Programme.			currently seeking applicants to participate in its trial, specifically within the Coleraine area.
		Lobby and source funding for a Smart Energy Demonstrator project (SEDP) for the area.	Q1-4	Ongoing	SEDP identified as a potential Growth Deal project (see above).
		Collaborate with Ulster University in the preparation of alternative large scale energy funding applications for the borough.	Q1-4	On Hold	Currently no strategic or policy direction in this area until the NI Energy Strategy is published. This was due to be released in mid-2020 but has now been rescheduled for spring 2021.
Digital Economy – Smart Causeway	Develop a Digital Strategy for the Borough.	Draft strategy complete by end of Q3.	Q1-3	Complete	Draft Digital Strategy complete in November 2020 focusing in three key areas i.e.: <ol style="list-style-type: none"> 1. Digital Infrastructure 2. Digital Skills 3. Digital Sector <p>The Digital Strategy will be a key report to assist in the development of digital related Growth Deal projects. Draft strategy currently out to public consultation.</p>
Foreign Direct Investment (FDI)	Develop FDI proposition for the borough; key elements include the Enterprise Zone, digital infrastructure development, the environment and the talent pool of our university and local colleges.	Engagement with Invest NI regards attracting FDI's to visit the area.	Q1-4	On Hold	An outline FDI programme targeting small business looking to export developed but 'parked' in the current environment. Will revisit in 2021. Continue to promote FDI opportunities via the new website: www.investcauseway.com
Atlantic Link Enterprise Campus (ALEC)	Ongoing marketing and promotion of ALEC to prospective tenants.	Ongoing marketing and promotion of ALEC to prospective tenants.	Q1-4	Ongoing	Ongoing promotion/marketing of ALEC Development Brief to prospective tenants regionally, nationally, and internationally by Council. Due to unstable market conditions i.e. Brexit and Covid-19, development brief deadline now open

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					ended. Continue to engage with DfE via progress reports. Innovation Hub on the Enterprise Zone identified as a potential Growth Deal project.
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High Level Service KPI's: (max 5-6)

1. Advancing the full fibre network.

Update 1/4/20 – 30/11/20: Ongoing

2. Advancing the Growth Deal project.

Update 1/4/20 – 30/11/20: Ongoing

3. Secure additional tenants for ALEC.

Update 1/4/20 – 30/11/20: Ongoing

4. Continue to progress the remit of the Workforce Development Forum.

Update 1/4/20 – 30/11/20: Ongoing

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SERVICE AREA: PHYSICAL REGENERATION					
Work Stream:	Operational Actions	Operational KPI's	Deadline Q1,2,3,4	KPI Progress	Additional Information
Physical Regeneration (Lead Officer: Paul Beattie)					
Portrush Regeneration	Impact study into the completion of the Portrush Regeneration Programme.	Completion of impact study.	Q4	Ongoing	Note that this work is funded by the Department for Communities, and procured by Council. It has since been completed, and is now with the Department for consideration for dispersal.
Revitalise Shop Front Scheme	Partnership with DfC.		Q1-4	On Hold	Projects currently paused due to the Covid-19 pandemic. Regeneration staff assisting with rollout of DfC town centres/villages Covid-19 funding. Will be reviewed later in 2020. This final part of the project is the celebration/publicity attached to the completion of the project, is based around a booklet of the scheme.
Town Centre Masterplan Review	Support the review of town centre masterplans for Coleraine and Ballymoney by the Department for Communities (DfC).	Review of Coleraine and Ballymoney town masterplan completed i.e. report published.	Q4	Ongoing	Review documents from DfC are imminent in February 2021
Bushmills Branding Project	New ASG designed logo for Bushmills to be promoted through distribution of branded materials, installation of new signage around village, branded wall art displays and development of a bespoke 'Visit Bushmills' website to be managed by the Bushmills Business Association.	ASG designed brand / logo approved by stakeholders. Promotional materials distributed. 5+ branded signage points installed.	Q4	Complete Complete 4 branded signage	ASG designed brand / logo approved by stakeholders. Branded promotional materials distributed and used i.e. canvas shopping bags, pull up banners, drink coasters). One location pending. To be completed in Q4.

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		3 branded wall art installations. Visit Bushmills webpage launched and managed by Bushmills Residents Association.		points installed. 1 branded wall art installed. Ongoing	2 locations pending. To be completed in Q4. Website development in progress. To be completed and launched in Q4. Note: Covid-19 restrictions and lockdown had a major negative impact on Bushmills businesses. Priorities of project stakeholders shifted from the branding project to business survival. Work from home restrictions also delayed some project delivery.
Rural Development Programme - Village Renewal	Council staff worked with villages to establish village priorities, undertake the necessary procurement etc. Funding was secured from Rural Development Programme for 21 projects in villages across the borough	Completion of 21 village renewal projects across the borough.	Q4	Ongoing	19 projects progressing at present. 1 village project taken to planning permission level but unable to progress. 1 project still in application stage. 14 projects completed to date.

High Level Service KPI's: (max 5-6)

1. Assist with rollout of DfC & DAERA Covid-19 recovery funding in town centres/villages.

Update 1/4/20 – 30/11/20: Tranche 1 complete for both programmes.

2. Completion of Village Renewal projects.

Update 1/4/20 – 30/11/20: Ongoing.

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SERVICE AREA: RURAL DEVELOPMENT PROGRAMME					
Work Stream:	Operational Actions	Operational KPI's	Deadline Q1,2,3,4	KPI Progress	Additional Information
Rural Development Programme (Lead Officer: Suzanne Irwin)					
To continue the delivery of the Rural Development Programme	To continue the roll out of the Rural Development Programme for the Causeway Coast & Glens area.	Spend targets as presented by the Rural Development Administration team: Rural Business Investment Scheme spend (RBIS). Rural Basic Services Scheme spend (RBSS). Village Renewal Programme spend (VR). Local Action Group Co-operation spend (Coop).	Q4	Ongoing Ongoing Ongoing Ongoing	117 FTE jobs created. 91 businesses supported. 151 people supported. 1109 people benefitting from improved services. 18 projects supported. 600 people benefitting from projects. 22 villages receiving village plans. 6 projects developed for capital phases.

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High Level Service KPI's (max 5-6)

1. **Delivery of the above programmes within the targets agreed for the Rural Development Programme's progress.**

Update 1/4/20 – 30/11/20: Ongoing

Note: The Rural Development Programme (RDP) targets i.e. jobs created & number of businesses supported, are not included in the reporting of Council's Business Support KPI's as these reported separately to DAERA.

PRIORITY PROJECTS FOR PROSPERITY & PLACE DURING 2020/21 FINANCIAL YEAR

Priority Projects:

1. **Assistance towards business recovery due to the Covid-19 pandemic (Lead Officers: Martin Clark, Business Development & Julienne Elliott, Town & Village Management).**
2. **Completion of full fibre network (Lead Officer: Niall McGurk, Strategic Projects).**
3. **Completion of Village Renewal projects (Lead Officer: Paul Beattie).**
4. **Completion of new economic development strategy (Lead Officer: Paul Beattie).**