



European Union
Structural Funds



Building Sustainable Prosperity Programme

Priority 1(a) Supporting Business Competitiveness

Measure 4 –

Dungannon & South Tyrone Borough Council

Local Economic Development Action Plan

STRATEGIC OBJECTIVES AND PRIORITIES

The main objectives in Dungannon and South Tyrone Borough Council's 1994 – 1999 LED Plan was to encourage broadly based local economic development with particular emphasis on assisting local communities to bring forward and undertake projects within those communities.

In this respect the Plan achieved some notable successes and the framing of this Action Plan has been based on collective responsibility and sharing amongst the relevant social partners and Government Agencies at the local level.

The objectives for this Plan have changed in terms of Focus, Targets, Programmes and Activities. This has arisen because of the combined economic interests of organisations such as LEDU, DARD, DSD, the Local Leader Group and Local Partnership Board (PEACE1) working in Partnership with Council to agree respective Local Actions and avoid duplication and confusion in the market.

Council also prepared its own Corporate Plan 2001 – 2005 and Local Economic Development is an integral part of the Plan.

There has been a significant consultation process with the elected body of Councillors and as part of the Council area Local STRATEGY PLAN.

The Activities and Themes under NISPD 1994 – 1999 has helped to clarify Council's role in the promotion of local economic development. During that period there have been many examples of working in Partnership with LEDU, Leader Group and PEACE Partnership Board. A number of significant Pilot Projects have led to specific workshops to ensure clarity, complementarity and collective actions for years 2001 – 2005.

Within the Local Strategy Plan there is evidence to show that a set of common aims and objectives exist right across the broad area of economic development within Dungannon and South Tyrone Borough Council area.

In recognition of this the Council's LED Plan proposes the following Priorities and Objectives:

- 1. BUSINESS INNOVATION**
- 2. TOWN DEVELOPMENT**
- 3. PARTNERSHIPS AND INTER REGIONAL / INTERNATIONAL COOPERATION**
- 4. TOURISM**

OBJECTIVES

1. To expand Capacity for SME Development
2. To assist SME Growth
3. To ensure appropriate infrastructure is in place for innovation and application of new Technologies
4. Promote innovation in product and design and process developments
5. To ensure adequate funding is in place for SMEs' undertaking such actions
6. To ensure Training and Education is available to support Business Development
7. To assist Local Partnerships with the implementation of joint collaborative Actions
8. To develop and promote the Retail and Commercial sectors in Dungannon Town
9. To assist and provide Workspace provision for private sector SMEs'

PROGRAMMES

The LED Plan will provide for the following 5 Programmes

- (a) Business Development
- (b) Physical Regeneration
- (c) Partnerships – Local, Regional and International
- (d) Tourism
- (e) Management and Administration

RATIONALE

The LED Plan has been prepared against a background of National and European Policy to improve the Business Environment.

The Plan has been prepared through the collaboration with Government Agencies including LEDU, IRTU other Western Councils and District Partnerships of Tyrone and Fermanagh.

The First Stage in developing the Plan involved an extensive Regional Audit by Venture International on behalf of the Local Strategy Partnership.

Further Consultations and Workshops were held with specific economic interests such as LEDU, DARD, District Councils, Enterprise Agencies and Local Community Groupings.

The result has been the Production of the Local Economic Development Plan, Leader Plan, PEACE 11 Plan and Dungannon Town Development Plan.

The Local Action Plan (LED) is aimed at individuals who may wish to consider Business/SME as an option, small Businesses that have not begun to realise their potential for growth and competitiveness and directly at Women (1/3 of the Business Starts Trainees for the Into The West Region were Women in years 1998 - 2000).

Economy of scale and critical mass has also driven the Plan to ensure that SMEs' benefit from the collective activity within Partnerships.

The formation of Enterprising West (5 Enterprise Centres). Into The West Ltd (MIBH Initiative) and Innovation West (5 Councils and 5 Partnership Boards) are examples of how actions will be delivered/implemented.

LINKAGES WITH OTHER LOCAL/AREA/REGIONAL PLANS STRATEGIES

- ◆ The BSP Measure 4 is strategically placed within the local strategy as it was developed by the actors and constituent parts of the Integrated Local Strategy Board.
- ◆ The Programme is complementary to the various Programmes within ILS such as Youth Enterprise, Women Returning to Employment, Community Economic Development and Training for Employment.
- ◆ The Programme was presented to LEDU's regional office (Omagh) and Council elected members for their approval.
- ◆ The local Enterprise Agencies for the 5 District Councils in the ITW region were involved in preparation of the Programme.

LEDU was involved centrally in respect of the Business Development Programmes.

- ◆ A clear understanding of the roles, responsibilities and objectives of the various local, intermediary and Government Agencies has been established.

PROGRAMME APPLICATION SECTION

Programme Title - BUSINESS DEVELOPMENT

Description of Programme

This Programme will be a combination of Research, Strategic Planning, Networking, and SME development. LEDU's Corporate Plan "Unlocking the Potential" engages sustainable Growth and International Competitiveness.

Many local SMEs' have been reluctant to invest in development programmes and often operate independently.

Consequently this Programme is aimed at individuals who wish to consider Business as an option and Promoters of SMEs'. There is a need to develop Business Skills and entrepreneurship in order to increase Business Starts, New Exports Markets and innovative technology.

Rationale/Need for this Programme

- ◆ Northern Ireland is lagging behind the UK in Business Start League Tables.
- ◆ The I.T.W. region has responded to the challenge presented in the Report – An Interim Evaluation of the Business Start Programme in September 2000, which suggested a coherent way forward for Business Start. (NIERC REPORT)
- ◆ An Audit was completed for the I.T.W. Region, which focussed on Technology and Innovation of Small Businesses in order to establish how businesses could be assisted to be more innovative and to make more use of existing and new Technologies.
- ◆ A Craft Development Strategy has recently been prepared for the I.T.W. region in partnership with LEDU and highlights the need for resources – personnel and finance for a growing SME sector.

Proposed activities under this Programme

- ◆ Business Start
- ◆ Craft Development
- ◆ SME Innovation and Management
- ◆ Research and Development
- ◆ Provision of Enterprise Workspace

A number of Research Studies will be carried out in Partnership with LEDU initially. It is planned to engage Queens University, University of Ulster and East Tyrone College of Further Education.

The Studies will assist SMEs' to prepare Action Plans, Collaborate with Technical experts (IRTU), identify new technologies and increase market potential and competitiveness.

Method of Delivery

Council and LEDU will set the Task and the Universities/F.E. College will implement Actions derived from the studies.

WORKSPACE

It is planned to support the construction of enterprise workspace in Moygashel and Donaghmore. This will facilitate the private sector and provide affordable workspace provision to new and expanding SMEs' thus avoiding capital expenditure in SME "early years" development.

Final Beneficiary – Dungannon & South Tyrone Borough Council

Expected Outputs/Results/Impact Indicators

ACTIVITY

Business Start	466 Participants 233 Business Starts
Craft Development	1 x Full-time Project Officer post 4 Trade Fairs 4 International Trade Events Development of Network Development of www site Increase sales by 20% 20 part-time craft Businesses created
Innovation and Management Programme	12 owners/managers participating in 12 SMEs' providing Action Plans Baseline Report on the skills base of Council area 18 Businesses benefiting from University support

Research and Development Universities 3 Sectoral studies completed by Universities
3 Action Plans for Engineering, Construction and I.T. sectors

DETAIL

Business Start

The Council is expected to provide a Target of 233 Business Starts over the period as part of the I.T.W. / Enterprising West Consortium. The cost to Council is £350 per Business Start Case.

The activity will be delivered by the LEA – Dungannon Enterprise Centre, a partner in Enterprising West.

Craft Activity

Council will deliver this with the appointment of a Craft Development Officer. Actions brought forward will be guided and monitored by Council / LEDU / Craft Consortium.

SME: Innovation and Development

This will be delivered by way of Tender and managed by “Innovation West” a Sub Committee of I.T.W. Its members are made up of LEDU / Council / I.S.P. Officials.

Specific detail on 3 initial actions can be provided on request.

Research and Development

This activity will focus on the Engineering, Food, Construction and I.T. sectors.

18 Businesses involved in export market

18 Businesses developing one or more innovative activity

Increase in Turnover/Value added of SMEs!

Milestones - Expected major achievements and timescales

ACTIVITY

TIMETABLE

- | | |
|------------------------|------------|
| • 43 Businesses Starts | April 2002 |
| • 45 Businesses Starts | April 2003 |
| • 50 Businesses Starts | April 2004 |
| • 55 Businesses Starts | April 2005 |

- 1 Craft Development Officer appointed Year 2001
- {Craft Forum established} Year 2002
 - {1 Trade Fair} Year 2002
 - Network Formation for SME
 - R&D, University/IRTU established Year 2002
 - 3 Sectoral Studies completed Year 2003
 - 3 Sectoral Action Plans Year 2003
 - 30 000 sq. ft. Workspace provided Year 2003
 - Food Conference Year 2004

How the programme will contribute to and meet the objectives of the Measure

Into the West Ltd has been highlighted as a model of good practice in terms of delivering collaborative activities where central Government Agencies such as LEDU and IRTU have worked with Councils, Local Partnerships to stimulate economic development and at local and regional level.

The Business Start Activity complements the objectives of Local Economic Development in that it promotes the concept of Partnership and Local owner and delivery mechanisms.

The Craft Development Strategy and 'Innovation West' Strategy identifies a number of Actions aimed at improving SME competitiveness within the region and also the region as a whole.

The Studies will engage owners/Businesses, Universities, F.E. College, Council/LEDU/IRTU and ensure cohesive approach to SME innovation and change management.

Action Plans will directly ensure that SMEs' are equipped with the necessary skills, expertise and resources to meet challenges faced by the new Knowledge – based economy.

The Programme will deliver clear and measurable economic outputs in terms of increased employment, turnover, business starts and competitiveness.

Describe how the programme will target and meet the economic needs of the area/region

The Council Area is primarily characterised by an economic structure that is dependent on Agriculture, Services and Manufacturing Sectors. The latter is dominated by Agri-food production and processing, engineering, clothing/textiles.

There has been no significant success in attracting inward investment.

The Small Firms sector dominates and is considered a considerable source of strength. However it is low productivity based and lacks investment in Research and Development.

Improving the performance of the Small Firms Sector is crucial and critical to strengthening the competitiveness of the Council Area thus creating a sustainable and thriving local economy.

The Programme will bring Businesses, Government Agencies, Universities and Owners together and will enable the SMEs' to develop skills in the high tech sectors. The area can best be served by utilisation of I.C.T. so that geographic distance from Education Centres, Markets and transnational opportunities is minimised.

Programme Title - PHYSICAL REGENERATION

Description of Programme

The Council in Partnership with Dungannon Regeneration Partnership has engaged consultants to prepare a Town Development Strategy and Action Plan.

A Town Development Manager has been appointed to co-ordinate and implement the Strategy and Action Plan.

Government Policy in the strategy 2010 Document singles out the importance of major towns in the rural regions and a Programme for regeneration is anticipated.

The Programme will focus on the Retail Sector, Commercial and Property Development Sectors.

Rationale/Need for this Programme

- ◆ Council has adopted as Policy the regeneration of Dungannon Town
- ◆ Council has been successful in attracting £500 000 for the Town's Conservation Area.
- ◆ The Regeneration Strategy highlights the need for
- ◆ Customer Care Training
- ◆ Tourism Project
- ◆ Tourism Product Development
- ◆ Marketing
- ◆ ICT Business Training

Proposed activities under this Programme

ACTIVITIES

Development of key Retail – Space:

Attract 'Brand' Retailers

Provision of retail/residential accommodation

Provision of office / I.T. workspace

Community Business Initiative

Disbursement of Heritage Lottery Monies

Audit of Retailer Development Needs

Method of Delivery

Council and Dungannon Regeneration Partnership will facilitate the delivery of this Programme.

Council will appoint a Development Manager who will initiate the Activities.

A Strategy Group is in place and represents Traders / Business Owners / Council / Social / Community interests.

**Final Beneficiary – Dungannon and South Tyrone Borough Council
SMEs' and Business Owners.**

Expected Outputs/Results/Impact Indicators

1 x Full -Time job created
1 x Action Plan created
1 x Marketing Plan created
1 x Training Programme identified
50,000 sq. ft. retail space provided
2 x Retail multiples attracted to town
Development of Web-Site
Partnership Board created

Milestones – Expected major achievements and timescales

	Timescale
• 20,000 sq. ft. Retail Provided	April 2002
• 1 x retail multiple attracted	April 2002
• Marketing Plan	April 2003
• 12 x Retailers complete Customer Care	
• Training	April 2003
• Action Plan Prepared	April 2002
• Partnership Regeneration Programme agreed	
• With DSD.	April 2003

Describe how the programme will contribute to meet the objectives of the Measure

The Programme will act as the Catalyst for attracting Private Sector development.

It will provide the opportunity for attracting investment from a major retail outlet and facilitate the uptake of 50,000 sq. ft. retail space.

It will allow for the identification of Training and Business Development Needs for the Retail Sector.

It will encourage partnership between Businesses/Owners and Further Education College and ensure innovative actions are taken to increase competitiveness within the retail sector

Describe how the Programme will target and meet the economic needs of the area/region.

It will target unused and Gap – Site land to create a new focus and provide for new employment uses.

It will change the character of the Town by promoting new investment and have a multiplier effect on existing Retail and Service Sector Businesses.

It will provide for Training in Customer Care to ensure independent and multiple retailers offer the same standard as other towns in Northern Ireland.

It will allow for the preparation of Development Briefs

It will allow for specific Actions to be completed from the Town Development Strategy – which otherwise would not be done.

Programme Title – PARTNERSHIP DEVELOPMENT

Description of Programme –

The Council will form alliances with LEDU to develop Regional Economic Development Plans and International business alliances. Council will in Partnership create a Tourism & Hospitality Working Group to provide technical support to SMES in that sector.

Rationale/Need for this Programme

- ◆ SMES require support to seek new markets, joint ventures
- ◆ Council successful in obtaining an inward investment project for IDB to Newry
- ◆ Major lead being followed for Tourism Project

Describe the proposed activities under this Programme

- ◆ Creation of Business Forum
- ◆ Trade mission to USA/Europe with LEDU
- ◆ Development of an International Business Alliance (Into the West)
- ◆ Creation of Business/Education Programme

Method of Delivery

Partnership with Into the West Ltd
Partnership in Cookstown/Dungannon Business Education Group
Partnership in Flavour of Tyrone Tourist Consortium

Final Beneficiary – Dungannon & South Tyrone Borough Council SMES'

Expected Outputs/Results/Impact Indicators

- ◆ Business Forum Constituted
- ◆ Tourist Inward Investment of £20M achieved
- ◆ 5 joint ventures for SMES with overseas businesses
- ◆ Increased Turnover/Export sales

Milestones – Expected major achievements and timescales –

- ◆ Tourist facility (£20m) in place April 2004
- ◆ 1 overseas Trade Mission April 2003
- ◆ 2 SMES in joint ventures April 2003

Describe how the programme will contribute to and meet the objectives of the Measure

- ◆ Into The West is recognised as a model of good practice for business networking
- ◆ SMEs' exposed to external markets
- ◆ Business owners will address local SME development needs

Describe how the programme will target and meet the economic needs of the area/region

- ◆ It will support growth in established SMES
- ◆ It will assist SMEs' to access export markets
- ◆ It will enhance skills development and increase competitiveness
- ◆ SMES exposed to innovation technology

Programme Title – TOURISM

Description of Programme

Council aims to extend the Tourist Season by promoting 3 major spectator events

Council proposes to develop Technology opportunities as a marketing tool and by providing an electronic Business directory for visitors and potential investment.

Rationale/Need for this Programme

- ◆ Council Corporate Plan has identified need
- ◆ Local private sector Consortia has prepared a Marketing Plan
- ◆ The LSP has identified a weakness in this area
- ◆ Assistance of influential USA Businesses promised

Describe the proposed activities under this Programme

- ◆ International Homecoming of "O'Neill Clan" associates
- ◆ Creation of 1 full-time Marketing/Events Officer
- ◆ Action Plan for Tourist Providers
- ◆

Method of Delivery

- ◆ **Led by Council in Partnership with NITB/LEDU Flavour of Tyrone Consortia**
- ◆ Administration by Council
Final Beneficiary – Dungannon & South Tyrone Borough Council

Expected Outputs/Results/Impact Indicators

- ◆ 1 Full-time job created
- ◆ 3 International Events held
- ◆ 25,000 visitors added to existing figures
- ◆ Increased number of Trips
- ◆ Increased number of nights

Milestones – Expected major achievements and timescales

International Event	September 2002
International Event	September 2003
International Event	September 2004
Hotel and Golf Course Development (75 Full-time – 75 Part-time jobs)	April 2005

Describe how the programme will contribute to and meet the objectives of the Measure

- ◆ Programme will stimulate change within the Tourism and Hospitality Sector
- ◆ Increase Inward Tourism spend both in terms of Trips and Stays
- ◆ Major golf and leisure complex will have multiplier effect

Describe how the programme will target and meet the economic needs of the area/region

- ◆ Region is under developed
- ◆ Region is under visited (9th lowest in NI)
- ◆ Potential job creation will improve on current 1.5% (258 employees)
- ◆ Spend increased by £250,000 annually

Programme Title: MANAGEMENT / REVIEW / EVALUATION

Description of Programme:

The Plan will be managed and implemented by Council's Economic Development Department

- ◆ It is planned to have a Partnership with NIERC in respect of monitoring and evaluation
- ◆ I.C.T. will be utilised to enhance Audit, Data Collection and Interim Reports.

Rationale/Need for this Programme

Essential staffing resource to ensure accountability, Audit Trails, Reviews, Best Value and Marketing.

**Describe the proposed activities under this Programme
Marketing**

Finance Management
Site visits - (where appropriate)
Data Collection – I.C.T. as set by Department
Evaluation by NIERC

Method of Delivery

Completed by Council's experienced staff
Evaluation and Reviews completed by NIERC

Final Beneficiary – Dungannon & South Tyrone Borough Council

Expected Outputs/Results/Impact Indicators

3 full-time jobs
Annual Audit completed
Annual Performance completed

Milestones – Expected major achievements and timescales

Activities completed annually}	April 2002
Annual Accounts completed}	April 2003
Annual Report completed}	April 2004
	April 2005
	April 2006

Describe how the programme will contribute to and meet the objectives of the Measure

- ◆ Provide the mechanism for delivery of BSP Programmes
- ◆ Assist in promoting economic change, innovative actions
- ◆ Contribute to development of Partnership Infrastructure
- ◆ Ensure Transparency and create sustainable economic activity

Describe how the programme will target and meet the economic needs of the area/region

- ◆ Required by Statute/legislation
- ◆ Provide 3 jobs within Public Sector
- ◆ Provide Technical Expertise and creativity for economic development
- ◆ Administration will ensure public financial accountability