



Economic Development and Tourism Strategy and Action Plan for Moyle District Council (2008-2013)

“Facilitating Success”

May 2008



Table of Contents

1.0 INTRODUCTION & PURPOSE	3
1.1. WHAT IS ECONOMIC DEVELOPMENT?.....	3
1.2 WHY PREPARE AN ECONOMIC AND TOURISM DEVELOPMENT STRATEGY FOR MOYLE?.....	4
1.3 WHY “FACILITATING SUCCESS”?	5
2.0 THE CONTEXTUAL FRAMEWORK OF THE STRATEGY	5
2.1 THE IMPACT OF REGIONAL DEVELOPMENT ON THE STRATEGY	5
2.2 THE REVIEW OF PUBLIC ADMINISTRATION.....	5
2.3 THE ROLE OF DEVELOPMENT FOR LOCAL COUNCILS UNDER THE RPA	6
2.4 LOCAL REGENERATION & INVESTMENT (LRI)	7
3.0 THE ECONOMIC CONTEXT OF THE STRATEGY	8
3.1 SO WHAT IS HAPPENING TO THE ECONOMY?	8
3.1.1 <i>Global Issues</i>	8
3.1.2 <i>The Credit Crunch</i>	9
3.1.3 <i>National Issues</i>	10
3.1.4 <i>Regional Issues</i>	10
3.2 ECONOMIC DEVELOPMENT ANALYSIS	11
3.2.1 <i>Local Economic Development 2001-2007</i>	13
3.2.2 <i>Issues Drawn From The Research</i>	15
3.3 TOURISM ANALYSIS	16
3.3.1 <i>Tourism Globally</i>	16
3.3.2 <i>Tourism in Ireland</i>	17
3.4 DEVELOPMENT OF PUBLIC - PRIVATE PARTNERSHIPS	18
4.0 REVIEW OF CURRENT STAKEHOLDERS IN MOYLE	20
4.1 LOCAL ECONOMIC DEVELOPMENT STRATEGY 2001-2007	21
4.2 MOYLE - INTEGRATED LOCAL STRATEGY (LSP)	21
4.3 NORTH ANTRIM LEADER+	23
4.4 NORTH EAST PARTNERSHIP (NEP)	24
4.5 BUSINESS IN THE COMMUNITY	25
4.6 ENTERPRISE NORTHERN IRELAND – NORTH EASTERN REGION	28
4.7 INVEST NORTHERN IRELAND (INI)	29
4.8 UNIVERSITY OF ULSTER	30
4.9 NORTHERN IRELAND BUSINESS EDUCATION PARTNERSHIP.....	31
4.10 NORTHERN IRELAND TOURIST BOARD	34
4.11 CAUSEWAY COAST & GLENS REGIONAL TOURISM PARTNERSHIP.....	35
4.12 CAUSEWAY COAST & GLENS HERITAGE TRUST	36
5.0 VISION AND CORE VALUES	36
5.1 VISION	36
5.2 CORE VALUES	37
5.2.1 <i>Elected Member’s Responsibility</i>	37
5.2.2 <i>Private Sector Assistance</i>	37
5.2.3 <i>Public Private Partnerships</i>	37
5.2.4 <i>Co-ordination of Services</i>	38
5.2.5 <i>Promotion</i>	38
6.0 ACTION PLAN 2008-2013	38

1.0 Introduction & Purpose

The purpose of this document is to determine how Moyle District Council, in conjunction with others, can best support the local economy and tourism of the region, having due regard to the interdependence of such work with related areas of activity, in a manner which best serves the interests of local residents, businesses and the environment.

While this document will assist with annual empowerment of expenditure, in terms of the Council Economic Development Statement and the related implementation of European Funding. It is also intended that it will provide a strategic guide for longer term action and underpin the Council’s efforts in addressing the significant changes that the district will undergo as a result of the changes happening in Northern Ireland over the next 5-10 years.

1.1. What is Economic Development?

Local Economic Development and regeneration encompasses a range of activities and initiatives to promote prosperity and enhance the quality of life for local citizens. The economy is changing at every level and local authorities have a role to manage the change to the benefit and prosperity of their area. To date Local Authorities have had powers to ‘take such steps as they may from time to time consider appropriate for promoting the economic development of their area’. However, the role of Local Authorities and their impact in this area will have renewed emphasis now that Northern Ireland’s Objective One Status in terms of European Funding is in decline and the Governments recent Review of Public Administration is likely to have a marked impact on the provision of services to the public.

Moyle is committed to supporting and developing the local economy. Economic Development contributes to quality of life within the Borough. The Council Strategic Aims and Objectives specifically identify the development of the local economy as a key aim of the Council. However, local economic development and tourism does not operate in a vacuum, our strategy and activities at a local level must be placed in the context of broader developments at a regional, national and global level. We also recognise that maximum gain can only be secured by working in partnership with agencies at these levels. No one agency is in a position to drive forward economic development in isolation. The only way we can effectively respond to the opportunities and weaknesses in our district is by working together with our partners.

As such Moyle District Council is committed to working together with its partners both at a regional level with organisations such as The North East Area Partnership, Causeway Coast and Glens, INI and the plethora of Government Departments whose remit encroaches on Economic and Tourism Development and at a district wide level such as the Local Strategy Partnership, Chamber of Commerce and Enterprise Agency etc to create a Strategy that meets the needs of the local residents and visitors alike.

This Economic Development and Tourism Strategy is not intended to duplicate the work of others, but rather to show how the Council will work, with partners to achieve the objectives and needs identified within the resources available.

1.2 Why Prepare an Economic and Tourism Development Strategy for Moyle?

This document sets out both the vision for the economic development and Tourism Strategy for the district of Moyle and the methodology for realising that vision. It is developed from previous plans and strategies taking forward those elements which are still relevant. It is also informed by consultations carried out within the community which provide a body of views on how the district's economy should be developed. The Strategy sits within a wider range of considerations such as the Review of Public Administration, Decline of EU Funding, Lisbon Agenda related to outward and forward looking regions and the changing perspective throughout Europe regarding the development of Public / Private Partnerships to tackle development issues. Where economic considerations overlap with other imperatives, for example, environmental, these wider Community Considerations provide the guidelines for how these will be reconciled.

In addition, the strategy sits within a range of other thematic plans which perform similar or connected purposes but at different levels. These are principally the:-

- Moyle - Integrated Local Strategy
- North Antrim Leader+ and the Rural Development Programme
- North East Partnership Strategic Plan 2007-2013
- Business in the Community
- Enterprise Northern Ireland – North East Region Action Plan
- Invest Northern Ireland
- University of Ulster
- Northern Ireland Business Education Partnership & NEELB
- Northern Ireland Tourist Board
- Northern Regional College
- Sector Skills Councils
- The Causeway Coast & Glens Regional Tourism Partnership
- The Causeway Coast & Glens Heritage Trust

The Vision, Core Values and Objectives arising from the Strategy identify the type of economic development, and resultant outcomes, to which the district aspires and why. The choices made reflect both the aspirations of local people and the realities of the physical and social context of the region. These choices can be seen in the integration of economically beneficial development and activities within the environmental constraints that exist within the district. Economic development in the area should also not simply be understood in terms of a trade off between environment and the economy. The environment is itself an economic driver principally through the area's business sector which is largely dependent on tourism and as such must capitalise on changing perceptions related to Northern Ireland within the global European market.

The activities contained within the Strategy will be delivered in the main, by the economic activity which local people and businesses undertake. The role of the District Council and other organisations, agencies and stakeholders is to support and encourage this activity and make interventions in accordance with the aims of the plan and to support it financially where resources allow.

1.3 Why “Facilitating Success”?

The context within which the strategy is placed and the time within which the strategy is being implemented (namely 2008 – 2013) is critical. Moyle District Council is unanimous in their agreement that progress can only be made if Council takes a proactive lead in Economic and Tourism Development whilst at the same time working closely in partnership with other local and regional organisations. As such this strategy is entitled “**Facilitating Success**” in order to highlight the importance of the Councils new role and approach to the economic and tourism activities of the region.

2.0 The Contextual Framework of the Strategy

2.1 The Impact of Regional Development on the Strategy

Although this strategy will be delivered at a local level it must still take cognisance of the regional approach to development that the Council has subscribed to by being part of the North East Partnership, Enterprise Northern Ireland and Invest Northern Ireland. This approach is even more relevant today as the ongoing Review of Public Administration will have an impact on the delivery of all services including economic and tourism development over the next five years.

Cognisance has been taken of the following regional objectives in the development of the strategy in order to maintain a regional direction to the delivery of local initiatives:

- ✓ The North East Partnership Strategy 2007-2013
- ✓ Local Economic Development Measure (LED) Competitiveness Programme 2007-2013.
- ✓ The Review of Public Administration and its effects on Moyle in a civic, economic and social capacity.

2.2 The Review of Public Administration

The effects of the Review of Public Administration (RPA) are wide reaching and extremely challenging for all 26 Local Authorities in Northern Ireland over the next 5-10 years. The importance of development, both economic and community within the changing structure is apparent as the new Council structures will have considerably increased powers and responsibilities for the well being of their communities. The following position was outlined by the RPA Committee in March 2005:-

‘Councils will be at the centre of a network of organisations delivering public services in their area. Citizens will look to their councils to deliver, or commission on their behalf, an enhanced range of services. Councils will be engaged with the communities they serve on an ongoing basis. They will consult, represent and advocate on behalf of their citizens. They will build partnerships and involve the voluntary, community and business sectors in planning for the future. Councils will engage locally, seeking out community views on matters of concern both across their area and particular localities. This process of consultation & engagement will be a key part of councils’ role in providing civic leadership for their area’.

This position clearly sets Local Authorities at the centre of a ‘delivery hub’ that enhances the role of Local Development and ensures its impact on the ground is targeted, effective and based on local need. Local economic development therefore, requires the creation of an environment that enables the stimulation of new opportunities, in rural and urban regions where there may be limited existing opportunities for economic growth. Local

Economic Development programmes should aim to strengthen and reinforce good governance, and identify sustainable income generating opportunities for the local community. While Local Economic Development is particularly effective in responding to the needs of the disadvantaged communities or groups, it also has the ability to respond to local opportunities and to realize economic gains which could not be realized by a uniform policy operated across Northern Ireland.

It is clear that in legislative terms Local Economic Development as defined above, is evolving towards a broader Community Planning process. Traditionally in Northern Ireland, LED has been interpreted, by and large, in a narrow fashion and has not financially or legislatively been given the scope to direct, shape or manage all dimensions of a community's well being. Under the proposed new RPA arrangements for local authorities, the wider definition of development will be applied, allowing an integrated agenda (economic, physical, social etc) to be pursued under the auspices of Councils.

The role of development within the new structures can be championed as an example of good local governance as long as local authorities ensure a Northern Ireland wide strategic approach integrated with a local inclusive partnership approach to address the needs of local citizens. Local Authorities must take a lead in developing the systems required to embrace the Review of Public Administration whilst at the same time broadening their development role to encompass Community Regeneration and Investment within their areas.

2.3 The Role of Development for Local Councils under the RPA

The RPA Consultation identifies the role of Local Authorities as follows:-

‘A local council would have a central role in developing and coordinating local policy on service delivery between the major service providers within their council boundary. This would be achieved through the community planning process whereby the council would have a statutory duty to prepare a community plan in consultation with other service providers and the community they represent. The other service providers would be required by legislation to co-operate fully in this planning process. The objective would be to develop a coordinated response to the identified needs of the population in their area’.

‘Councils in Great Britain which already produce community plans also have an associated “power of well-being”. This power is very wide ranging and enables councils to spend money on measures that will promote the well-being of their communities. This is seen as essential in the community planning context, in that it allows councils to take actions on issues identified in the plan for which no identified public body has the necessary authority to address. Councils in Northern Ireland have already pressed for this power within the current local government structures. Within the two-tier model envisaged within the RPA document (March 2005) for the future it would be essential for councils to have such a power to enhance their central role in the community planning process’.

Local Regeneration and Investment must place Local Economic Development at the heart of regeneration activities and align it to the well being of local communities. The local view is likely to be the most inclusive of all the structures, partnerships and

activities working at an operational level with Local Authorities taking an ‘enabling’ role that coordinates the local effort and informs the regional and sub regional level. This approach in effect creates the guidelines and protocols to attract funds, coordinate communication and agree a way forward whilst at the same time offering flexibility to operate at a local level according to the needs of the area.

2.4 Local Regeneration & Investment (LRI)

Local Regeneration and Investment (LRI) is a suggested approach to development that draws upon best practice elsewhere. In particular LRI focuses on the structures and process implemented in England by the Local Strategic Partnerships and the implementation of wider legislative powers for development in the South of Ireland.

At the heart of a coordinated approach to local regeneration and investment (LRI) is the importance of understanding, defining and agreeing the required roles at all levels. Most of the 26 Local Authorities in the present framework in Northern Ireland have already identified the needs within their area. They understand the mechanisms, requirements and contextual framework within the area they work. It is clear from the approach and implementation of Local Economic Development over the last ten years that “one size doesn’t fit all” and that each area has approached the implementation of LED in their own way based on the capacity of the practitioners in the area, financial resources and specific needs of each area.

Post RPA these roles and responsibilities will need to be aligned to the wider sub-regional area that makes up the new boundaries. The RPA Consultation March 2005 highlights the approach in the following way:-

‘Citizens will also expect their councils to work with other organisations to produce a vision for the area and, through the community planning process, to promote collaborative working to deliver citizen-centred outcomes. For example, this forum will ensure a participative approach across all sectors, including between central and local government, in pursuing the sustainable development agenda, which includes social and economic dimensions such as poverty and health, conservation and management of resources and capacity building. Councils will also work with other organisations to deliver e-government systems and shared service centres so that citizens can obtain services without having to be concerned about which organisation is responsible for delivering them’.

As an integral element of the approach Local Authorities must identify the communication processes required to demonstrate an inclusive process based on need and addressing the areas of most disadvantage in the region. In addition there may be benefits to creating sector and theme specific groups against which to measure performance.

A key feature of the new LRI arrangements in Northern Ireland will need to be effective linkage between a defined regional policy model and the local roles of prioritization and delivery. It is clear that due to the differences in size, capacity and focus of Councils across Northern Ireland that the new LRI arrangements must be flexible enough to account for local implementation that best meets the needs of each area.

The RPA model is based on the need for such effective linkage and one of the key lessons from the previous periods of operation of LED is that insufficient weight was given to the issues of

- effective bottom-up and top-down communication, and
- effective horizontal communication.

The result was that common issues affecting LED at local level across Northern Ireland could not be articulated as policy issues and debated with Government Departments and their agencies, nor was it straightforward for Government to indicate to Council officers and members emerging priorities which it wished to see addressed in LED strategies. At the same time, those working at local level in Councils across Northern Ireland were not able to turn to a clear reference point for examples of good practice as well to learn what had not worked in other areas.

3.0 The Economic Context of the Strategy

The economic context for the strategy is set in the local, regional, national and European wide perspective on what the current position is for both economic and tourism development. This research has helped to formalise the direction of the new strategy and action plan. Cognisance must be taken of the economic background in order to ensure the new strategy is placed in a context that allows for growth in an environment that is realistic and timely.

3.1 *So what is happening to the economy?*

3.1.1 Global Issues

The impact of global issues on Local policy has never been so acute. With the increasing pace of innovation and technological pace as well as European enlargement, greater opportunity for the movements of people and business and the increasing pressure of environmental issues brought about by global warming and a decrease of natural resources, both the political and economic platform must be considered in the development of any local strategy. Increasingly, local companies are operating in this international market place. Their Increased mobility and that of their competitors, due to lower trade barriers and improved ICT means companies have greater flexibility in making location decisions and entering new markets. For Moyle this offers both an opportunity for local businesses to enter new markets and a threat from competitors entering what was traditionally considered the ‘local’ market’.

More and more industries are becoming clustered leading to greater concentrations of employment in certain areas, especially where an added advantage due to natural resources, employment, education or proximity to customers can be determined. Many areas are now marketing themselves by playing to real or perceived strengths that establish a market advantage in order to maintain a competitive share. However in order to maintain a balance diversity has to be nurtured and recognised to ensure a robust economy.

New legislation from Europe that continuously focuses on new standards, practices and directives ensures local businesses must keep changing within the global market place if they are to maintain and increase their business share. Those that are unable or unwilling to make the necessary changes will lose business advantage both globally and

locally due to easier market entry. The effects of a monetary policy that promotes a move to a single currency also presents significant changes to the way local businesses operate if they wish to compete outside of their local area.

The advent of the ICT revolution is still moving at an incredible pace and is having a major impact on businesses. Many local businesses are still not prepared for the technological market place of the future. This issue is most pronounced when looking at the growth of internet selling and the development of technological advances in the media and telecommunications sector. The last few years in particular has brought the high street into every home by linking television, telephone and computer networks and creating a truly interactive global market place.

The global economy is likely to continue changing speed, demanding a constant need for changing, updating and adapting the skills of local business. In March 2000, the EU Heads of States and Governments agreed to make the EU "the most competitive and dynamic knowledge-driven economy by 2010". The further implementation of the Lisbon goals was high on the Luxembourg Presidency's agenda (January to June 2004). In March 2005 the European Council placed renewed focus on growth, innovation and employment and encouraged the strengthening of social cohesion and the mobilisation of national and community resources for the Lisbon Agendas economic, social and environmental dimensions. Since this time all regions have been encouraged to support and up the pace of implementation, based on the original implications of the Lisbon Agenda with particular emphasis on innovation and competitiveness.

3.1.2 The Credit Crunch

The 'credit crunch' is generally seen as a reduction in the market prices of previously "over inflated" assets and refers to the financial crisis that results from the price collapse. The present credit crunch has been caused by a sudden reduction in the availability of loans (or "credit") and a sudden increase in the cost of obtaining loans from the banks. The banks suddenly increased the costs of borrowing and also made borrowing much more difficult. This was due to an anticipated decline in value of the collateral used by the banks when issuing loans, and an increased perception of risk regarding the solvency of other banks within the banking system.

Many economists believe that this present global financial issue was caused by a sustained period of lax and inappropriate lending which resulted in losses for lending institutions and investors when the loans turn sour and the full extent of bad debts became known. These institutions then reduced the availability of credit, and increased the cost of accessing credit by raising interest rates. In many cases the lenders became unwilling to lend further as a result of their desire to mitigate their earlier losses. The resultant effect of this situation on the Northern Ireland Economy has been to instill a lack of confidence into the market that has led to a reduction in business activity. Many first time house purchasers are unable to secure mortgages even though house prices are declining as the banks have ceased to offer packages that have any risk associated with them whatsoever. House prices have at best bottomed out and at worst are in a decline leading to inactivity in the housing market. Perception and lack of confidence has led to a more conservative spending pattern which has affected retailers and small businesses throughout the region. The present situation is unlikely to change within the next twelve months to April 2009.

3.1.3 National Issues

At a national level the last thirty years have seen significant shifts in the UK’s economic structure; a pattern which is unlikely to stop or even slow down. The UK economy has moved from a manufacturing dominated economy to that of service driven. The means of production, particularly in heavy industry, through the use of new technologies has, in many areas of the UK, involved considerable job losses. The basis of employment has also changed. Non direct temporary employment contracts are more commonplace, leaving businesses flexible to respond to changes in demand, but employees susceptible to short term unemployment. A significant shift towards part time employment across the whole of the UK is apparent.

Resources for economic development activity are increasingly only achieved through a partnership approach with many national and European stipulations on resources having an effect on the ultimate outcome. The increase in property prices in the last three years have made homeowners across Britain asset rich, but have caused significant implications for first time buyers in most of Britain. This has also been a contributing factor to a record increase in personal debt, which could have financial repercussions if interest rates were to rise.

Many Cities across Britain are becoming sources of regional and national competitiveness, with Government targeting these hubs as economic drivers to push forward economic and social stability. As such many cities across the UK have reinvented themselves by finding new niche markets to promote and develop. Cities such as Edinburgh, Glasgow, Manchester, Bristol, Birmingham, Liverpool, Sheffield, Leeds and Nottingham are all in the process of regenerated themselves by moving away from the declining traditional manufacturing industries which they were known and embracing new knowledge intensive sectors. This national ‘sea-change’ in re-development has a direct effect on the ability of an area such as the greater Belfast region to compete in the wider market. By understanding the changes occurring within our Cities at a national level, it is possible for smaller regional districts (such as Moyle) to plan and implement a series of related actions that benefit from these changes.

3.1.4 Regional Issues

The effect of global and national issues on the local market is clear. With the onset of a new assembly at stormont in its infancy, there is a much greater likelihood that regionally Northern Ireland will be able to affect it’s own destiny. Even now it is clear that employment patterns in Northern Ireland over the next decade will shift from a predominantly public sector focus to the private sector.

The private sector must rise to meet this challenge by growing and developing future, professional, managerial and skilled occupations and developing the skills needed to grow the private sector. This means that local SME’s who account for over 95% of all businesses in Northern Ireland must address the skills gap and ensure they can be competitive across Europe. Factors that will affect SME’s over the next few years include:-

- Level of corporation tax as compared to businesses in the Republic of Ireland. This issue will determine the growth rate and competitiveness of SME’s both at home and abroad.
- Water Rates. As these are introduced into Northern Ireland they will directly affect profitability for SME’s. These costs would need to be passed onto the

- consumer. Any price increases would then have a direct affect on competitiveness.
- Levels of Holiday entitlement for employees. SME's are likely to be most affected by Central Governments planned changes to holiday entitlements as they tend to have only a few employees and changes to entitlements have a direct effect on the SME's bottom line.
 - Increased air and road travel expenses due to green issues. As Northern Ireland is an Island, off an Island any increases in travel costs either by road or air will have a compounded effect on SME's wishing to bring in raw materials or export products into Europe. The consequences of this are especially serious if our closest Neighbour, the Republic of Ireland, do not levy the same level of green tax.
 - Ageing population. This may lead to greater demand for health and care services and also lead to potential skills shortages if education and skills development in the younger generation is not supported and developed so that it falls in line with the private sector demands.
 - The advent of the Review of Public Administration will provide all regions with the opportunity to enhance co-operation within economic development activity and rationalize public services. It is hoped that the ultimate objective of the review will be a positive move towards more cost effective services. However the effects of the decline of the public sector in each region due to the rationalization of jobs and the difficulties/disruption that will be encountered in the implementation of the review means that during the period of change business and public confidence may be affected, prompting a recession. This may be avoided if financial support in the short term can be found as part of the 'peace' deal from central Government and Europe to assist in the normalization process being brokered by politicians at present.

All these factors will affect the ability of SME's to function and grow and are issues for the new assembly to debate over the next few years. Moyle District Council, like the other twenty-five Councils has an obligation to ensure that assembly members are well informed of the issues and how they might affect the local area, so that the political system can support the economic infra-structure to grow.

In addition the decline of European Funding brought about by Northern Irelands move away from Objective one status will see a shifting emphasis being placed on private sector income generation. This issue is further compounded by the influx of Eastern European Countries all of whom are beneficiaries to EU funding.

Enlargement of the EU has also brought about greater migration to Northern Ireland by new European nationals seeking low level employment. The implications of this to Northern Ireland is positive for SME's who have a greater employment base to draw upon as well as a larger local market to sell to and negative in terms of the burdens on an already stretched health, education and benefits system.

3.2 Economic Development Analysis

A detailed socio economic, industry, business, labour market analysis and evaluation of LED activities was carried out towards the end of 2007. The summary analysis shows that the NI economy has been characterised by strong labour market growth since the

early 1990s - wholly due to growth in service sector employment. This is partly due to ‘catch-up’ in retailing (as the multinational retail chains all expanded into NI) and business services (the well documented increase in call centre employment), and partly due to recent growth in public services, particularly in health. Moyle has shared in this growth as the economy begins to shift towards private sector services. In fact, Moyle is a district that is experiencing continued population and employment growth. The key issues arising from the analysis show that:-

People

- Moyle’s population has risen steadily since the early 1990’s following a decline at the end of the 1980’s;
- Increasing population figures have been due more to net migration levels than to natural increases (births minus deaths);
- Average population growth over the last five years has averaged just below 1 percentage point;
- Population is expected to continue growing but at a slower rate over the forecast;
- Moyle has an aging population, with 40% of the population over 45 (compared to 37% in NI)

Jobs

- The employment performance of the district council area has been impressive, growing faster than the NI average since 2001.
- At around 5%, unemployment in Moyle is at an all time low. This however masks the scale of economic inactivity in the District. Although there are around 250 claimant count unemployed in Moyle, there are over 1,000 people claiming incapacity benefits – four times more than the claimant count unemployment;
- Between 2001 and 2005, Moyle’s employment growth (9%) was faster than the NI average (7%). Growth is expected to slow over the forecast, reflecting a general slowdown across NI;
- The hotels/restaurants sector (a proxy for how well developed the tourism sector is) is well developed and recent impressive tourism visitor numbers should help maintain this sector. It is estimated that the majority of the employment in the hotels/restaurant sector are unskilled, low value, part-time, and seasonal;
- Moyle has not escaped the loss in manufacturing jobs experienced across NI as a whole but the sector has declined at a slower rate than NI as a whole (10% between 2001 and 2005 compared to 12% in NI). The sector is expected to continue declining over the forecast;
- Distribution, hotels, health and education are the largest sectors in Moyle, accounting for over two thirds of employment. Each of these sectors is expected to growth over the forecast;
- Business Services, Professional, Professional Associate and Technical, and Administrative Occupations are well below the NI average, and these are traditionally higher paid value added jobs;

- Moyle has few medium and large businesses (10+ employees) therefore opportunities for career development are limited;
- High levels of commuting (2,300 per day) and vast amounts of talent being lost to neighbouring districts;
- Between now and the end of the forecast we expect agriculture employment in Moyle to lose around 200 jobs. Again, we expect this to be a slower decline than the NI average. Agriculture employment over the period from 2001 to 2015 will result in a loss of approximately 92 jobs within the Moyle district.
- Employment change on an annual basis in urban wards in Moyle has been much higher over the period 2001 to 2005 in comparison to rural wards in Moyle.

Competitiveness

- Gross Value Added growth is expected to grow at by more than 3% per annum in Moyle over the forecast. This is expected to be faster than the NI average;
- Business creation rates are impressive in Moyle with registrations per 1,000 employed people more than double the NI average. This trend is expected to continue over the forecast, however, a large proportion of start ups supported on the Start a Business Programme are Part Time/Lifestyle businesses;
- The percentage of the population with no and Level 3, 4 and 5 in Moyle is higher than the NI average;
- Learning and training opportunities are limited as no Further and Higher Education Facility exists, and links with Universities are underdeveloped;

Costs

- House prices in Moyle are higher than the NI average. The gap is expected to widen over the forecast. The recent fast paced house price increases have implications for first time buyers in Moyle given the relatively low levels of wages;
- Wage levels for residents in Moyle are approximately £100 per week lower than the NI average.

3.2.1 Local Economic Development 2001-2007

Moyle District Council spent £800,000 on Economic Development under its LED Strategy 2001-2007. The research indicates that more than 12 large projects / programmes were delivered with over 40 smaller initiatives also being implemented under the five themes of Business Start, Business Growth and Development, Trade Development, ICT Development and Programme Management.

Many of the delivered programmes provided businesses with help and support with business skills, e.g. tendering, marketing, networking and how to develop and grow. In terms of business creation over 203 new businesses with 334 jobs were created with the majority of these business having been created under the theme of Business Start.

The table below provides a summary of achievements from each theme delivered under the LED Programme.

Moyle District Council “Facilitating Success”

Programme	Outcomes Against Targets
Business Start	<p>Target Achieved</p> <ul style="list-style-type: none"> ○ Business Creation = 203 ○ Job Creation = 334
Business Growth and Development	<p>All 9 DETI Targets Achieved</p> <p>Specific achievements include the delivery of Welcome to Excellence programme where a total of 62 people participated on the programme and a number of business benefited in terms of advice, counselling, Enterprise and Awareness events.</p>
Trade Development	<p>All 13 DETI Targets Achieved</p> <ul style="list-style-type: none"> ○ Business Creation = 7 ○ Job Creation = 13 (estimate) <p>All targets were met under this programme. In addition to business and job creation 25 businesses benefiting in terms of tendering support, sales and marketing. Again, the focus of this programme was not on ‘hard’ achievements such as job or business creation but rather on ‘softer’ outputs such as increasing local businesses marketing abilities and developing export potential.</p>
ICT Development	<p>All 7 DETI Targets Achieved</p> <p>This programme aimed to support both people who are new to business and encourage those already in business to adapt to modern business practices thereby enabling them to compete in the wider market place. A number of achievements were gained such as 79 businesses receiving help in terms of ICT and e- business support and the delivery of the e-commerce II programme to 10 businesses which resulted in 10 websites being developed.</p>
Programme Management	<p>DETI Targets Achieved</p> <ul style="list-style-type: none"> ○ Jobs = 1 – Economic Development Officer <p>Programme Management allowed for the provision of staff to ensure that the Local Economic Development Action Plan was developed, implemented, monitored, evaluated and reported as planned, as well as developing local policy measures, seeking added value initiatives and leveraging additional funding for projects that complement Action Plan activities. In addition, the economic development team in Moyle represented Moyle’s Economic Development efforts through attendance at 72 conferences and seminars from April 2002 until March 2007.</p>

The research carried out in 2007 concluded with an analysis of the current strengths and weaknesses in Moyle, as identified by a the consultations. These are presented in the table below.

Strengths	Weaknesses
<ul style="list-style-type: none"> ○ Tourism – natural environment and gateway to the Coast line and Glens ○ High levels of business creation ○ Strong levels of interest in entrepreneurship – even at school age 	<ul style="list-style-type: none"> ○ Lack of FE college ○ Losing young people to neighbouring towns and cities ○ Lack of business space ○ Poor tourism infrastructure ○ Low income/low value jobs ○ lack of ‘one gateway’ for business support ○ lack of childcare/early years provision ○ Lack of Infrastructure projects ○ Broadband infrastructure ○ Rural performance

3.2.2 Issues Drawn From The Research

The following issues were drawn from the primary research consultations carried out at the end of 2007:-

- To continue to support entrepreneurial activity, and to encourage the creation of more high growth and export businesses;
- To promote Moyle as a business location and encourage FDI;
- To reduce economic inactivity (41% of people not in employment);
- To develop the tourism product, (including tourism facilities and the skills of people delivering tourism products);
- To regenerate Towns and Villages;
- To develop high value added/tradable services sectors;
- To develop higher paid jobs;
- To develop the crafts sector and creative industries;
- To develop/support the rural economy;
- To support and develop social enterprises and community groups with business ideas;
- To develop the skills of the local labour market and to address the low skills levels/stem the loss of talented young people from the area, and to address the lack of a further and higher education facility in the District;
- To help businesses secure finance and funding for start up and growth;
- To help existing businesses to grow and develop and create wealth in Moyle, in particular encourage businesses to trade beyond the Moyle, North Antrim and NI markets;
- To address ICT and Broadband issues in the area, and to help business utilise ICT more;

- To facilitate networking and to have more opportunities for local business to collaborate, particularly in the tourism sector;
- To showcase local businesses and produce;
- To create opportunities and the conditions for females to (re)enter employment and self employment;
- To focus on ensuring the post RPA sustainability of community organisations, training organisations and economic development companies who have an impact on the Moyle economy;
- To develop a clearer and less confused marketing and delivery mechanism for economic development; and
- To ensure key players in economic development are integrated and all share the vision for the Moyle.
- To examine how the construction sector can be assisted in Moyle.
- To address childcare issues in Moyle and remove them as a barrier to employment.

The research report went on to outline the importance of prioritising the above issues and focusing on resource allocation in order to maximise local economic impact.

3.3 Tourism Analysis

Tourism is the main industry for the Moyle District Council region and as such impacts on all development initiatives related to the area. It would be remiss of this strategy therefore to consider the economic context of the strategy and action plan without making special reference to the tourism sector.

The tourism sector is not one easily identifiable industry, but is comprised of a number of differing, yet related sectors as follows (DCMS, 2002):

- Hotels and other tourist accommodation
- Restaurants, cafes and snack bars
- Public houses, bars, nightclubs, and licensed clubs
- Travel agencies, and tour operators
- Libraries, museums and other cultural services
- Sports and other recreational activities

Consequently, a vast number of businesses are dependant, in whole or in part, on tourism. However, some businesses do not recognise their connection with the tourist industry at all, despite being substantially dependant on income from tourists.

In terms of social and environmental benefits, tourism helps build and maintain a local and national identity by supporting local diversity and cultural traditions. As individuals, tourism provides the opportunity for rest, relaxation, adventure and enjoyment.

3.3.1 Tourism Globally

Tourism is a growth industry and represents one of the largest global industries. It is recognised as a key wealth creator and as a tool for enhancing the quality of life for its

residents and can contribute to the area’s economy by providing and supporting local jobs.

World tourism has seen astonishing growth over the past 25 years, growing threefold since 1980 to over 800 million trips in 2005. Europe, which has received two thirds of world arrivals 25 years ago has shown continual growth. However, as a region it has lost share and accounts for just over a half of all international tourism travel. Growth in access routes and pricing, economic developments and technological advances have all a part to play in opening up the world especially in new destinations e.g. Asia Pacific and Eastern Europe.

In Britain, the tourism industry is big and growing bigger (DCMS, 2002):

- 7% of all employed people in Britain are directly employed in tourism;
- 1/6th of all jobs created between 1989 and 1999 has been in the tourism sector;
- Tourism is worth £53 billion a year.

3.3.2 Tourism in Ireland

Despite events such as the Sept 11th terrorist attacks, SARS, foot and mouth and a slow down in the global economy, tourism in Ireland has grown year on year.

The tourism pace of growth in Ireland has been faster than anywhere else in Europe and indeed the world, welcoming four times as many tourists in 2005 as it did in 1980.

Revenue from overseas visitors to Ireland rose 8.4% to £2663m surpassing European and World levels. Over 8m overseas visitors visited which is an increase of almost 5% on the 2004 figures. This generated almost 60m bednights, an increase of over 4.3m in 2004, representing +7.8%. This increase, however, has not been experienced by all the regions or sectors of the tourism industry. Much of the growth has been more concentrated in the urban areas such as Dublin and Belfast.

Great Britain is the largest market to the Island of Ireland, generating over 59% of total visits and accounting for 41% of tourism revenue. Visitors from North America and Europe generate higher spend i.e. at 20% and 6% in relation to the visitor numbers at 12% and 4% reflecting the higher spend from these areas.

Overseas tourism revenue in N Ireland has been growing from strength to strength over the past five years and contributed £327m to the economy in 2005, an increase of 13% on 2004 albeit from a small base. British Visitors were the strongest contributors bringing three quarters of the total overseas tourism revenue, whilst the strongest growth came from mainland European visitors who spent £40m in N Ireland in 2005 compared to £25m in 2004. Overseas visitors stayed for 8.8m nights in N Ireland in 2005, spending on average £192 per trip.

Since 2001 overseas visitor numbers have increased by 29%. A drop of in visitors from Great Britain led to a decline in overall visits in 2005 [-2%] but visits from Europe grew substantially [+32%] as did visits from N America [+19%]. Cultural and historical activities were the most popular pastimes amongst visitors to N Ireland.

3.3.2.1 Customer Trends

Customer trends across the Island of Ireland are altering the tourism product in the following way:-

- People are taking more frequent trips and these are of shorter duration. The main holiday is becoming a redundant concept for many. The growth is in short breaks and special interest travel.
- They are becoming more sophisticated, better educated and more travel experienced and they demand increasing higher standards. They seek out the opinions of other travellers about destinations.
- They are older and more affluent, more physically and mentally active and are seeking a greater range of activity oriented experiences. Activities and interests increasingly determine their choice of destinations.
- They are more self aware in an increasingly stressful world. Pampering is becoming important.
- They increasingly look for better value for money. They make comparative value judgements on a more global basis. They require clear menu's of holiday options and their costs but with the facility to easily customise their holidays. They are high users of I T and seek immediate information and interactive reservation facilities.
- Cultural activities are becoming an increasing important holiday attraction, often as an add on factor. Events, particularly in the off-season are being promoted by many destinations.
- Products, which delivers the 3 E's i.e. Excitement, Education and Entertainment, are in demand.

3.4 Development of Public - Private Partnerships

The Strategy and Action Plan for Moyle District Council will look at the importance of setting up and running a series of small public / private partnerships (PPP's) (section 5.2.3). Public Private Partnerships are often viewed in different ways by different people and as such it is important to provide a description and examples of PPP's as part of this document. PPP's are basically just a different method of procuring public services and infrastructure by combining the best of the public and private sectors with an emphasis on value for money and delivering quality public services.

PPP's have been identified by many Countries in Europe as a solution to developing the economy, implementing projects and infrastructure that would otherwise be neglected and providing solutions to issues that span the needs of both sectors. PPP's have a mixed record in terms of their success and ability to produce results and this is often based on the way they are managed and the reasons for developing them in the first place.

At the negative end of the spectrum PPP's do not tend to work very well. They are often met with indifference and suspicion by the private sector who feel the public sector is tied up in bureaucracy and unable to respond quickly enough to demand. In some cases the private sector perceives the development of the PPP with scepticism that stems from their belief that the public sector simply wish to reduce their risk and seek new forms of raising funds. The public sector on the other hand feel the private sector is unable to demonstrate transparency, openness and a clear audit trail in the execution of a project. They believe their private sector partners are driven predominantly by personal financial gains with scant regard for social, environmental and political issues that may impact on the delivery of the project.

At the positive end of the spectrum a PPP that is well managed and conforms to the S.M.A.R.T principles (Specific, Measurable, Achievable, Realistic and Timebound) can be extremely successful and rewarding to both parties. There are many examples of successful PPP's throughout Europe with each example demonstrating similar characteristics in the design, management and delivery of the partnership even though the projects may be very diverse. These include large scale and smaller scale Examples such as:-

- The NHS, since the Government overhauled the Private Finance Initiative, three waves of major projects comprising 35 major hospitals at a cost of over £3 billion have been agreed, with the first new hospital due to open later this year (2007). This represents the largest investment in new hospital facilities since the NHS was established. The PFI scheme for the new Cumberland Infirmary in Carlisle has a timetable of 29 1/2 months compared to the 54 month programme envisaged under the public capital option. The project is currently 6 weeks ahead of schedule and is due to be the first major PFI hospital project to become operational, in April 2007;
- Similarly, in the schools sector, eighteen individual schools projects and twenty-three grouped projects, covering 520 schools, are underway. Innovative projects in the schools sector include the provision of IT services to Dudley's 104 schools and the provision of catering services to Lewisham's 90 schools. Many of these projects have come forward by PFI much sooner rather than a conventional procurement could have achieved, and it is doubtful that some would ever have come about at all were it not for the scope for innovation that PPPs permit. Already the first PFI schools, in Bridport, Dorset and in Hillingdon have opened their doors to pupils; and
- PPPs are also making a difference on a smaller scale, for example projects to improve street lighting in Brent, North London and sewerage services in Kinnegar, Northern Ireland.
- The Royal Parks Agency, which has a partnership with Cardington plc delivered through a company, Royal Parks Enterprises, to develop an extensive range of commercial activities using or based on the Royal parks in London including St James's Park, Hyde Park and Regents Park. These activities include concerts, such as Party in the Park and other open air activities, as well as sponsorship, publishing and licensing opportunities using the Royal Parks brand;
- The New Deal programme has been formulated on partnership principles. The Government has been advised by a Task Force drawn from the private, public and voluntary sectors, chaired by Peter Davis of the Prudential. This Task Force has been supplemented by a wide range of working groups which have drawn heavily on business expertise. The partnership approach has been accompanied by strong and sustained support and participation by businesses in the New Deal's private sector option; the New Deal programme has been formulated on partnership principles. The Government has been advised by a Task Force drawn from the private, public and voluntary sectors, chaired by Peter Davis of the Prudential. This Task Force has been supplemented by a wide range of working groups which have drawn heavily on business expertise. The partnership approach has been accompanied by strong and sustained support and participation by businesses in the New Deal's private sector option;
- Education Action Zones (EAZs), area-based partnerships in areas of the greatest educational need, are based on the principles of partnership. It is early days for the EAZs. However, by involving all the stakeholders of the education process,

including the employers whose businesses suffer from a poorly educated workforce, EAZs have a greater incentive and ability to focus on the key issues affecting education in deprived areas and to identify and deliver on the action necessary to improve performance;

- School-business link activities are another example of innovative public private partnerships. There is already substantial investment from businesses and schools in partnerships which stimulate pupils’ interest in enterprise, improve pupil achievement and help with the professional development of teachers and business people. But there is much room for improvement in the current provision and quality of SBLs. Peter Davies, Managing Director of Business in the Community, completed a report in July setting out a new agenda for SBLs. He concluded that the Government should encourage more business involvement in effective school partnerships. A new £10 million package to boost SBLs was announced in November 1999 in the Pre-Budget Report, along with a national network of entrepreneurial ambassadors - business people who will act as role models and mentors; and
- Social Housing - Some of the Housing Action Trusts set up to revitalise former local authority housing estates have signed or are planning innovative partnership deals involving private investment by Registered Social Landlords (RSLs). Tenants are rehoused sooner than would be possible with public funds alone; less is spent on keeping habitable homes that are to be replaced; and the RSLs share some of the financial uncertainties that arise from tenants having a choice of future landlord. The involvement of RSLs and their funders broadens the range of agencies with an interest in ensuring that Trusts’ achievements are sustained in the longer term.
- The DTI’s Enterprise Fund which includes proposals for a series of regional venture capital funds and a national high technology fund. The Government’s approach here has been to act as a catalyst, by investing first in venture capital funds which will be backed by City institutions and other investors and managed by private sector venture capitalists on investors’ behalf;
- At a local level the relationships between the public and private sectors in the implementation of tourism events such as the North West 2000 and the Milk Cup are good examples of localized, small scale PPP’s at work within the community.

For a PPP to be successful it should include the following:-

- Φ Clear understanding of the required roles of the public sector and private sector partners.
- Φ Clearly defined outcomes and impact indicators
- Φ Clear process of management and administration
- Φ Development of a solution to a problem that is felt by both the public and private sector
- Φ Identification of need based on a strategic direction that has been clearly documented in an agreed plan of action.
- Φ Definition and acceptance of the roles, position and involvement of all partners at the outset.

4.0 Review of Current Stakeholders in Moyle

Moyle has a plethora of strategies, action plans and organisations that in some way impinge on both economic and tourism development within the District. A recent Scoping Study carried out in the summer of 2005 (by Lestas Consulting) on behalf of Invest

Northern Ireland and Moyle District Council identified, summarised and catalogued all of the strategies. Since the summer of 2005 some of the organisations have updated their plans and identified a new set of targets. This section identifies the key elements of each strategy that is operating in the area at present. Where possible the strategies have been updated from the original study carried out in 2005.

4.1 Local Economic Development Strategy 2001-2007

- ◊ **Trade Development – to promote trade, international relations and co-operation across the service sector within the District’s towns and villages:**
 - The development of a tendering support programme for the service industry in order to encourage access to new markets;
 - A project to audit the service sector and work with businesses to identify gaps in service provision and develop opportunities for expansion;
 - Promotion of the development of new entrants to the service sector focusing on niche markets, visitor trade and external markets;
 - Building the capacity of local communities to develop and implement service strategies during and beyond the life of the programme;
 - Support for the implementation of service strategies including initiatives such as:
 - Organisation of trade events
 - Promotion campaigns
 - Networking with service sector in other areas to seek strategic partnerships or business to business trade opportunities
 - Development of supporting literature of tendering support
 - Trade and service development programmes
 - Update and implement Town Centre Action Plans for Ballycastle, Bushmills and Cushendall
- ◊ **Business Start – aimed at supporting entrepreneurship and stimulating newly formed enterprises from within the District**
- ◊ **ICT Development Programme – aimed at stimulating enterprise and entrepreneurship within the ICT sector of the District.**
 - Research and feasibility study into potential for ICT business development and teleworking/home working, followed, where results of feasibility study are favourable, by a programme to develop business opportunities identified
 - E-Business support for non-LEDU firms – programme to build awareness and increase use of e-business through to assisting businesses with implementation
- ◊ **Business Development and Growth – aimed at stimulating enterprise and entrepreneurship within the District:**
 - New Start Incubation Initiative
 - Regional business development through CORE including inward investment activity
 - Support for the Business Education Partnership
 - Business Awareness, Advice and Counselling
 - Enterprise Awareness Events

4.2 Moyle - Integrated Local Strategy (LSP)

Priorities

- ⊕ **Health and well being – to have in place a structured programme in support of health promotion and preventative health care:**
 - Identifying needs
 - Home visit
 - Supporting local carers
 - Transport
- ⊕ **Building communities – to build the confidence, capacity and capabilities of individuals and communities across Moyle so that they can take action to improve the quality of life in their local areas:**
 - Community facilitators
 - Education and training
 - Thematic partnerships
 - Communications
 - Village/hamlet plans
 - Community facilities
 - Community safety
- ⊕ **Tourism and environment – to protect and enhance natural resources and promote sustainable tourism in the area:**
 - Tourism training
 - Visitor services
 - Events and festival
 - Tourism infrastructure
- ⊕ **Rural transport – to promote and facilitate greater access to affordable, reliable and accessible transport for the citizens of Moyle:**
 - North Antrim community transport
 - Promoting community transport
 - Reacting to needs of Moyle citizens
- ⊕ **Youth – to harness the energy and talent of young people and use this to help them to prepare for their future and in a way that contributes positively to the life of the District:**
 - Restructure NAYA to incorporate more skills and experience
 - Youth venues
 - Human resource, training and development
- ⊕ **Learning, employment and business development – to provide local residents with the opportunity to learn, in a way that opens a pathway to employment that meets their aspirations:**
 - Skills audit/employment audit
 - Learning map
 - Business information
 - Skills report
 - Business development
 - Retail development
 - Training (general)
- ⊕ **Culture, arts and leisure – to have in place the facilities and programmes necessary to meet the social needs and aspirations of residents and visitors to the District:**
 - Indoor facilities

- Encouraging participation
- Indoor facility in Cushendall and Bushmills
- Events
- Targeting participation
- Pilot programme
- Water-based activity
- Public art sculpture trail
- Arts and crafts (youth)

Ø **Agriculture and rural development – to sustain farming families, rural dwellers and rural life by providing the means to earn a living whilst remaining in the countryside:**

- Farmer cooperation
- Local produce
- Rural development
- Reallocation of farm resources

4.3 North Antrim Leader+

(Ballymena, Ballymoney, Larne and Moyle)

Key Aims

The main aim of NAL+ is to maximise the economic and employment contribution that very small businesses, including farms make to the rural economy. NAL+ will be dealing with small/micro businesses who employ up to and including 10 people. The emphasis in the overall programme is on job creation and stimulating economic activity in rural areas.

- Ø To contribute to the creation in the rural area, particularly by women, young people, unemployed people, farm families and rural dwellers of new sustainable small businesses which will employ local people in a range of business disciplines including new technology, bio-diversity, crafts and cultural activities;
- Ø To support the expansion of existing small businesses in the rural area, particularly through the use of new know how and technology and the application of best management practices;
- Ø To make the maximum economic use of the area’s natural and cultural resources.

Overall Themes

- Ø The use of new know how and new technologies to make the products and services of rural areas more competitive (NKNT)
 - NKNT 01 – Rural Enterprise Creation Programme (Level One) – targeted at new starts or one person businesses who wish to expand:
 - To provide support which will lead to the sustainability of new businesses
 - To help create additional employment
 - To support a mix of new business formats, including full and part-time
 - NKNT 02 – Rural Enterprise Creation Programme (Level Two) – aimed at businesses who are already employing at least one person:

- To provide support to businesses planning to operate beyond the level of self-employment
- To help create additional employment in the supported businesses
- To improve the efficiency and profitability of the business
- NKNT 03 – Headstart Rural Opportunity Programme – to assist young (under 35) rural dwellers to identify and/or refine new business ideas through study visits outside Northern Ireland
- NKNT 04 – Rural Business Technology Programme – to help rural businesses access modern ICT and become involved in e-commerce
- NKNT 05 – Rural Business New Technology Programme – to assist rural micro businesses to identify or develop and exploit new technology within their business
- NKNT 06 – Business Infrastructure Programme – Food Processing:
 - To encourage and foster the creation of new food businesses in the North Antrim area
 - To develop the skills and competence of local people in quality food manufacturing
 - To explore the opportunities to add value to local produce
- ◊ Making the best use of cultural and natural resources (TCD):
 - TCD 01 – Built Heritage
 - To restore buildings to economic use
 - To improve the local environment
 - To retain buildings of historical and/or architectural use
 - TCD 02 – Cultural Development – to exploit economic benefits of cultural identity in all forms including genealogy
 - TCD 03 – North Antrim Inns – to help in raising the range and quality of food supplied in inns and pubs in the area

4.4 North East Partnership (NEP)

The North East Partnership is a regional organisation involving the Council areas of Antrim, Ballymena, Ballymoney, Carrickfergus, Coleraine, Larne, Newtownabbey and Moyle. The principle mission of the partnership is:

“To facilitate the sustainable development of the North East sub-region of Northern Ireland through participation in cross border, interregional and transnational cooperation initiatives.”

The principle objectives of the North East Partnership are:-

- To be an authoritative and independent voice on EU and Government policies that influence and impact on the North East sub-region.
- To provide hands on support to organisations wishing to become involved in cooperation programmes and initiatives.
- To promote good practice in all aspects of cooperation and collaboration.
- To act as a focal point for any future Ireland/Ni/Scotland cooperation programme.
- To promote and facilitate more involvement in EU transnational and other relevant programmes.
- To lead the development of research & evaluation to improve regional capacity.

- To be a responsive, efficient and accountable organisation.

The North East Partnership has identified a series of sub-themes for work to be undertaken in its new strategy 2007-2013. These Include:-

- Developing Local Authority Buy-in - £3,000
- Use of thematic working groups - £2,500
- NEP Communication Strategy - £6,000
- Development of Research Programme - £7,500
- Training Provision - £6,000
- Monitoring and Evaluation - £4,500
- Establishment of a North/South, East/West Discussion Forum - £21,500
- Networking Programme - £50,000

These sub-themes are geared to creating a greater collaboration across the region and identifying specific areas that require further work. The detailed projects that Moyle District Council have identified as being relevant for them as collaborative projects across the region include:-

- Tourism - sailing / extension of National Cycle network from Scotland/ Larne to Whiteabbey, seaside towns etc/ Causeway Masterplan etc.
- Trade Development
- Town Centre Management/Urban renewal
- Market Towns (Ballyclare)
- Railway corridor projects.

4.5 Business In the Community

Business in the Community is a unique movement of companies across the UK and Ireland committed to improving continually their positive impact on society. The aim of Business in the Community is “to inspire business to increase the quality and extent of its contribution to social and economic regeneration by making corporate social responsibility an essential part of business excellence”. The organisation has 650 members, including 75% of the FTSE 100.

Members recognise that sustainable businesses require healthy communities in order to operate successfully. Members are committed to responsible business practice and believe that for the UK to become prosperous and competitive, business needs to take responsibility for all its actions across all its core functions. Business in the Community members believe that there needs to be a massive increase in the number of companies committed to working in partnership to tackle disadvantage in local communities. By developing and sharing best practice, companies can collaboratively focus their engagement on raising standards in education and other key social issues through the investment of people’s time and skills, gifts in kind and finance, and gain enormously through doing so.

Members of Business in the Community are committed to:

- φ Developing business excellence:
 - Understanding the impact their business has on their environment, workplace, marketplace and community
 - Continually improving, measuring and reporting their impact on society

- ◊ Developing community excellence:
 - Working in partnership to tackle disadvantage and create enterprising communities
 - Raising standards in education and investing time, skills and resources to tackle key social issues.

Specific activities co-ordinated by Business in the Community include:

- ◊ ARENA Network – Business in the Community’s environmental campaign, launched in 1995 to coordinate all business environmental issues in Northern Ireland and to provide an environment support service for all Northern Ireland business.
- ◊ Building healthy communities
 - Development programmes:
 - Corporate Development Programme – an innovative team assignment programme which builds both team relationships and team competencies through a one-off practical task in a voluntary organisation.
 - Ready for Change – an individually tailored development programme which facilitates employees undertaking a self-contained project from conception to conclusion for a voluntary sector organisation.
 - Twinning – provides senior managers with the opportunity to contribute effectively to the social and economic regeneration of communities in Northern Ireland.
 - Business on Board – aims to recruit, place and support private sector representatives on the boards of regeneration partnerships and not-for-profit organisations.
 - Education:
 - Innovative programmes aimed at providing basic skills in primary schools.
 - Partnership in Leadership – pairs senior business leaders with head teachers to discuss development and management issues.
 - Comm.unity – aimed at inspiring and encouraging businesses of all sizes and from all sectors to work towards bridging the digital divide. The Comm.unity pilot programme ran from Nov 2000 and was funded by the DETI’s Information Age Initiative (£60K) and from private sector contributions (£20K). The results met and in some cases exceeded the original objectives for the pilot and highlighted the very real need for action to bridge the “digital divide”. Invest NI has confirmed a major 3-year financial support package of just over £600k for Community 2003 – 2005, with matched private sector contributions for 3 further projects under the Comm.unity brand:
 - Engaging Business to Bridge the Digital Divide - Phase II – this extended project seeks to achieve a number of objectives including:
 - Expose business to range of issues in relation to digital exclusion
 - Encourage business to transfer skills and expertise to small business, social enterprises, voluntary and community organisations to maximise community’s use of ICT and provide excellent personal development opportunities for employees
 - Identify specific projects for business to participate in joint initiatives with the community and voluntary sector.
 - Encouraging and Supporting Employers to Embrace and Address Issues of the Digital Divide in the Workplace – this programme recognises the fact that employees in particular sectors or industries are less likely to have skills or expertise to enable them to embrace the new technologies. To achieve this BITC would work with

sectors, companies and employers, challenging them to support the development of ICT skills in the workplace. This would be carried out in using our approach that has been successfully used in addressing those issues identified above:

- Research existing activity within companies & highlight models of best practice
 - Raise awareness of the issue to sectors/employers & present the business case for action
 - Challenge employers/sectors to embrace a digital challenge & gain top level commitment
 - Carry out a brief skills audit, develop goals and an action plan with tools for action
 - Work with the employers to take action and meet their goals
 - Benchmark against other companies & within sectors
 - Share best practice through workshops and visits
 - Monitor success & continually support through workshops in related issues
 - Develop tools of recognition e.g. An award
- E-pals – during the Community Seeing is Believing visits in the first phase, schools highlighted the need to widen the vision of young people, particularly those living in disadvantaged areas, to promote the importance of work and to provide positive role models. ICT provides a perfect mechanism to do all three. This project has the potential to:
- To break down barriers & develop strong links between employers, schools & the wider school community
 - Involve employees at all levels in a company, developing their ICT, communications & personal development skills
 - Improve confidence in young people & raise skill levels in ICT
 - Provide the young people with a unique insight into the world of work, raise aspirations and establish positive role models
- ϕ SME Sector:
- Business-to-Business Bridge – matches large companies with small firms to overcome development issues and identify opportunities for business growth – enables large companies to invest a variety of non-financial resources towards the development of small business.
 - Business Twinning – matches a large firm as mentor to a small firm over a six-month period, addressing three to six key improvement areas within the business.
- ϕ Investing in a diverse workplace:
- ϕ Companies joining Business in the Community make a commitment to continually improve their impact on society, ie, how they recruit, employ, train and develop their employees is central to how they translate this commitment into action.
- ϕ Diversity Programme – explores the relationship between equality and diversity in the workplace and supports employers to achieve best practice in this area.
- ϕ Opportunity Now Campaign – to encourage employers to realise the economic potential and business benefits that women at all levels contribute to the workforce.

- ϕ Work-Life Balance Campaign – in partnership with DEL, to encourage employers to enable their employees to achieve a better balance between work and the rest of their lives.
- ϕ Employability – in partnership with DEL, Business in the Community has produced a practical guide on employability, aimed at inspiring and assisting employers to engage with job seekers.
- ϕ Rural Action – Business in the Community created a national leadership team in 2001, comprising some of the largest companies in the UK. Within NI, leadership and support has been sought from those local companies with a particular stake in rural issues to consider how Rural Action might be addressed locally.
- ϕ Sustainability – Business in the Community helps bring together the private sector and community organisations to facilitate growth and development, and bring about economic development.

4.6 Enterprise Northern Ireland – North Eastern Region

Enterprise Northern Ireland (ENI) is a member led organisation and therefore primarily serves the interest of its members. It is also a leading economic development organisation focusing on entrepreneurship, business start and business development across all sectors. ENI, the Association, seeks to create the conditions for Local Enterprise Agencies to become key delivery partners for business support. Enterprise Northern Ireland, the Economic Development Agency, seeks to develop initiatives that make Northern Ireland more enterprising and innovative.

ENI has identified the following objectives for the work it carries out across Northern Ireland:

- To ensure that Enterprise Northern Ireland is a cohesive organisation with members committed to achieving the organisation’s vision.
- To deliver a high quality service to members, sponsors and programme beneficiaries through ongoing evaluation, monitoring & continuous improvement.
- To secure the long term sustainability of the service provided at local level through understanding the needs of small businesses, influencing policy, positioning and communication.

On this basis ENI has developed three main initiatives which it promotes to it’s members across Northern Ireland in order to encourage an entrepreneurial spirit, promote more business start ups and help sustain and grow existing businesses.

- Increase the Business Birth Rate – through the development of a series ideas workshops, university linkage programme, Arts and Crafts Programme, Rural Enterprise Programme, Wider Horizons Programme, Local Community Groups Development Programme.
- Supporting the Sustainability and Growth of Existing Business – through Iconnect ICT Programme, Cross Border Sales Development programme, Craft Development Programme, Exporting Explained Seminars, Family Business Programme, Making an Exhibition of yourself, Seducing the Investor, Business Mentoring Programme, Cross Border Partnership Programme, Regional Business Networking programme.

- Increase Enterprise Northern Ireland resources and capacity. - LEA tenant inter-trade programme – designed to encourage networking and trading between tenants of enterprise agencies in the region.

Moyle Enterprise Company - based within the Moyle District Council area is one of the enterprise agency members of ENI. The agency is clustered within the North Eastern Region along with Coleraine, Ballymoney, Ballymena and Antrim. Some of the programmes developed as part of this cluster under ENI include, meet the buyer events, wide range of one-off seminars, B4B business club, business growth programmes and sectoral programmes.

4.7 Invest Northern Ireland (INI)

The overall objective for Invest NI is to:-

- Promote innovation in all its aspects, stimulate higher levels of R&D and design and improve knowledge transfer
- Achieve higher levels of growth by indigenous and externally owned businesses
- Promote a more enterprising culture in Northern Ireland so as to raise the overall level and quality of business starts
- Attract high-quality, knowledge-based investment from outside Northern Ireland.

The vision for the INI strategy is “to make Northern Ireland an exemplar location for starting and growing a successful business”. Achieving this vision requires the following priorities to be addressed:

- Initiate a change in attitudes and perceptions about entrepreneurship
- Encourage more people from all backgrounds to take the first steps in thinking about establishing a business venture
- Provide a flexible system of support for individuals from all backgrounds who have the ideas and the potential to create wealth in priority sectors
- Create an infrastructure that enables start-ups to progress and grow rapidly, particularly globally trading, knowledge-based projects
- Optimise the use of electronic media to disseminate information, advice and best practice.

The approach adopted by the strategy is to:

- Achieve a culture that supports and encourages entrepreneurs through education and promotional campaigns
- Segment businesses into three categories based on the markets in which they will operate and the value they will add to the Northern Ireland economy. The segments are:
 - Global Markets
 - External Markets
 - Local Markets
- Develop a range of clearly signposted support mechanisms for each market segment and ensure that businesses can progress from one segment to another
- Provide accessible world class levels of support for entrepreneurs, making use of electronic media
- Ensure entrepreneurial support is provided in an integrated and effective way through a partnership of public, private and voluntary sectors.

The impact of this strategy will be to enhance the level of entrepreneurial activity and to achieve a net increase in the volume and value of start-ups to the Northern Ireland economy.

The organisation focuses on manufacturing/tradable services businesses with the potential to export. There is a wide range of support available for both Start Up and established (2 years+) companies which can include revenue and development grants and access to a number of programmes such as the Marketing Awareness Programme, Profits through People, Profit Improvement, etc. Invest NI also works closely with enterprise partners (Local Enterprise Agencies, Councils, etc) in respect of Building Sustainable Prosperity and other programmes to support the development of established companies that do not fall under Invest NI's remit.

Each local Invest NI office has been tasked to work with Councils in their respective regions to develop a regional sales proposition for FDI. The aim is that Invest NI local offices along with the organisation's Business International Division and network of 42 overseas offices work in partnership with Councils to encourage FDI activity to the region. Overseas offices identify the contacts and arrange visits to NI, whilst the local office/Council 'sell' the region at a local level and promote the benefits via the regional sales proposition.

The main focus of much of Invest NI's work with clients is on “capability-building” factors such as research and development (R&D), innovation, technology transfer, the adoption of high performance work systems, quality assurance, strategic marketing and tactical-marketing skills development. Where the need is financial support and particularly for projects that are essentially capacity orientated, Invest NI will assist clients to explore all commercial avenues for finance before mobilising public sources. Where private finance is not forthcoming, viable “capacity” projects may be offered finance. This will mean a more tailored and strategic approach, offering clients business solutions that meet their growth needs and enabling them to exploit opportunities faster. Often a client's need will not be finance, but advice, expertise, contacts and access to information.

Invest NI also works with clients seeking to grow profitably, developing financial structures that enable the achievement of their business goals. Invest NI provides two basic forms of finance - programme related and corporate:

4.8 University of Ulster

The University of Ulster's mission is to become “an outstanding regional University with a national and international reputation for quality”. The University of Ulster at Coleraine and Jordanstown both service the council areas that form part of the North East Partnership.

In addition to supplying graduates for business and industry in the region, both campuses engage in a wide range of economic development activities. The University's Vision & Strategy document and subsequent annual reports provide an overview of the rationale for, and evidence of University engagement in Northern Ireland as a whole.

Specific examples of University activities that focus on economic development in the North East region include:

- University of Ulster Science Research parks at Jordanstown and Coleraine – the University has led Northern Ireland in the development of Innovation Centres and Science Park Buildings to foster the process of research commercialisation into high-technology business start-ups. The Innovation Centres at the Jordanstown campus offers high-quality bespoke accommodation, and business support services to inward investment and local “spin-in” companies seeking close links with the University’s research, technology and graduate base.
- Technology Transfer and Business Development – University academics engage with local companies in the North East region on strategic business development projects, through the Government sponsored TCS (formerly “Teaching Company Scheme”) scheme.
- European funded programmes – the University has adopted a proactive approach to engagement with the local community through European programmes such as Peace II. The Faculties of Informatics and Engineering and Built Environment is involved with “Flexible Learning for Higher Skills”. This innovative project aims to provide greater access for a range of disadvantaged groups to opportunities for Higher Education, and to upskill qualifications in certain key industry sectors.
- Liaison with Invest NI – the University actively supports Invest Northern Ireland’s efforts to attract inward investment to the region, by hosting visits on campus from international companies, economic development officials and financiers. The University also assists Invest Northern Ireland to develop the R&D and innovation potential of local companies through partnership in its range of support programmes such as START and COMPETE.

4.9 Northern Ireland Business Education Partnership

Compatibility of NIBEP's Aims and Objectives with the Overall Economic Aims for Northern Ireland are:-

Programme for Government

Sub-Priority 3 is concerned with equipping people with the skills and qualifications to gain employment in a modern economy. In achieving this priority, the Government explicitly states "we will also support the implementation of the Northern Ireland Business Education Partnership three-year strategic plan and the recommendations of the Review of Careers Education and Guidance".

Invest NI -Three Year Corporate Plan

Invest NI, through its focus on innovation and entrepreneurship will be addressing our relatively low business start up rate. Invest NI is currently developing a business birth rate strategy designed to encourage a more enterprising culture. The education sector has a key role to play in effecting a positive cultural shift in attitudes towards enterprise and entrepreneurship and the key challenge is to progressively develop an individual's entrepreneurial skills as they move through the education system from primary to secondary and third level.

In achieving the business birth rate strategy, Invest NI state in their Three Year Corporate Plan that it will "work with organisations such as the Northern Ireland

Business Education Partnership to promote greater links between education and entrepreneurs". In doing so, NIBEP will ensure that activity is co-ordinated and will encourage innovative ways of incorporating enterprise as a core activity in education.

Department of Education

The Department of Education have recognised the key role NIBEP will play in developing the young people for the modern workplace. NIBEP is mentioned twice in the Department of Education's New TSN Action Plan. In Objective 5b NIBEP's 3-year strategy is referenced as the action to be taken to fulfil the terms of the Objective: "Develop a programme to foster more positive attitudes towards education among socially disadvantaged people, including measures to strengthen links between education and industry by December 2000."

Objective 12g states that:

"NIBEP in taking forward its new strategy will give priority to the development of activities designed to achieve greater business/education relationships targeted at disadvantaged locations and groups. "

NI Skills Needs/Strategy 2010

If the vision of Strategy 2010 is realised then the demand for high-level skills will increase dramatically. Thus, we need to improve the supply of skills to meet these demands both in terms of quality and quantity. Strategy 2010 identifies sectors such as electronics, telecommunications, software, health technologies, tourism and tradable services as having marked potential for growth. Business education links activities target young people in the education system. In addition to developing employability skills it supports careers education and guidance in encouraging young people to choose the courses and careers which offer them best prospects in the future. In achieving this, Strategy 2010 states that:

"Collaborative clusters of schools, businesses and colleges should be established to deliver education and training outcomes tailored to the needs of the economy. These should be facilitated by a single enabling organisation, centrally directed but operated locally and based on the NIBEP model".

The Government has invested extra funding in establishing eight centres of excellence in six colleges to help address six priority areas of skill need, ie, computing, electronics, software engineering, manufacturing, engineering, construction, hospitality, tourism and catering. This will enable colleges to better attract students to these specialist vocational areas. However much more needs to be done to substantially increase the number of young people choosing courses within these priority skills areas and to demonstrate the range of worthwhile careers available.

Objectives and areas of activity

- ❖ Develop Business Education Policy and promote the importance of the appropriate structures, responsibilities and relationships between NIBEP and those engaged in the delivery of education and business:
 - Advise Government on business education policy
 - Set broad targets in relation to business education links
 - Lobby on behalf of business education links practitioners and provide direction to the Business Education Partnership (BEP) network

- Act as the principal conduit for public sector funding of business education links activity
- ϕ Create collaborative partnerships to improve the effectiveness of the business education sector through better co-ordination
 - Support the implementation of the recommendations contained in Strategy 2010 in relation to BEPs
 - Form an inclusive and collaborative association of provider bodies (PBs) to eliminate duplication and promote higher standards in the delivery of business education programmes. NIBEP will manage the relationship with provider bodies and the interface between provider bodies and government departments, ie, DE, DETI and DEL.
 - Support the work of the Northern Ireland council for the curriculum, examinations and assessment and others in the development of the curriculum in respect of work-related components
 - Develop effective links with the regional training unit (RTU)
 - Support the increase in teacher placements to match the levels achieved in Great Britain and develop opportunities for teachers to gain experience of the business environment
- ϕ Encourage Local Area Business Education Partnerships (BEPs) to maximise activity at a local level by identifying and supporting business education activity:
 - Organise and support the local BEP network through collaborative area structures based on the current ELB boundaries and geographical coverage
 - Strengthen the effectiveness of the local BEP network to ensure that all “partners” can work more closely together to deliver quality based programmes effective of local needs with the support of local schools, businesses and sponsors. This will be approached by encouraging the pooling of resources and the sharing of expertise across the BEP area network through the five Area BEPs
 - Encourage every post-primary school to engage in a local BEP to enable their students to benefit from the activity including special schools and those located in areas of designated disadvantage
- ϕ Develop programmes that promote the collaboration of business and education and so contribute to economic development entrepreneurship and employability:
 - Continue to develop the quantity and quality of work experience opportunities through the Charter Work Experience database and set targets with companies, working closely with education to maximise the learning opportunities
 - Increase the range of teacher placement opportunities
 - Support the development of enterprise/economic awareness, science, technology, engineering and personal development/capacity building programmes for young people
 - Support careers guidance and the recommendations of the Careers, Education and Guidance Working Group
 - Develop a continuum of business education programmes to support the entitlement for primary, secondary and further education
- ϕ To develop employer participation and so develop knowledge and expertise of NIBEP and business education activity in Northern Ireland:
 - Produce information and guidance for employers on careers, progression routes and work-related learning in conjunction with the appropriate partners

using innovative communications media including website and linkages to other interest groups

- Develop a Membership Scheme for employers and encourage employers to adopt an Area BEP
- Promote employer participation in the design and delivery of programmes and thereby improve employer awareness of the benefits of BEPs
- Introduce an appropriate scheme to recognise and reward employers, schools, and PBs that offer successful and innovative business education programmes

4.10 Northern Ireland Tourist Board

The Northern Ireland Tourist Board’s marketing plan has identified NI, ROI and GB as the marketing segments offering the best opportunity for immediate return on investment. Together these markets account for 88% of NI’s total visitors and 85% of total visitor revenue. They have identified the following market segments which they feel are relevant to the N Ireland product

Immediate Return Market Segments	Their Main Requirements
Northern Ireland: Empty Nesters Aged 45+	<ul style="list-style-type: none"> - City, Rural & Coastal Breaks - Relaxed/flexible travel arrangements - Good restaurants - Leisurely sightseeing - Famous attractions
Northern Ireland: Couples Ages 25+ no children	<ul style="list-style-type: none"> - Romantic getaways - Quality sightseeing - Luxury accommodation - Key cultural attractions, eating, drinking and good shopping (not souvenirs)
Northern Ireland: Families With children under 16	<ul style="list-style-type: none"> - Child friendly accommodation and dining - Travel at weekends and school holidays - Value for money - Easily accessible locations
Republic of Ireland: Couples	<ul style="list-style-type: none"> - Destinations yet to be experienced by their friends - Good scenery, attractions and shopping - High quality 4* hotels with leisure/spa facilities
Republic of Ireland: Empty nesters	<ul style="list-style-type: none"> - Relaxed/flexible travel arrangements - New areas to visit - Good food - Sightseeing (esp. famous attractions) - 3* + hotels with good facilities
Republic of Ireland: Families	<ul style="list-style-type: none"> - Value for money breaks - All inclusive packages - Easily accessible locations - Child friendly accommodation and restaurants - Activity rich destinations - Travel at w/ends and school holidays
Great Britain: Sightseers and Culturalists/Empty	<ul style="list-style-type: none"> - Predominantly travel between April and September - Likely to be touring by car - Will visit a lot of visitor attractions, historic properties

nesters	<ul style="list-style-type: none"> - Keen to absorb, culture, hospitality, and entertainment - Likely to include the Republic of Ireland as part of their trip - Stay in hotel, guest house, or B & B
Great Britain, N. Ireland, Republic of Ireland: Business Tourism	<ul style="list-style-type: none"> - Venue requirements - Conference facilities - Destination requirements: <p>Most conferences will have pre and post add-ons, therefore require good quality product in terms of venues: accommodation; activities; social aspect; good infrastructure; and good access.</p>

4.11 Causeway Coast & Glens Regional Tourism Partnership

Moyle District Council is a member of the Causeway Coast and Glens Regional Tourism Partnership (RTP), and has a service level agreement to ensure target use of resources and to avoid duplication of effort.

N I T B defines the purpose of R T P's as follows;

"To support the destination in the achievement of its potential through the delivery of a coordinated, customer first approach to product development, industry, visitor servicing and marketing communications."

The Causeway Coast and Glens Tourism Partnership is responsible for the out of state tourism marketing for the area covered by the local authority areas of Ballymena, Ballymoney, Carrickfergus, Coleraine, Larne, Limavady, Moyle and Newtownabbey. The aim of the Regional Tourism Partnership (RTP) is to support the destination in the achievement of its potential through the delivery of a coordinated, customer first approach to product development, industry development, visitor servicing and marketing communications.

Presently over 400 businesses are represented by the Causeway Coast and Glens, the largest RTP geographically. The membership comprises businesses from a range of sectors, all benefiting from tourism, including accommodation, visitor attractions, restaurants, tour guides, ferries, airlines, public transport, community groups, tour operators, golf clubs, activity providers, etc.

It manages and contributes to the communication, development and marketing of the region's tourist image in defined markets with its key products being the natural environment, golf, walking and cycling. The vision for the RTP will be achieved through the delivery of a series of objectives for the CC&G which will form the work programme for the three years from 2006 to 2009. These objectives are

1. Destination Marketing
2. Destination Management
3. Delivery of the Causeway Masterplan
4. Product Development
5. Communication
6. Leadership
7. Training Needs
8. Management

4.12 Causeway Coast & Glens Heritage Trust

The Causeway Coast and Glens heritage Trust is a partnership body established in 2002 in order to protect and enhance the unique qualities of the Causeway Coast and Glens area. The area covered by the Trust includes the Council areas of Ballymena, Ballymoney, Carrickfergus, Coleraine, Larne, Limavady, Moyle and Newtownabbey.

The strategic aim of the Trust is:

“To promote environmental management and sustainable tourism which aims to protect and enhance the unique heritage of the Causeway Coast and Glens area”

In achieving their aims, the trust will:

- Provide strategic direction and implement funding programmes aimed at the promotion of sustainable tourism in the area.
- Promote high quality visitor management and the conservation of the natural biodiversity and important landscapes of the area.
- Promote greater understanding of the special qualities of the natural resource amongst both local people and visitors.
- Help to spread both the visitor pressure and the economic benefits of tourism more evenly throughout the area.
- Initiate research and monitoring programmes on sustainable tourism and visitor and environmental management issues.
- Provide a mechanism to assist with the management of Areas of Natural Beauty (AONB’s) in the area.
- Co-ordinate an integrated approach to countryside management by the partnership bodies.
- Secure and distribute funding to assist in the implementation of partnership objectives.

5.0 Vision and Core Values

Setting out a vision is always a challenge for any area, but for the Moyle region this is particularly poignant at this moment in time, as the Council has been seriously considering its role in Economic and Tourism Development based on the changing political and economic landscape emerging over the last few years. There is now a strong body of thought as to the direction of the future economic life of the District. From the research carried out over the last six months (June to December 2007) it is clear that the local community and, indeed, visitors, value the area's natural resources, beauty and proximity and access opportunities very highly. They wish to see sustainable economic growth and increased prosperity which does not compromise, and wherever possible enhances the existing environment and infra-structure.

5.1 Vision

The challenge for Moyle District Council Elected Members, in looking at their role for Economic and Tourism Development is to take a realistic and targeted view that is aware of the capacity of Members and officers, size of the population, rural nature of the environment and limited financial resources available. It is clear that the requirements of any region will always far outweigh the resources and responsibilities of the Local Authority trying to implement development in that region.

Trying to ‘do everything’ is as damaging as ‘doing nothing’ and over exceeding the capabilities and resources of the Council will lead to an ineffective result and damaging promotional reputation for the Council. The strategy therefore should be very focused and take cognisance of the role for Elected Members as the civic leaders as opposed to the Council being seen as merely a ‘funding’ opportunity for programmes.

Thought should be given to the Councils role as a facilitator as well as taking into consideration the wider economic history, national and global economic context, changing opportunities and threats embodied in the Review of Public Administration, decline of EU funding and the need for a more co-ordinated developmental approach.

This has meant that Council in setting the vision and core values has needed to consider what they can realistically achieve within the context and constraints of the current situation. As such Moyle District Council has agreed the following vision:-

"To act as the main facilitator for action, in all matters related to economic and tourism development in the Moyle District Council area."

5.2 Core Values

Inherent within the vision are five core values that Council should strive to implement over the next five years. These are:-

5.2.1 Elected Member’s Responsibility

“To ensure that Elected Members have the knowledge and capacity to properly represent the economic and tourism needs of the region.”

This core value concentrates on the Elected Members themselves and seeks to:-

- Increase their Capacity
- Focus political influence towards collective development issues
- Co-ordinate Lobbying

5.2.2 Private Sector Assistance

“To help the private sector to grow by working with them to identify their needs and develop the political influence needed to promote economic and tourism development in the area.”

This core value concentrates on the Elected Members and officers relationships with the private sector in the district by helping them to:-

- Identify their needs and develop their potential.
- Understand what role Council plays in their development
- Utilise the Council's political influence in the pursuit of economic and tourism development.

5.2.3 Public Private Partnerships

“To create a series of small public / private partnerships for the implementation of projects that will have a sustainable impact on economic and tourism development in the area.”

- This core value concentrates on developing a small number of working relationships between Council and private sector organisations, based on

an agreed and contracted role. See section 5.3 for description and examples.

5.2.4 Co-ordination of Services

“To work with all public bodies and non-governmental organisations (NGO’s) who have an interest in the economic and tourism development future of Moyle to bring about a common approach, that draws upon the expertise and resources of each, to the regeneration of the area.”

- This core value is about the Council co-ordinating the economic and tourism function by acting as the ‘hub of the wheel’ for all external organisations who are working in the district. See section 4.

5.2.5 Promotion

“To raise the awareness of the work carried out by Moyle District Council in economic and tourism development in order to develop a greater understanding of the role played by Council for the benefit of its citizens. “

- This core value is about making sure that the public is aware of the work Council does and recognises is as a key player in development.

6.0 Action Plan 2008-2013