

EXPANSION OF THE DERRY-LONDONDERRY CAMPUS OF ULSTER UNIVERSITY

REPORT AND ACTION PLAN



December 2024



Chairperson's Foreword

Minister for the Economy
Adelaide House
Belfast

December 2024

Dear Minister,

I present to you the second report of the Taskforce for the expansion of the Derry-Londonderry campus of the Ulster University, including an Action Plan for the delivery of 10,000 students by 2032.

As you will see, significant investment is required, but, as KPMG reports below, this investment will lead to an estimated total of more than 4,600 jobs across Northern Ireland with more than half of all jobs concentrated in the local North West economy and an economic impact which will see the investment return as soon as 2029 with a £258m annual return on this investment for each year beyond that.

However, the cost of delay - economic, social and in areas including health outcomes - encourages the Magee Taskforce to compel the Executive and partners in Ulster University, Derry City and Strabane District Council and others to ensure that the time for delivery is now.

Given the scale of investment, the intricacies of largescale capital development, the complexity of growing a university in an already busy academic environment, alongside the plethora of developments that are planned for the city and the wider region, there are countless obstacles that remain. This Action Plan, as presented below, will be constantly under review and updated throughout the remaining term of the Taskforce. For instance, both commercial sensitivities and the requirement to reach legal agreements on some capital projects mean that the Plan today does not overtly identify all the locations and specific project details. However, as soon as practicable, in the coming weeks, the Taskforce expects that they will be announced early in 2025.

Unforeseen events can happen. Other investments or opportunities could arise or obstacles are required to be overcome. The Taskforce will continue to be rigorous in assisting you to deliver on this Programme for Government commitment which is your stated number one priority. The governance structures proposed in our Action Plan, when in place, will give confidence to your Department, and others, that programme delivery of such a significant investment will be achieved.

I conclude by offering my thanks, especially to my colleagues on the Taskforce, to Ulster University and to Derry City and Strabane District Council. I want to thank your staff in the Department, especially those who have established a presence on site at Magee, for their support in delivering this report and wish them every success as they move from plan to implementation.

I am delighted to present this Report and Action Plan.

STEPHEN KELLY
CHAIRPERSON
MAGEE EXPANSION
TASKFORCE

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Executive Summary

In the Interim Report produced in September this year, the Taskforce set out a range of 'asks' and invited many partners across the Executive, the Governments in London and Dublin, Derry City and Strabane District Council (DCSDC) and Ulster University (UU) itself, to offer a commitment to rise to those challenges and to deliver on the commitment made in January 2020 in the New Decade New Approach agreement.

In the intervening months, the Taskforce has been emboldened by the support from almost everyone with whom we have engaged. That support allows us to present this plan which, we are confident, describes the steps necessary to deliver the most significant contribution, possibly ever, to economic and social justice in the City of Derry. However, the Plan goes further. The development of Ulster University's Magee campus, as confirmed by the accompanying economic impact, analysis will make a significant contribution to the economic life of the entire North and, as confirmed by the Western Health and Social Care Trust, has and will ensure workforce stability for our health and social care system and improve health outcomes and life expectancy for people across the West.

No plan can possibly foresee every challenge that still lies ahead. Nevertheless, the Action Plan below demonstrates both the feasibility of the goal and, perhaps more importantly, the commitment we have been shown that these challenges will be overcome and the goal will be realised.

In the report below, you will find

- a summary of the response to the Taskforce's Interim Report;
- a summary analysis of the economic impact of developing the campus to 10,000 students;
- a plan for how this can happen including specific plans for new teaching facilities, confirmation of the broad range of subjects across all faculties that will be delivered onsite, proposals for Widening Participation to ensure HE is accessible to more of the people of the City especially its young people and estimates of how much this will cost, particularly to the Executive;
- proposals for integrating this Action Plan with wider City developments including the accelerated development of a Destination City, Destination Campus agenda; and
- a model of governance that the Taskforce proposes should operate to oversee the delivery of this programme and to negotiate the path through any obstacles that might arise.

The plan proposed by the Taskforce requires funding, mostly from the Executive, to deliver on the commitment in the NDNA agreement. We summarise those requirements below - **£343m** (**£291m** for capital and **£52m** for enabling costs on a one-off basis) and an increasing recurring cost rising from an additional **£2.5m** in the current financial year to an estimated **£35.4m** in 2032/33. Thereafter the additional costs of these additional students will require an estimated **£38m** per year.

Once provided, working together, the Executive, the City Council and the University, hand in hand, with local business, community organisations and the people of this city will deliver a world class campus that will provide a source of cultural, economic and intellectual achievement that will boost the North West, grow the economy, and provide a fitting tribute to those who have yearned for it for so long.

“It is clear from this preliminary analysis that any further delays in bringing forward the funding for these developments, or in delivering the plans that they support, will result in further missed opportunities for the economy in the North West and across Northern Ireland.”



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Report of the Taskforce

Introduction

This Report and Action Plan is presented to the Minister for the Economy in response to the Terms of Reference agreed with the Taskforce in April 2024 to bring forward proposals for the development and expansion of the Ulster University campus in Derry before the end of 2024.

This Report should be read alongside the Taskforce's Interim Report published in September 2024.

Formation of the Taskforce

The 2020 New Decade, New Approach (NDNA) agreement set a clear priority action for the Northern Ireland Executive to advance the development and expansion of the Ulster University's campus in Derry-Londonderry (Magee). This included increasing the maximum student numbers (MaSN) to achieve the target of a 10,000-student campus and establishing a Graduate Entry Medical School at Magee.

To deliver on this priority action, a dedicated Taskforce was established in March 2024. Its primary focus has been to develop and oversee a comprehensive action plan with clearly defined timescales to support the expansion of the Magee campus to a 10,000-student population as quickly as possible.

Leadership and Membership

Stephen Kelly, Chief Executive of Manufacturing NI, was appointed Chair of the Taskforce, with Nicola Skelly, Executive Director of the Washington Ireland Program, serving as Vice Chair.

The Taskforce comprises a diverse membership (Appendix 1), reflecting a wide range of expertise and perspectives. Members represent key sectors, including higher education, business, trade unions, student representation, voluntary and community organisations, local government, and central government. This broad representation seeks to ensure a collaborative approach, drawing on expertise from all relevant stakeholders.

Formal Launch and Engagement

The Magee Expansion Taskforce was formally launched at Ulster University Magee campus on 22 March 2024. Since its inception, the Taskforce has convened ten times to engage with critical stakeholders, identify challenges, and propose solutions. There has been significant engagement with representatives from government departments such as the Department for Infrastructure, local business leaders, community representatives, Health Trusts, Northern Ireland Water, and elected representatives. This inclusive approach underscores the Taskforce's commitment to addressing the challenges collaboratively and through co-design.

Progress and Interim Report

The Taskforce published its interim report on 11 September 2024, highlighting the significant progress achieved thus far. The report projected that achieving the 10,000-student target at Magee could realistically take eight years if progress is sustained at an optimal pace. The report further estimated that the expansion would require an investment of approximately £406 million in new facilities, including state-of-the-art academic and support infrastructure. This will in turn provide a very significant opportunity for the private sector to bring forward commercial investments in a number of areas, including purpose-built student accommodation.

Strategic Context for Developments within the City and wider area

The Derry City and Strabane District Council area comprises the second largest city in Northern Ireland and the fourth largest City Region on the island of Ireland. The City has a population of 98,000. Derry-Londonderry also has Northern Ireland's second largest acute hospital. The City and District once led the world in the textile industry. The region has since repositioned itself as an innovative, creative and cultural area and is now a strong global competitor in health and life sciences, digital industries including business, professional and financial services, advanced manufacturing and engineering and creative industries.

The Derry City and Strabane District has many quality-of-life advantages – such as an excellent education system, relatively short commuting times, a vibrant cultural scene and stunning landscapes. There is a palpable sense of belonging and local people have close neighbourly and family ties.

The North West City Region

The wider North West City Region (Derry City and Strabane District Council Area and Donegal County Council area) supports **a combined population of over 350,000** comprising the fourth largest urban agglomeration on the island of Ireland.

The Regional Development Strategy recognises the importance of cities as drivers of economic growth, and that Belfast and Derry-Londonderry are key population and economic centres and as such will be catalysts for growth across Northern Ireland. The Taskforce is determined that university growth in the City will be fully integrated into the wider community to allow the benefits to be reflected across the city and the region both in terms of bearing the risk, sharing the economic opportunity and enjoying the rewards that will follow. For example, the need for additional purpose-built student accommodation represents both an investment opportunity for the local economy but also an important means by which the campus becomes integrated into the local community and vice versa. The Taskforce considers this vital to realising and optimising the true benefits of the expansion in student numbers - the campus cannot become a commuter destination.

Ireland's National Development Plan also outlines a need to stimulate performance of the North West City Region which is key to both the Northern Ireland Executive's and the Irish Government's ambitions to realise the economic potential of the region.

Over the past decade the region has developed innovative place-based, cross-jurisdictional strategic planning and governance arrangements via the North West Strategic Growth Partnership and North West Strategic Growth Plan.

A North West Tertiary Education Cluster (NWTEC) has also been formed which is a strategic alliance of all four publicly funded tertiary education providers in the North West City Region (Ulster University, Atlantic Technological University, North West Regional College and Donegal Education and Training Board). The mission of the cluster in conjunction with the North West Strategic Growth Partnership is to create a Shared North West; a highly connected, high performing region achieved through the clear pursuit of opportunities available via Smart Growth, Sustainable Growth and Inclusive Growth.

The Taskforce supports the work of NWTEC and believes that the proposals for expansion at Magee support and consolidate the work of the cluster. The Taskforce is keen that the constituent parts of the cluster continue to flourish and enjoy mutual benefit from the expansion at Magee.

The response to 'asks' in the Taskforce's Interim Report

The Interim Report¹ published in September 2024 set out a series of 'asks' of a range of bodies, primarily devolved government departments and their agencies and the local Council. Other 'asks' were directed to the Governments in London and Dublin. A table showing the responses up to the date of publication of this report to these asks is attached at Appendix 2.

Specifically, the Taskforce has agreed to group the earlier 'asks' for ease of reporting and to assess progress. These groupings are also reflected in how we recommend delivery should be managed (see Appendix 5). The groupings are set out in Appendix 2.

Following the Taskforce's publication of its Interim report, it was invited to brief various bodies including the NI Assembly's Committee for the Economy, Derry City and Strabane District Council, Londonderry Chamber of Commerce, and to amplify both plans and concerns raised during the initial period of the Taskforce's work. The Taskforce also met with the local Member of Parliament (Colum Eastwood MP) and the Infrastructure Minister, John O'Dowd MLA.

The Taskforce is pleased that the Minister for the Economy presented the Interim Report to the full Executive at its meeting on 5 December 2024.

1 [Interim Report Ulster University Magee Taskforce | Department for the Economy](#)

The overwhelming reaction to the early work of the Taskforce and the responses to the 'asks' was positive and supportive. The Taskforce takes this opportunity to thank all those who engaged with them throughout their deliberations, especially since the publication of the Interim Report and offers appreciation to those who have indicated a willingness to continue to support the efforts to deliver university expansion on the scale and timescale indicated in that report.

“We estimated that for growth through to 10,000 students, there would be a market demand for a further 3,600 residential units. We are pleased that both local, regional and national developers have responded to this opportunity and several projects, of varying scale, are under consideration by developers.”



Economic Impact of Expansion at Magee

“The planned expansion of the Magee Campus represents a transformative investment opportunity for Northern Ireland.”

“The cumulative additional economic impact of the Magee Campus expansion could offset the cost of the capital investment by as early as 2029.”

“The Magee Campus expansion should not only be seen as an investment in infrastructure but as a transformative initiative that will generate lasting economic, social and cultural benefits for Derry-Londonderry, the North-West region and Northern Ireland as a whole.”

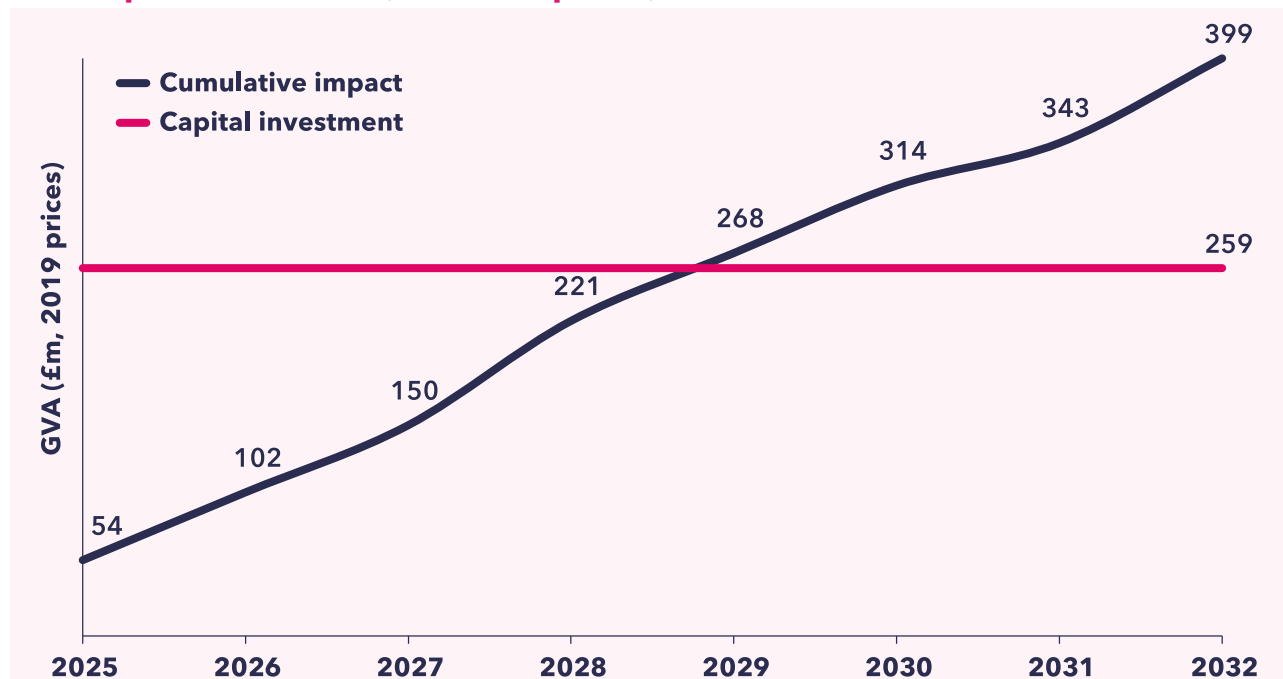
KPMG Nov 2024

The decision to expand Magee campus of Ulster University was a political decision taken in the context of the New Decade New Approach agreement. However, the Taskforce considers that there is also a rational basis which underpins the political decision and drives an economic imperative for this expansion. We believe it is important that this rationale also weighs in any consideration of the policy and financial decisions that are needed to deliver on the political commitment.

Following the publication of the Taskforce’s Interim Report, the Department for the Economy, at our invitation, commissioned KPMG to develop an economic analysis of the potential impact of university expansion to 10,000 students by 2032. Appendix 3 represents a summary of KPMG’s work up to the date of publication of this report. A more detailed follow up report is scheduled to be produced by KPMG in April 2025. The Taskforce anticipates that the final KPMG report will further reinforce not only the value for money of the proposed expansion but the economic necessity to progress at pace to secure its benefits for Derry-Londonderry, the wider North West region and Northern Ireland as a whole.

The analysis is predicated on early estimates of the potential costs of capital developments and the probable minimum timescales which accord with the Taskforce’s view that provision for 10,000 students could be in place by 2032. It is clear from this preliminary analysis that any further delays in bringing forward the funding for these developments, or in delivering the plans that they support, will result in further missed opportunities for the economy in the North West and across Northern Ireland.

Total cumulative GVA impact of Magee Campus expansion (2024-2032) relative to total capital investment (£m, 2019 prices)



This perspective echoes the views, reported in our Interim Report, from the Western Health and Social Care Trust regarding the significance of third level provision at Magee in providing skilled personnel for health and allied professions, securing well paid employment in the local community and consequently offsetting further risks to health and wellbeing both for those who take up these positions and those they serve.

The Taskforce is certain and insistent, further expansion at Magee is a necessary, urgent and ultimately transformative exercise that needs to be taken forward quickly. The Executive, through the Economy Minister, and the University have confirmed they are committed to deploying their share of the funds, subject to fiscal and budget constraints, necessary to stimulate this growth.

Avoidable delays will fail to take advantage of the demographic uplift in 18-year-olds, which peaks in 2029. A failure to provide additional undergraduate places, will drive considerable numbers of students to GB Universities. There is a real opportunity to do what's right for Northern Ireland and the region by increasing MaSN and allocating the additional numbers exclusively to the Magee campus.

The Taskforce recommends that DfE and DoH prioritise additional funded places in Derry-Londonderry only, maintaining student numbers in Belfast institutions, and campuses, at current levels to deliver the future regional rebalancing of higher education. For the avoidance of doubt, the Taskforce does not call for the down-sizing of other campuses but is of the view that any and all additional student allocations (MaSN and DoH-commissioned) be prioritised to Derry-Londonderry to promote regional balance and deliver on the goal of 10,000 students at Magee.

It is the unanimous view of the Taskforce that as the campus grows, further economic benefits will accrue as seen and clearly evidenced at university communities elsewhere across these islands. The Taskforce wants to stress the importance of promoting a sustainable growth which underpins economic growth and becomes mutually supportive for both the local community and the campus itself. The Taskforce, already convinced of the need for the expansion of Ulster University at Magee, now adds the findings of this economic analysis to the body of evidence to justify delivery.

“The University will adopt an ‘Inclusive by Design’ approach to ensure that the infrastructure of the growing campus addresses the needs of all students.”



Recommended Actions to maintain the momentum generated during 2024 which will be monitored by the Taskforce during 2025

To give effect to the Action Plan, the Taskforce expects the following actions to be taken:

The **Department for the Economy** should:

- Secure the Executive's endorsement of this Action Plan;
- Secure Executive agreement via the Department of Finance for the resources necessary to deliver this Plan;
- Initiate the governance arrangements described in Appendix 5;
- Develop and secure approval for the Programme Business Case;
- Progress substantive responses to the 'asks' from the Taskforce's Interim Report;
- Arrange the publication of KPMG's final report on the economic impact of expansion at Magee campus of Ulster University;
- Establish a clear strategy for joining-up the Widening Participation activities of all providers in the North West for greater progression to the Magee campus of UU; and
- Collaborate with private sector bodies to ensure further growth opportunities for the private sector in the North West and the creation of graduate job opportunities for those being educated at Magee campus.

Ulster University should:

- From early 2025, complete the purchase of the buildings and subsequently progress the development of sites required to meet both the short-term growth projections and develop-out future capital projects required to build a campus capable of hosting 10,000 students;
- Confirm the recruitment of comprehensive design team for the Shared Island facility;
- Progress the developing academic plan within the context for growth at Magee as laid out in this report;
- Bolster the University team to assist with the programme and individual project development work;
- Implement an Engagement Strategy with the local community to achieve Social License for the ongoing developments;
- Extend the Engagement Strategy to provide clearer recognition of student engagement in campus development; and
- Produce a prospectus to encourage further private sector investment in the provision of Purpose-Built Student Accommodation;

Derry City and Strabane District Council should:

- Continue to actively engage with the University to expedite the planning and development of its Campus masterplan to include the acquisition of land and buildings to drive campus growth;
- On receipt of a Direction Order Dfl in relation to Council's Local Development Plan, expedite adoption of the plan and application of its policies in respect of both House in Multiple Production (HMO) and Purpose Built Student Accommodate (PBSA) provision;
- Work with the University and other partners to engage with surrounding communities to address issues of concern and to ensure the benefits of campus expansion are sustainable and of benefit to all;
- With other key partners - Tourism NI, Invest NI, Visit Derry, Ulster University etc - scope and advance a "Destination City, Destination Campus" brand and marketing campaign commensurate with the funding made available to resource; and
- Advance its ambitious City Growth plans including Tourism, Riverfront/Strand Road Regeneration, Regional Leisure Development at Templemore and other Regeneration, Community, and Health projects with key City partners, complimentary with and cognisant of the developing plans and opportunities presented by the growth of the University.



Action Plan

Actions and Delivery to Date

Since the publication of the Taskforce's Interim Report a number of key deliverables have been realised:

Commitment across Government

Initially only a NDNA commitment, the NI Executive has included the expansion of University of Ulster at Magee in the Draft Programme for Government (due to be finalised in early 2025). In addition, it has been included in the Department for the Economy business plan and the draft Investment Strategy for Northern Ireland as well as the strategic plan of Ulster University.

Establishment of dedicated offices and teams

Ulster University and the Department for the Economy have each established dedicated teams to deliver the expansion of the Magee campus. DfE appointed a Director of Magee Expansion in September 2024 to head up its operation onsite at the University.

Capital Developments

- The following progress has been made on capital development between September and December 2024:
 - Ulster University, in partnership with DfE, has successfully identified and are concluding the purchase of six sites to deliver the appropriate capital infrastructure requirements to host teaching and research space for 10,000 students. The sites will support a mixed-use development across teaching, research and student accommodation. It is anticipated that the five sites, which **New Project 2** comprises, could facilitate up to 816 students.

The final site acquisition (**New Project 1**) is also nearing legal completion - the 5,500 sq ft development of teaching and laboratory space will complete imminently and will support the accommodation of an additional 600 student places once refurbished. The initial intake of 375 students will provide for IT and engineering subjects in September 2025 and will release space elsewhere on the Magee campus for other growth-enabling activities;

- **Shared Island Fund Teaching Block** - Pre-application discussions have taken place with planners and funding of 85% has been committed from the Irish Government and 15% from UU. Confirmation of the comprehensive design team is expected imminently;

- **Cognitive Analytics and Digital Robotics Innovation Centre (CADRIC) City Deal** - A site capacity study has been completed and design team procurements are currently underway. 90% of funding has been committed via City Deals with 10% committed from UU;
- UU secured funding from Special EU Programmes Body (SEUPB) in November 2024 towards a new regional facility - **Sports 'Air Dome'** on the Northland Road, close to the existing student village. This will comprise a 15,000 square metre year-round indoor arena with synthetic playing field that has the capacity for thousands of spectators. This is seen as a regionally significant and inclusive shared space that will generate meaningful and purposeful contact between its communities. It will also support Derry/Londonderry as a 'destination city' improving the attractiveness of the Magee campus for students. Concept designs are well progressed in line with the bid. Total funding of **£17.81m** has been confirmed including a contribution from UU;
- **The School of Medicine (SOM)** building is an Inclusive Futures project, delivered in parallel with City Deal. A business case has been developed and is going through Government approval processes, having already received approval from DfE's Casework Committee. Subject to business case approval, the building, if developed to its maximum capacity, could facilitate 790 additional students by academic year 2030/31. The site for the SOM has recently been purchased by UU from Derry City and Strabane District Council (DCSDC), with funding from University reserves, and the procurement of a design team is imminent. In relation to funding, circa **£30m** has been secured from Inclusive Futures with up to **£15m** ringfenced in UU reserves. A more enhanced specification is being considered as part of the Business Case approval process;
- UU and DCSDC have entered into a Memorandum of Understanding to develop a timeline and agree proposals, for the acquisition and **repurposing of the existing Council Offices for university expansion.**

The Taskforce, with UU, has identified 18 capital projects in total which are required to deliver the capacity for 10,000 students at its Magee Campus by 2032. **Work has commenced on all capital projects up to 2029** to cater for 10,000 students; although growing the intakes in successive years will mean that the enrolment of that number will not happen until the intakes have progressed through all years of the various courses which is anticipated to happen by 2032.

- In terms of refurbishment/development of existing campus facilities:
 - Public Realm adjacent to CADRIC – Design consultants have been appointed to progress concept designs and costings.
 - Public Realm adjacent to Foyle Arts Building – Design consultants are currently being appointed.
 - Student Union Enhancements – An initial high level concept design has been developed by UU to test the opportunities for a major remodelling of the current space.

To be clear, this plan provides that Magee will have capacity for 10,000 students and the Taskforce anticipates that number of students on-site by 2032 allowing for all courses across all intake years to be populated.

Since September 2024, UU supported by DfE, has undertaken enabling capital works to support the UU Magee expansion programme including estate refurbishments, digital infrastructure, design works and investment in space utilisation software all to aid the progress on the expansion plans.

- In November, the Taskforce identified, and scoped the key dependencies (set out below) which may affect the delivery of the projects and has developed an initial high-level Risk Register to support the delivery of the ambitious capital plan.
- In November 2024, the Ministerial Advisory Group (MAG) for the Architecture and the Built Environment committed to funding a dedicated 'Place Based Advisor' to support the development and delivery of the UU Magee Expansion Programme alongside the wider developments across the city.

Student number/Resource Developments

- Up to £4.1m in resource funding has been allocated by DfE to support the expansion of students at Magee in the 2024/25 academic year. This helped fund:
 - approximately 500 extra students this academic year (including students already at the university moving into their second year), who are currently above Maximum Student Numbers (MaSN) which were initially enrolled at financial risk to the University;
 - the promotion, outreach and marketing of the Magee campus to potential students;
 - additional short courses at Magee;
 - the support work of the Magee Expansion Taskforce;
 - software to ensure the full utilisation of existing teaching spaces to improve efficiency and thus capacity;
 - 16 additional PhDs, commencing study in September 2024.
 - In November 2024, UU undertook modelling to inform a growth model setting out the critical path to 10,000 students. A detailed indicative subject plan and projected pipeline of learners has been developed to inform and deliver the necessary recruitment of students in line with the proposed capital plan. (As with the capital costs below at page 28, the student plan will be subject to further development in line with the Programme Business Case.)
- In November 2024, the Minister for the Economy, Conor Murphy, announced that from the 2025/26 academic year, students at the Graduate Entry Medical School (GEMS) at Magee will be able to access tuition fee loans. Currently, graduate entry medical students cannot obtain a government loan to cover the cost of university tuition fees. This announcement means that studying at Ulster's Graduate Entry Medical School will be more financially accessible for students.

“A detailed indicative subject plan and projected pipeline of learners has been developed to inform and deliver the necessary recruitment of students in line with the proposed capital plan.”

Enabling Developments

Whilst the Taskforce has been focused, since it published its Interim Report, on the capital infrastructure and academic plan to deliver the 10,000 students, it is aware that these elements will not be sufficient on their own to support delivery. In November 2024, the Taskforce members facilitated four working groups which have scoped out high level key enabling actions to inform the action plan, namely:

- **Student incentives:** DfE has appointed Stranmillis University College to undertake research to identify evidence-based incentives which would attract students to choose to attend UU Magee (and support all of the university sector). This has been led by DfE officials.
- **Destination City, Destination Campus Costs:** In November 2024, Taskforce members and UU, DCSDC, Tourism NI and DfE scoped a campaign and marketing approach to attract students both domestically and internationally between 2025-2032.
- **Widening Participation:** In November 2024, a working group proposed four programmes to encourage enrolment from under-represented groups in the North West. This has been led by a community sector representative on the Taskforce, UU, North West Regional College, and DfE officials.
- **Private sector initiatives:** This has been led by representatives from the Taskforce (Invest NI, Chamber of Commerce and Skills representatives) supported by DfE, who in November 2024, commenced work on the development of three initiatives to support and enable potential job opportunities to graduates and local businesses - ensuring the University provides the catalyst to economic growth for the region, supports subregional balance and nurtures economic development for new and existing local businesses.
- The Taskforce has undertaken two **student surveys** (July and November 2024) in partnership with the Student Union representative on the Taskforce - this provided an important opportunity to hear student voices and to 'sense-check' the growth plans with our key user group i.e. students themselves.
- DfE appointed KPMG as an economic partner in October 2024 to support the preparation of this action plan and support the development of a Programme Business Case (commencing January 2025). The high-level economic impact assessment has demonstrated the value, benefit and need to increase the UU Magee campus student intake to 10,000 students.
- In November, UU established and developed a Community Benefit Framework for engagement with key stakeholders to support the expansion plans at the campus.
- The governance arrangements for the expansion programme are well underway:
 - The Strategic Investment Board (SIB) was engaged in October 2024 and has provided a governance structure and approach to support the Taskforce and ensure it can perform its 'monitoring' role;
 - The Taskforce, through DfE, has commenced arrangements for managing the project using the Cabinet Office's Gateway process.

It should be noted that Ulster University is led by its own governance body (Council) – a Board of Trustees – who are required to conduct governance and oversight of all UU activities.

In summary, the Taskforce is satisfied that it has identified the range of issues that must be addressed to support and deliver on the goal of 10,000 students in Derry-Londonderry and has progressed urgent consideration of other strands that must be taken forward in the coming period. The Taskforce is pleased that the momentum which developed from its Interim Report has become manifest in a range of practical developments.



The Plan

The key components to delivering a successful expansion of Ulster University at Magee will be:

- the provision of state-of-the-art teaching and residential accommodation in which students (and staff) can study, work and live;
- the provision of appropriate courses, by subject area and faculty;
- the identification and enrolment of students to fill the places provided;
- a successful integration of these developments with the development in the wider city and region; and
- the establishment of a governance system to deliver the plan.

A proposed table describing the key actions, progress to date and arrangements to monitor progress has been presented to the Taskforce. It will inform the next stage of our work. To achieve this will require co-ordination on a scale and at a pace which is unprecedented in university growth in these islands. As set out in Table 1, the Taskforce **estimates** one off capital and enabling costs in the region of c**£343m** of public funding which includes some internal costs to ensure good governance and the integration and management of actions across public authorities. The costs will also include some enabling programmes to support the capital build and student attraction initiatives.

Table 1 - One off Capital and Enabling Funding required to deliver 10,000 students

		24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	TOTAL
		£m	£m	£m	£m	£m	£m	£m	£m	£m	*£m
Capital	Capital Cost	7.5	6.75	6.15	21	24	48	68	54	26.4	261.8
	UU PMO	-	3.18	3.18	3.18	3.18	3.18	3.18	3.18	3.18	25.44
	PhD Courses	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	3.6
	Total CDEL	7.9	10.33	9.73	24.58	27.58	51.58	71.58	57.58	29.98	290.84
Enabling Costs	Student Incentives	0.03	0.05	3.0	3.0	3.0	3.0	3.0	3.0	-	18.08
	Marketing	0.47	0.80	2.05	2.01	1.9	1.9	-	-	-	9.13
	Widening Participation	-	-	1.0	1.0	1.0	1.0	1.0	1.0	-	6.0
	Private Sector Initiatives	-	0.8	0.8	0.8	0.8	0.8	0.8	0.8	-	5.6
	DfE Staff Costs	1.08	1.75	1.75	1.75	1.75	1.75	1.75	1.75	-	13.33
	Total Enabling Costs	1.58	3.40	8.6	8.56	8.45	8.45	6.55	6.55	-	52.14
TOTAL	9.48	13.73	16.33	33.14	36.03	60.03	78.13	64.13	29.98	342.98	

Additional Student Places Costs

The Taskforce have also identified that to grow student numbers from 5,700 to 10,000, other costs will need to be considered by the NI Executive. As set out in Table 2, there will be a requirement to grow the places fundable by the NI Executive from **£2.5m** in 2024 to **£35.4m** in the 2032 year. This funding will be a recurring source of funding which will be required post the 2032/33 year.

Table 2 - Additional places fundable by the NI Executive required from 2024/25-2032/33

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Total Resource Cost of additional student places *	2.5	6.4	11.3	15.3	17.3	18.6	23.5	29.8	35.4

* These costs are estimates and are subject to change and variation.'

** It should be noted that, post FY 2032/33, there are ongoing Resource budget requirements of c.£38m per annum to fund the additional student places associated with expansion of Magee to 10,000 students.

The above costs of additional student places are based on assumptions and average costs which may be subject to change. This means that actual costs may differ."

Providing The Physical Infrastructure

Ulster University has carried out an extensive mapping exercise to establish the maximum number of students that the existing campus can facilitate. This exercise has modelled:

- existing teaching space against current and future courses;
- the existing student population and projected student numbers as new courses are introduced;
- renovation/refurbishment of existing space and where possible the construction of new space within the campus footprint including the Shared Island teaching block.

The outcome of this exercise established that the existing campus footprint can support approximately 6,000 students. Current enrolment is already close to this total with forecasts showing that new facilities are required to support growth plans including for the upcoming 2025/26 academic year. To grow the student population beyond this figure, the University needs to extend its physical footprint and to acquire additional buildings/sites.

The University has carried out a second mapping exercise to consider suitable buildings and vacant properties/sites beyond the existing campus (but within a 500m radius) which could be developed into suitable teaching and research space. They have identified two new **Project 1 & 2** sites in addition to augmentations to the current campus estate and previously announced new builds (Shared Island and Medical School buildings). The University considers these sites and buildings added to the existing campus would be sufficient to accommodate 10,000 students.

Total Capital Requirement and Enabling Costs 2024-2032

The total capital cost of this development, as indicated in the Interim Report, is circa £411m. Of this amount the financial ask of the Department for the Economy and the NI Executive for capital development and enabling costs is circa £343m (£291m for capital build and £52m for enabling costs) after allowing for contributions from University reserves and other funders (City Deals, Inclusive Futures, Special European Union Programmes Body (SEUPB), and Shared Island). This funding is not required all at once and will be sequenced over a number of years, with the drawdown of these funds being realised throughout the period to 2032.

A brief overview of each capital project is set out in Appendix 4, with the exception of New Project 1 and 2. These projects refer to site acquisitions which the University is progressing at pace to secure in partnership with the Department for the Economy. These acquisitions are moving through legal process and seeking co-funding approval from Government with completion expected to be imminent. Disclosure of detail on these projects in advance of securing ownership and completing all legal aspects would be premature and could put acquisitions at risk.

To assist the reader, the following charts and diagrams describe the strategic direction of travel to deliver the teaching facilities necessary to accommodate 10,000 students. **Work on all these projects to 2029 has already commenced.**

Planned Magee Capital Projects 2024-2032

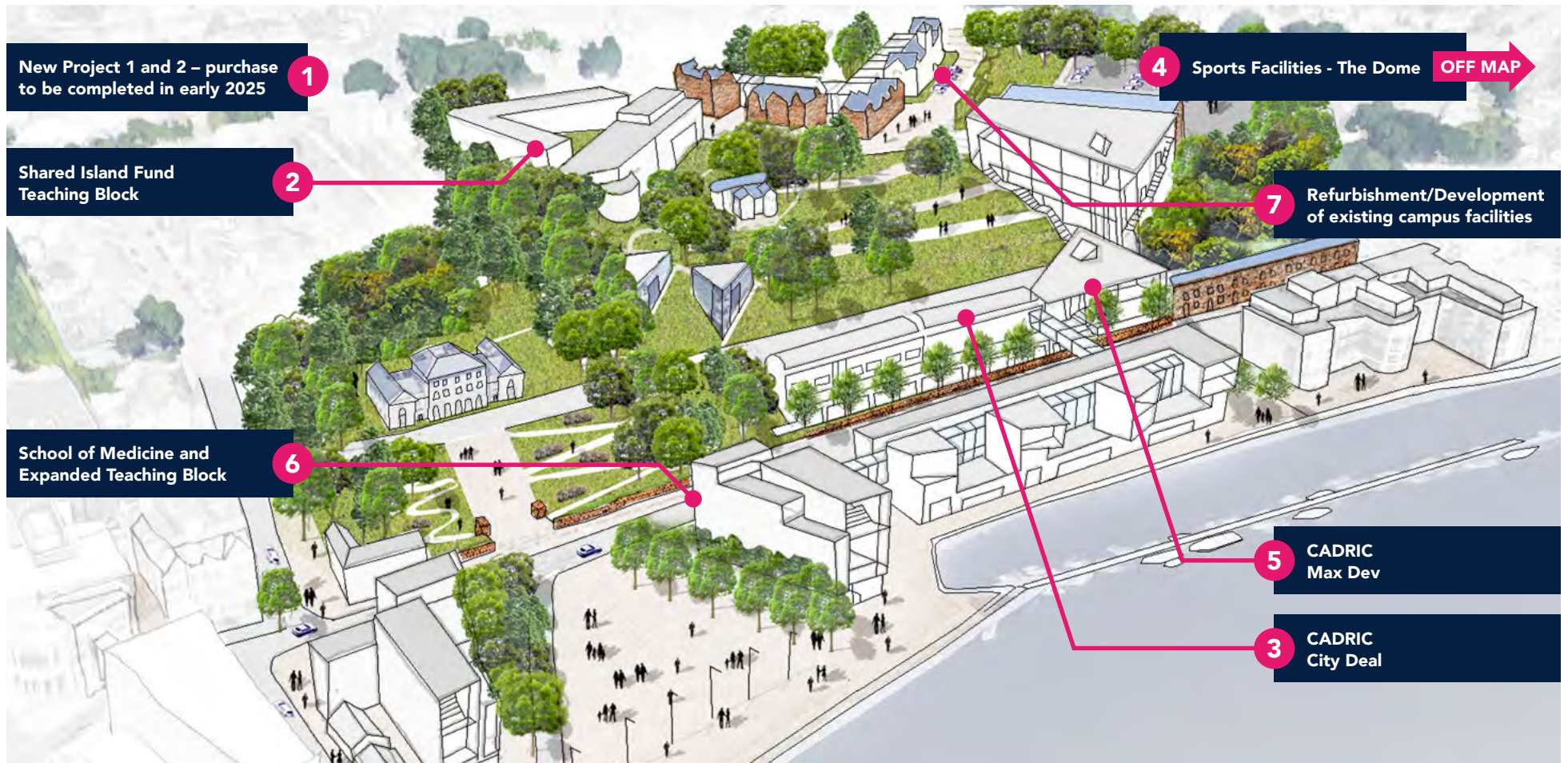
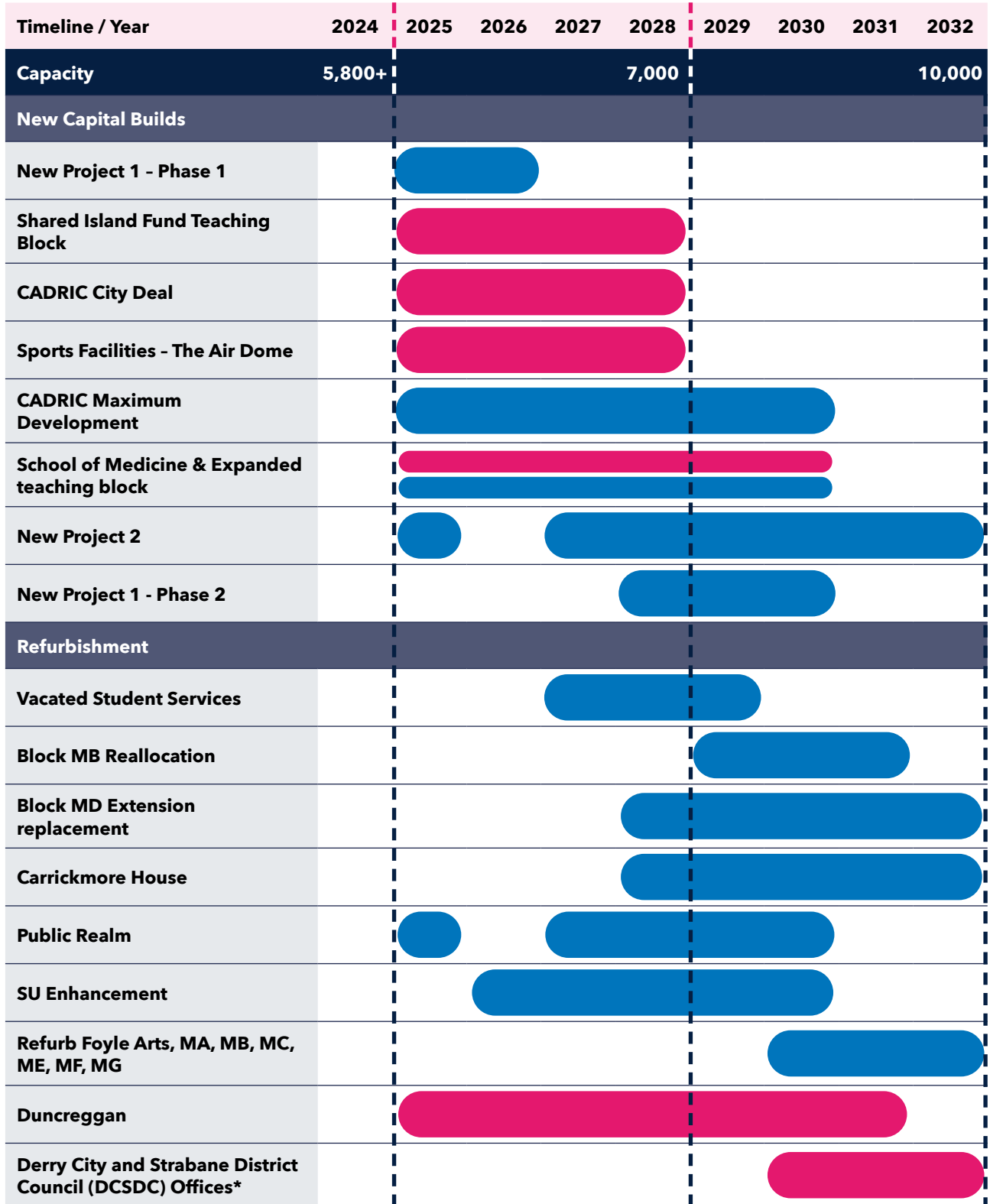


Chart 1 - Capital Timeline and Campus Capacity



*DCSDC land acquired for post-2032 development, will not be required for the growth to 10,000 students but is part of the overall masterplan.



The total capital costs, the student numbers facilitated, the cost and the sources of funding for each of the projects necessary to meet 10,000 students has been identified and estimates to date are set out in Table 3 below. The total cost of the required capital development is just over c**£441m**. To date, c**£150m** of match funding has been secured by Taskforce partners. The financial ask of DfE and the NI Executive for capital funding is c**£291m**.

These estimates will be subject to the completion of a Programme business case on which work is scheduled to commence in January 2025.

Table 3 - Magee Capital Projects 2024-2032

No.	Projects	Estimated Student Capacity	Total Cost*	Funding Committed		Executive (DfE) Funding Required
			£m	£m	Source	£m
	Current Site Capacity	6,000				
1	New Project 1 - Phase 1	375	13.84	1.83	UU reserves	12.01
2	Shared Island Fund Teaching Block	625	45	39.2 5.8	Irish Govt UU Reserves	-
3	CADRIC City Deal	-	39	35.1 3.9	City Deals UU Reserves	-
4	Sports Facilities - The Air Dome	-	17.81**	9.44 8.37	SEUPB UU Reserves	
5	CADRIC Maximum Development	375	27	-	-	27
6	School of Medicine and Expanded teaching block	790	87	30.4 15.8	City Deals UU Reserves	40.8
7	New Project 1 - Phase 2	c300	6			6
8	Refurbishments/Development of existing campus facilities					
	Vacated Student Services	60	1	-	-	1
	Block MB Reallocation	c200	2	-	-	2
	MD Extension replacement	c300	25	-	-	25
	Carrickmore House	c230	18	-	-	18
	Public Realm Adjacent to CADRIC	-	4	-	-	4
	Public Realm Adjacent to Foyle Arts Building	-	6	-	-	6
	SU Enhancement	-	6	-	-	6
	Refurb Foyle Arts, MA, MB, MC, ME, MF, MG	-	55	-	-	55
9	New Project 2	816	59	-	-	59
10	Capitalised PMO and PhD costs	-	29.09	-	-	29.09
	TOTAL	10,071	440.74	149.84		290.9

* Please note these costs are projections/estimates and subject to variance and change.

** Please note figures have been subject to rounding up and exchange rates.

Summary of Capital Developments

The list of proposed developments demonstrates the practical feasibility of delivering the infrastructure necessary to accommodate the teaching of 10,000 students. The Taskforce has been presented with a detailed project plan by the University on the delivery of these capital projects, with a scaling of detail for those projects that are about to progress and will continue to work with the Department, Council and the University to develop specific timelines and deadlines for these proposals, including the proposed public realm works and privately funded student accommodation projects to reflect our expectation for completion by 2032.

In delivering the expanded campus, constructing teaching and research facilities alone will not be sufficient to grow the campus. Developing sufficient high quality residential accommodation and co-ordinating these capital projects with other exciting and significant capital developments in the North West City Region also represent vital components to fully capitalise on the expansion in student numbers and will play an important role in integrating the campus into the wider city.

Residential accommodation and the integration with developments across the wider city will be important in determining the likely success of growing the campus as a part of the growing city. Detail on wider development projects being brought forward across the city should be integrated with the University masterplan to provide a city development programme supporting integrated planning and development.

“Taskforce has been presented with a detailed project plan by the University on the delivery of these capital projects, with a scaling of detail for those projects that are about to progress.”

Student Accommodation

The Taskforce's Interim report outlined our assessment that student accommodation could represent an opportunity for a further £275m investment in the city, which could be delivered by the private sector. The University has plans to develop student accommodation at Duncreggan Road and work has already commenced on taking this forward but much more student accommodation is required. Sufficient availability of student accommodation makes growth to 6,500 and subsequently 7,000 (as teaching accommodation comes online), challenging, indeed based on historic trends unlikely, if not addressed. Just as importantly, any accommodation needs to be both affordable and accessible for all those who may avail of it.

In our Interim Report, we estimated that for growth through to 10,000 students, there would be a market demand for a further **3,600** residential units. We are pleased that both local, regional and national developers have responded to this opportunity and several projects, of varying scale, are under consideration by developers. We are confident that these will result in detailed plans being submitted and promoted in the months ahead.

There are currently waiting lists for all accommodation types, including private rentals in the city. The University has limited the first-year accommodation guarantee to students living further than 25 miles from campus to manage expectations and there is currently a waiting list for University accommodation. The shortage of accommodation has a direct impact on the marketability of the campus. As provision grows, demand will continue to increase accordingly. The Taskforce accepts that this issue must be addressed if teaching capacity in a rapidly growing campus is to be reached.

UU currently has 831 bed places. The University estimates that the capital build at its Duncreggan Village site and private sector development which is under consideration by developers would take spaces up to 2,000. The Taskforce expects substantially more bed spaces will be required to accommodate an enrolment of 10,000 students and anticipates that appropriate private sector providers will seize the opportunity to provide these.

The Taskforce recognises that to support expansion to 10,000 students, the quantity of privately rented accommodation would need to be more comparable to university cities of a similar scale. The parallel development of purpose-built student accommodation (PBSAs), has the potential to supply the requisite mix and volume of housing options for an expanded student population. However, timescales and funding to deliver large PBSA developments (which may require financial subsidy) are challenging, and optimistically the first of these is not expected to complete before academic year 2027/28.

Purpose Built Student Accommodation

The Taskforce has been advised of several private sector proposals for the development of bespoke, affordable, student accommodation in the vicinity of the campus. The Taskforce welcomes these initiatives. Such proposals are a welcome recognition of the commitment, beyond the public sector, to the economy in the North West, to the feasibility and profitability of such growth and to the responsiveness of those beyond the immediate planning at Magee to support the plans for expansion. Indeed, the indications to the Taskforce are that such developments will progress quickly and at scale to support the timeframe for expansion described elsewhere in this report. **Such developments will be essential if the additional student numbers are to be attracted to the city. It is just as important that the users of such provision, ie students themselves, are engaged in the developments to ensure their requirements, including affordability and accessibility, are met.**

Planning for HMO and PBSA Accommodation

Derry City and Strabane District Council is committed to assist in the managed and sustainable expansion of student accommodation. The Council has developed a Local Development Plan (LDP) Strategy which includes Planning policies to assess future HMO proposals, balanced with protecting the interests of local communities. The LDP Draft Strategy also includes a policy for Purpose-built Student Accommodation.

We would encourage the Minister for Infrastructure to issue a Direction in relation to the LDP Strategy, before the end of December 2024, which would enable its adoption by Council by latest end Q2 2025.

Ensuring Joined Up Development

The Ministerial Advisory Group (MAG) for Architecture and the Built Environment's input will be key during the design development phase of the city's major planned projects. Its advice on the coordination and integration of planned developments will be instrumental in helping the city to become a place where people want to live, work and invest.

Other authorities, especially DfI and Translink, need to consider how they will better address both current and future travel needs, to and from the campus and across the city more generally. Solutions may include enhanced transport provision and a review of current parking arrangements which have been identified as a particular concern for the existing student population.

Student Experience

Ulster University and UU Students Union assisted in surveying the student population.

Whilst there is support for the expansion of the campus with respondents highlighting the benefit to the local area and wider economic activity, there is concern that the existing infrastructure is inadequate, including parking, study, dining, and communal space for the planned future growth. There is a general feeling that the University is already stretched accommodating the existing student population which could be exacerbated by expansion.

Despite these challenges, only 2% of respondents were dissatisfied with their experience at the campus with the majority recommending it to others.

Many of the respondents who indicated they lived in university owned student accommodation agreed that it was value for money (93% selected either excellent, very good or satisfactory). For private rented student accommodation 82% agreed that it was value for money. However, 40% were unhappy with the availability of private rented accommodation options during term time.

The Taskforce has been asked to consider *"A capital investment programme, including buildings for teaching, student residential accommodation, and social and sports facilities."* Considering the students' response, it is important that consideration be given to the physical space with which students inhabit daily when restructuring the campus. In particular, the University will adopt an *'Inclusive by Design'* approach to ensure that the infrastructure of the growing campus addresses the needs of all students. The Taskforce also expects that the opportunity for growing the infrastructure of the campus represents an opportunity to showcase the recognition of student needs, particularly in regard to disability access, personal safety and the integration of student life within the wider city.

In the plan are investments in sporting and social (through new Student Union facilities) and public realm investment. These capital investments need to be supported by human resource.

For its part, the University has firmly committed that as the student population grows, so too will investments in student support services.

Identification of Courses

Ulster University continues to undertake detailed academic planning for the period of expansion. University officials, however, have highlighted the fact that this information is necessarily indicative and subject to change and adjustment depending on subject demand profiles for future years.

Extensive analysis of (demand-side only) student behaviour; subject choice and destination of NI-domiciled students; and the University's application-place ratios for all campuses has informed the DfE and DoH-funded indicative academic plan. These are subjects that show evidence of learner demand and are expected to produce demand-side growth.

In order to service the expected uplift in demand beyond current numbers and allow Ulster University to capitalise on the expected growth in Higher Education-bound eighteen-year-olds that will underpin a growth profile to 10,000, **Ulster University will introduce a range of additional subjects, largely undergraduate and also in new subjects currently not offered at Ulster.**

There is also planned growth across a mix of postgraduate subjects aligned to the City Deals, and incremental growth in students from Ireland and international students.

“Plans are a mix of entirely new provision, expanded provision to maximise opportunities from the rising demographic of 18-year-olds, duplication of over-subscribed courses from other campuses and post-graduate developments that respond to industry and economic need.”

Academic Planning - University Faculties

Ulster University's four faculties have developed an ambitious academic plan to scale provision on the Magee campus to 10,000 students. Plans are a mix of entirely new provision, expanded provision to maximise opportunities from the rising demographic of 18-year-olds, duplication of over-subscribed courses from other campuses and post-graduate developments that respond to industry and economic need.

The phasing of courses has been underway since 2023/24 and is predominantly in DfE-funded subject categories and will be dynamically managed, in terms of students-per-subject, as the demand profile becomes apparent in future years. Some of the provision is necessarily indicative and will be further developed and adapted as Ulster University tracks student demand, and industry and workforce needs. Subjects will be marketed and introduced on a phased basis in line with the delivery of additional campus capacity as new buildings come online.

Life and Health Sciences

The University has been investing in expanding the health footprint in Derry-Londonderry for some years. The creation of a life and health sciences cluster on the Magee campus has strengthened and ensured strategic impact on teaching and research excellence. In the Guardian University Guide, Ulster University is No.1 across the UK for Nutrition and Food Sciences, and No. 2 across the UK for Biomedical Sciences, Pharmacy and Pharmacology courses. The University is also in the top 10 for Anatomy and Physiology which includes the School of Health Sciences provision.

The development of an integrated multi-disciplinary workforce is vital to address the changing needs of the Health Service, to prepare health professionals for new, emerging roles and to strengthen partnerships between education and health providers. Inter-professional education is where a range of professions learn to work together. In the Derry-Londonderry Magee campus, there is a unique opportunity for inter-professional education with a full suite of health-related programmes such as Medicine, Nursing, Paramedic Science, Adult Nursing, Mental Health Nursing, Personalised Medicine, Physician Associate, Podiatry, Diagnostic Radiography, Radiotherapy and Oncology, Speech and Language Therapy, Occupational Therapy, Physiotherapy and Sport, Physical Activity and Health.

Around half the growth delivered in the past three years has been through the relocation of health subjects from Belfast and the development of the Graduate Entry Medical School. The expansion of Magee's life and health sciences cluster will accelerate more impactful collaborations and partnerships to enhance inter-professional education and further interdisciplinary research. Portfolio development plans are primarily focused on subjects allied to health that do not have Department of Health (DoH) growth caps and capitalise on research strengths and the attractiveness of high tariff subjects offered on other campuses.

Future Developments in Life and Health Sciences

The next phase of course expansion focuses on Sport, with BSc Sport and Exercise Science launching in academic year 2025/26 and Sport Therapy and Rehabilitation launching in 2026/27.

The reintroduction of Psychology to the Magee campus opens important and popular subject combinations with other subjects, including:

- **Criminal Psychology; and**
- **Sport Psychology.**

Later phasing includes new provision in:

- **Bio-informatics;**
- **Global Health;**
- **Healthcare Management;**
- **Clinical Decision Making;**
- **Healthcare Policy; and**
- **Public Health.**

Nursing and the Allied Health professions make up a large proportion of current undergraduate enrolments on campus. Although the commissioning of student numbers has reduced in the past two years, Ulster University has negotiated replacement commissioned places from the Department of Health in Dublin. These are high demand subjects that recruit well and have impactful graduate outcomes. The Faculty continues to explore ways to help both jurisdictions address workforce challenges and is exploring delivery models, placement and subject funding that could drive additional student growth.

Ulster University Business School (UUBS)

The North West region has experienced a significant period of economic and social transformation. In recent years, Derry-Londonderry and its surrounding areas have seen a surge of significant investments from large global corporations, investors, and local businesses across various sectors, spanning Life Sciences, Business Services, Technology, Tourism, and Advanced Manufacturing and Engineering.

Organisations such as Seagate, EY, FinTrU, Alchemy Technology Services, Ebrington Leisure Holdings, and Vertiv have shown their commitment to the region, due to its strategic location, highly skilled workforce, and supportive business climate and Ulster University Business School is working in partnership to develop new courses to respond to the changing context.



Within the Department of Global Business and Enterprise in Derry-Londonderry, the University has developed an undergraduate portfolio that is supporting the extension of successful business-related programmes at other places within the University, including:

- **Accounting and Finance;**
- **Marketing; and**
- **Global Business.**

Future Developments in Ulster University Business School

To accelerate the growth strategy, a new BSc Hons Business Studies with six Pathways is being launched. This includes a new Human Resource Management Pathway, as a response to UK market data insight and will be available from Sept 2026. The BSc Hons Global Business programme will be expanded to support increasing partnership opportunities and international student recruitment.

Within the postgraduate area, a new Grad Cert/Extended Masters has been introduced, a range of PgCert discrete awards and a range of micro-credentials to support the current Derry-Londonderry DfE Skills initiative and contracts such as the Invest NI Graduate to Export (programmes within the International Business area; Mini MBAs for example). In addition, an innovative new MSc Sustainable Management programme was launched in Sept 2024; followed by a new MSc Global Sustainable Tourism programme for Sept 2025.

On review of the Centre for Financial and Regulatory Technology in Belfast (which hosts the Centre for Finance, Innovation and Technology (CFIT) in NI and part of the North - South FinTech Corridor in Ireland) and the new proposed Centre for AI Regulatory Technology in Derry-Londonderry with CEBE (UU's Faculty of Computing, Engineering, and Built Environment), a Collaborative Centre to support research and skills pipelines between both Faculties is providing a unique opportunity for new portfolio and subject growth. To support this development, a new UUBS Chair in Financial Technology will provide leadership across both campuses and work closely with the new AI RegTech resource and CEBE. Programmes for joint development and enhancement include a full-time BSc Hons Financial Technology Management programme.

Collaborative Development Potential

The Global Business Engagement Department has particular strengths focusing on entrepreneurship, with an emphasis on empowering marginalised communities, promoting social inclusion, building community networks and enhancing skills and knowledge. The University works closely with academics and businesses in the North West, particularly Atlantic Technology university (ATU) and is involved in a number of large grants, including two Peace Plus, two HEA awards (including Atlantic Futures) and a UKRI funded project. There is potential to create a new MSc around Entrepreneurship and Enterprise with partners such as ATU, to increase reach and access potential support from Enterprise Ireland and Invest NI, building on the Shared Island funded projects outcomes.

Arts Humanities and Social Sciences (AHSS)

The arts, humanities and social sciences have a long history on the Derry-Londonderry campus. Foyle Arts has been a key partner in the creative and cultural life of the city and courses in Music, Cinematic Arts, Drama, Sound Technology, Irish and more recently Games Design provide the campus with a rich subject mix with added cultural benefit. Ulster's Screen Academy sits across AHSS Schools and campuses and planned developments seek to extend the impact of the Studio Ulster City Deal to the Magee campus through research, innovation and new course development.

The Law School has seen unprecedented growth in the last two years and its sustained development forms a key part of the campus growth plan.

Future Developments in Arts Humanities and Social Sciences (AHSS)

There are four, inter-related, elements to the Faculty's growth plans for the Derry-Londonderry campus:

- Further growth in the range of traditional undergraduate subjects in the social sciences. The Faculty already has a very strong and successful Social Work offering on the campus and is currently building upon its applied professional focus on Social Work in relation to Law and Criminology, that have seen very significant growth in recent years.

In the immediate future, these will be supplemented further with the introduction of new subjects in:

- **Sociology;**
 - **Politics;**
 - **Communication and Advertising;**
 - **Public Relations;**
 - **Education; and**
 - **Youth and Community Work.**
- Enhanced collaborations with the Faculty of Life and Health Sciences will extend the distinctiveness of the campus in relation to its applied, inter-professional offerings (e.g. Forensic/Criminal Psychology).

This enhancement in the range of undergraduate subjects on campus is also evident in relation to the humanities with the recent introduction of History, the growth of provision in Irish and in the forthcoming introduction of the new BA (Hons) In Liberal Arts. This latter development reflects a key and defining feature of the Faculty's offering in Derry-Londonderry that has a strong inter-disciplinary focus. This is reflected in the range of joint and major-minor degree options that students can select from as well as the enhanced opportunity to undertake inter-disciplinary study through the Liberal Arts programme. To complement this inter-disciplinary offering further, and reflecting the international focus of the campus, minor pathways in Spanish and French will be offered, alongside Irish, to provide students with the opportunity to study a modern language as a minor subject in combination with a range of major subjects from across the four Faculties.

- The Faculty already has a distinctive focus on the performing arts on the campus, not offered elsewhere in Northern Ireland. Alongside existing provision at undergraduate level in music and drama, the Faculty will consolidate and build upon this further through the introduction of a new, interdisciplinary courses in the creative and performing arts:
 - **Performing Arts;**
 - **Fashion Design;**
 - **Special effects; and**
 - **Virtual production.**
- At postgraduate level, the Faculty continues to grow its masters provision in areas of specialist research expertise, capitalising on opportunities to work with the other Faculties to develop interdisciplinary courses with a professional development focus. The School of Law, for example, is exploring two new applied and interdisciplinary Masters programmes in Healthcare Law and Ethics, and in Family and Child Law. The Faculty is also working with the Faculty of Computing, Engineering and Built Environment to develop an advanced Masters in Games Design and Development. In addition, the Faculty is exploring the potential to work with the Faculty of Life and Health Sciences to develop a distinctive MSc in Arts and Health.

One of the Faculty's key strengths is in peacebuilding and social justice. Through an enhanced partnership with the Hume Foundation and other external partners, the Faculty is working with the UU Business School and ATU, to introduce five inter-related masters programmes for the Magee campus that represent the five core pillars of sustainable peace:

- **Peace and Conflict Studies;**
- **Community Development;**
- **Social Entrepreneurship;**
- **Leadership;**
- **Sustainable development.**

Through further investment and growth of INCORE and the CAIN archive on the Magee campus, the Faculty continues to enhance its international reputation for research and education in peacebuilding and social justice; contributing not just to the social and economic regeneration of the city and wider region but also, by drawing upon its expertise, to international efforts to promote sustainable peace. A new Director for INCORE is currently being recruited.



School of
Computing
Engineering
and
Intelligent
Systems

Computing Engineering and Built Environment (CEBE)

The Faculty is building on its track record of 40 years of delivery of Computing at the Magee campus to grow further provision there, in line with its existing research strengths underpinned by the Derry City Deal. Additional multi-disciplinary expertise in the Belfast campus is enabling duplication and the tailoring of successful provision in Belfast in the Magee campus to build novel provision for the University that will be situated exclusively on the campus.

The Faculty's existing provision on the campus is underpinned by its research strength. The Cognitive Analytics Research Laboratory (CARL) and Centre for Industrial Digitalisation and Robotics Automation (CIDRA) City Deals will further develop this research strength and new industry focused curricula.

Future Developments in Computing Engineering and Built Environment

CEBE are expanding existing expertise within the School of Computing, Engineering and Intelligent Systems school to support the development of six new Undergraduate taught programmes:

- **Computing with Games Programming;**
- **Computing with Applied Maths;**
- **Cybersecurity;**
- **Electrical Engineering (single Hons);**
- **Software Engineering; and**
- **Regulatory Technology.**

These will be introduced over a 4-year period. CEBE are working with AHSS to deliver a destination campus approach to Games Development linking both software and design aspects in liaison with industry and NI Screen. The Faculty is also working with UUBS to deliver a Research Centre for AI Regulatory Tech (RegTech) on the Magee campus and focusing on AI and environmental and social governance to tackle the global challenges of climate sustainability and emerging technologies.

At post graduate level the Faculty is launching an MSc in Ethical and Responsible AI in 2025 and is further developing areas linked to Medical Technology and Computing Systems and Artificial Intelligence that will align with the work of the Artificial Intelligence Collaboration Centre (AICC) and the Cognitive Analytics Research Laboratory (CARL) City Deal. A postgraduate degree in Optoelectronics will feed into expertise in smart manufacturing and the Centre for Industrial Digitalisation and Robotics Automation (CIDRA) City Deal.

Further undergraduate growth will be delivered by extending subjects from the Belfast Campus, or where the faculty has prior expertise for delivery in Derry-Londonderry, such as Housing and Quantity Surveying. Similarly, there are plans to duplicate Technology with Design to a Product Design and Engineering offering along with AHSS.

Department of Health (DoH) Demand Supporting Expansion

Demand for DoH commissioned courses far exceeds the number of places available, indeed it could reasonably be presumed to constitute 30% of the additional student places needed to reach the target of 10,000. The Taskforce recognises, that DoH commissioning is aimed at ensuring a sufficient workforce supply to meet the needs of the HSC and the wider health and care sector locally and so funded commissioned places and/or placement capacity would not be able to yield the supply of undergraduate places that would match student demand.

The Taskforce was concerned to learn that the per-student resource for DoH students has lagged behind the Northern Ireland (DFE-funded) Maximum Student Number (MaSN) per-student resource, and as such even if clinical placement supply limitations were addressed, significant growth in these subject areas would compromise the financial viability of that growth. It is noted that the 'per-student resource allocation' paid to the University is separate from the funding provided to HSC Trusts who deliver the clinical placements and practice education to undergraduate students on DoH commissioned programmes.

The Taskforce recognises that DoH is committed to reviewing its approach to funding of commissioned places including the 'per-student resource' paid to universities; the financial support provided to individual students; and the consideration of whether there should be a requirement placed upon those students in receipt of bursary and fee support provided by DoH to return to work within HSC upon graduation. The Taskforce is of that view that, as part of this review, an increase in the per-student resource for DoH-funded students is a necessary step to assure sustainable growth.

As these subjects require specific capital investments, greater clarity is required on future funding arrangements and clinical placement capacity ahead of any further investment subject-area planning for DoH commissioned programmes.

“UU continues to consider how best to bolster medical student numbers, including the introduction of an undergraduate medical programme in parallel with its graduate entry offering.”

The reduction of DoH Nursing and Allied Health Professionals (AHP) places by 150 in 2022/23, has been mitigated by commissioned health places from the Irish Government making up the shortfall from the 2021/22 NI DoH commissioned number. Had this not happened, there would have been a detrimental reduction in student numbers negating growth efforts elsewhere on campus. The Taskforce understands that continuance of the Irish Government-funded places requires an annual negotiation with DoH on behalf of the HSC Trusts who provide the clinical placements that each student is required to undertake as part of their undergraduate programme. We recommend that the University, DoH and the Irish Government work together to sustain this investment on an ongoing basis going forward, negating the need for 'last-minute' negotiations which introduce unnecessary uncertainty and risk.

Going forward, the Taskforce have assumed circa 350 - 400 additional students entering DoH commissioned Nursing and AHP programmes on an annual basis by 2030 (10% of the predicted 4000 increase). The Taskforce recognises that delivering this increase will be dependent on the Executive providing the necessary financial resources to DoH, including that required to update and uprate the per-student resource allocation.

The Taskforce is clear about the need for the expansion of the Medical School. This would contribute to growth plans and additional graduates would contribute significantly to addressing health workforce shortages across Northern Ireland, particularly in the North West.

The University is keen to explore delivery models to accelerate that growth. There is a clear opportunity to use the existing Inclusive Futures business case to justify the commitment of additional funds to maximise the capacity of the new Medical School building.

The Taskforce asks that the NI Executive 'tops up' the Inclusive Futures fund to facilitate maximisation of capacity. Ulster University has already committed £15m to this project to achieve the required (minimum-size) building to accommodate the current size of the Medical School. An absence of additional funding here would represent a significant missed opportunity for growth in student numbers and indeed future clinical capacity in local health and social care.

Support of the Irish Government

The current Minister for Further and Higher Education, Research, Innovation and Science (FHERIS) in the Irish Government has supported the assertion in our Interim Report that expanding Magee should not be at the expense of the growth of ATU in Letterkenny and accords with his Department's policy regarding the importance of regional balance in Ireland.

The outgoing Irish Government indicated that it would not be possible to fund places in the Graduate Entry Medical School. However, it agreed that provision of additional undergraduate medical provision at Magee would open the possibility of it funding places for Irish applicants. UU continues to consider how best to bolster medical student numbers, including the introduction of an undergraduate medical programme in parallel with its graduate entry offering.

In the NDNA agreement, the Irish Government confirmed that it was "willing in principle to contribute to capital investment to support expanded provision at Ulster University Magee Campus". In June 2023, **€44.5 million** was announced for the construction of the Shared Island Teaching Block. While any further capital investment from the Shared Island Fund is a matter for the Department of the Taoiseach, it is likely to be informed by the successful and timely construction of the new Teaching Block on the campus.

Significant progress has already been made on that project and as it progresses towards a Full Planning Application and ultimately construction, the expectation is that it will open to students in 2028.

Opportunities could also exist through the second call for proposals under the North-South Research Programme, specifically on Strand II: Emerging Hubs of Excellence which will support academic research teams to collaborate on a shared work programme and Strand III: Partnerships of Scale.

The Irish Government welcomes the deepening collaboration between Ulster University, ATU Donegal, Donegal ETB and North West Regional College.

Through DFHERIS, the Irish Government has recently issued funds to enable UU students to avail of mobilities in Ireland and Europe which adds significantly to the attractiveness of courses at Magee. This enables Ulster University to maintain its connections with European higher education institutions, rather than relying on the much-reduced funding from the Turing programme.

Further work in research (including in unique economic areas available in photonics and Regtech), increasing student attractiveness of courses in Letterkenny and Derry-Londonderry and joint programmes including at post doctorate level provides for a unique offer being available in the NW border region and which could be further capitalised on.

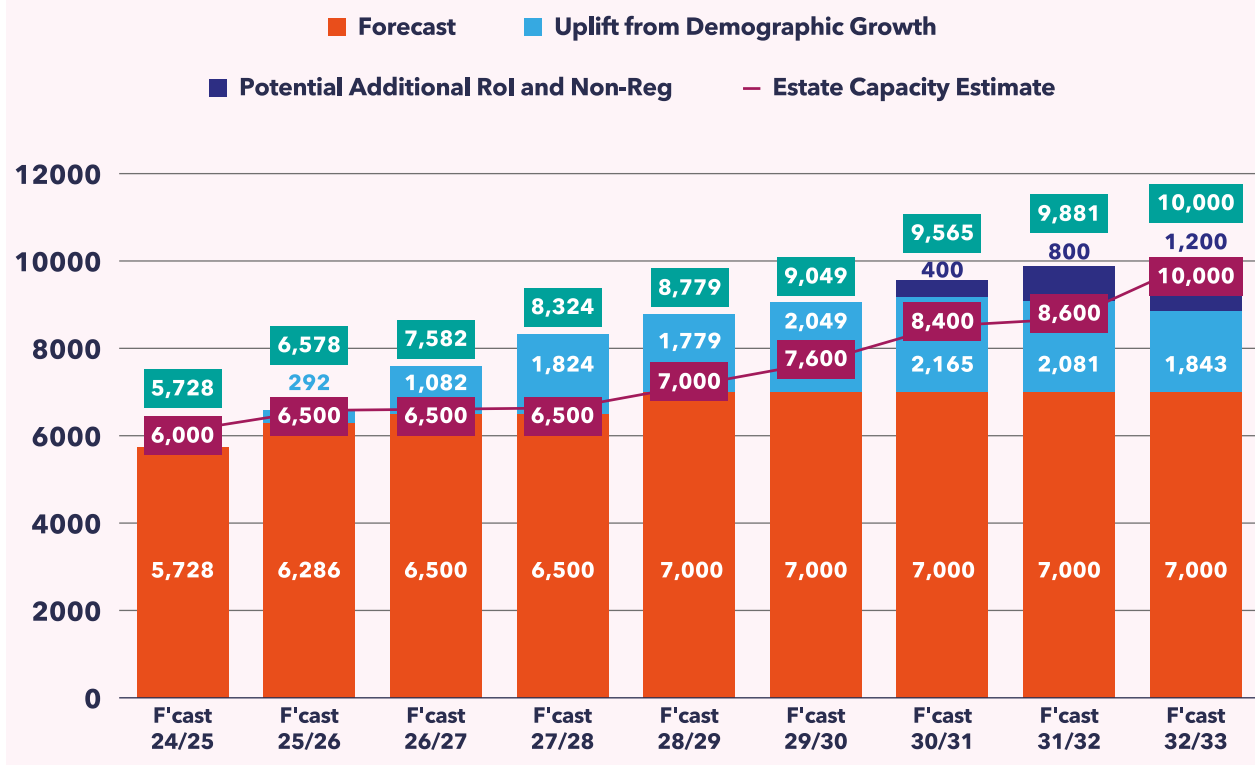


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Attracting the Number of Students

The phasing of student numbers to achieve a total of 10,000 is mapped out in Fig 2 below. The Growth of Magee Campus will necessarily plateau (at 6500 students) in 2026/27, with future growth being realised in line with growing capacity in teaching and student residential accommodation from 2028/29.

Fig 2 - Modelled Student Headcount and Estates Campus Capacity Estimate



- **Demographic Uplift:** This figure represents the projected increase in potential University applicants through the peak demographic uplift in academic year 2029/30 aligned to existing funded capital projects.
- **Campus Capacity:** Ulster University course development and student growth path to get enrolments to 10,000 by 32/33. This is aligned to the projected estates teaching capacity. It should be noted that estate capacity at 10,000 shows a slight difference to Table 3 on page 33, which includes estate capacity at 10,071. This is due to rounding of the estimated capacity for the graph. Pace of delivery of this growth curve is critically dependent upon availability of student accommodation, the source of which is estimated at this stage or assumed to be delivered by the private sector.

Current Ulster University Forecast: The Magee baseline student enrolment forecast is based on the **currently funded** operating environment. This includes the roll-through of recent expanded numbers and the conversion of additional applicants arising from demographic growth. This rises to 7,000 on delivery of existing funded capital projects (Project 1 and Shared Island Building). Forecasts beyond this are dependent on delivery of as-yet unfunded student places, capital builds and student accommodation. Ulster University will amend this forecast upwards as soon as dependencies are addressed. At the time of writing, interventions have been made to deliver a 7,000-student population at Magee by 2028. The difference between this number and 10000 represents ‘the job still to be done’.

Potential additional Rol and Non-Regulated (Non-MaSN and Non-DoH)

In this current year, DfE provided an additional **£2.5m** for additional student places at the Magee campus. The choice to increase the Executive funded student numbers this year and in future years to achieve the 10,000 target (and in the years beyond) will require funding support from the Department and the Executive as forecast below.

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Total Resource Cost of additional student places *	2.5	6.4	11.3	15.3	17.3	18.6	23.5	29.8	35.4

* It should be noted that, post FY 2032/33, there are ongoing Resource budget requirements of c.£38m per annum to fund the additional student places associated with expansion of Magee to 10,000 students.

The above Resource costs of additional student places are based on a number of assumptions and average costs which may be subject to change. This means that actual costs may differ.

Growth of student numbers at Ulster University in Magee will likely exacerbate the University’s exposure to the larger cost base it incurs because of its multi-campus model. The Taskforce does not believe those costs should be reflected in the ‘Magee ask’ but supports Ulster University’s case to have these costs reflected, and met, in the overall review of the HE funding model for Northern Ireland, which is to be commenced in 2025. It is Ulster University’s view that such a funding model is a prerequisite for sustainable growth in student numbers.

Demographic Uplift

The NI demographic uplift will add **2,880** additional eighteen-year-olds at its peak by 2029 to the population. Approximately 50% of those might be presumed to enter higher-education. If additional MaSN is made available in Derry-Londonderry only, it could realistically be assumed that Ulster University could capture 50% of that market (with others taking opportunities in GB and Ireland). If eighteen-year-olds largely exercise the same subject preferences, we can assume growth in those subjects already offered at Magee and growth in the applicant pool for other subjects that could be extended from other campuses. Growth beyond that will be through introduction of new subjects not currently offered at Ulster; postgraduate subjects aligned to the City Deal, and incremental growth in (inward) Irish and international students and represent a growth in the market share of students going into Higher Education in Northern Ireland.

The sequencing of the subject roll-out has been determined by ongoing market intelligence and will continue to be so. The introduction of new subjects and appointment of additional staff to the campus will track the completion of capital projects and the new student income that are pre-requisites to growth.

Modelling Growth to 10,000 students

Growth at the University is running two-years ahead of its pre-Taskforce academic plan and as such further growth as a consequence of the demographic uplift cannot yet be accommodated. Further growth requires delivery of supporting infrastructure (teaching and student residential accommodation).

Extensive analysis of applicant behaviour, including subjects studied by NI domiciled students in GB and the size of the NI domicile applicant pool for subjects across all of Ulster University's campuses, has informed the preliminary outline academic plan to 2032. The Taskforce accepts that planning that far ahead in such a dynamic context as higher education demand is necessarily an indicative-only process.

Approach to Recruitment

From experience over the last three years, the most impactful element in recruiting additional students to the Magee campus has been delivered through the intentional constraining of available undergraduate places in Ulster University's Belfast campus. This has not been without consequence for the University, requiring additional expenditure to support this change while generating no additional income. The approach (which involves enrolling students who have missed their required grades/combinations) has also led to a lower overall student entry grade profile and a lower league table position as a consequence - which in turn may disincentivise international students from applying to Ulster University. A shift away from this methodology to one that is driven by new bolstered 'native' demand for the campus in Magee campus is essential for sustainable growth and will, we contend, be an outcome of achieving a 'destination campus in a destination city'.

Historically a disproportionate number of NI-based applicants have chosen the city of Belfast as a first choice over other options (GB, Ireland, Coleraine, Derry-Londonderry). Ulster University in strategically and electively limiting places on popular Belfast programmes in order to support campus growth at Magee has delivered half of the 30% growth in student numbers at Magee - by duplicating those courses to capitalise on the under-served demand thereby created. The other half of the growth has been achieved through the relocation of Health Sciences/Professions from Jordanstown and the launch of the Graduate Entry Medical School.

The University plans to continue the duplication of attractive provision from other campuses to take advantage of the demand for popular subjects. As outlined above, the Taskforce understands that this approach, though successful in rebalancing students, grows the University's cost base (in the short to medium term) while delivering no additional income. The Taskforce also understands that this does not expand the number of opportunities for young people to stay in Northern Ireland to study nor does it expand the graduate pipeline for Northern Ireland.

The development of a sustained and targeted recruitment marketing campaign is proposed. Promoting Derry-Londonderry as a destination university city is central to the success of the growth ambitions. The Taskforce recognises that an ambitious and co-ordinated city and University marketing strategy is an essential pre-requisite to grow demand.

Related Factors

At almost 6,000 students, the campus is currently already at capacity in terms of supporting infrastructure. Consequently, growth will necessarily plateau at this level until infrastructure constraints are addressed.

It is anticipated that teaching capacity will increase through planned building acquisitions and associated refurbishment, raising teaching capacity to 6,500 by the 2025/26 academic year. The delivery of the Shared Island funded teaching block and CADRIC in 2028, would provide teaching accommodation to facilitate growth up to and beyond 7,000 students. Expansion of student numbers will also require residential provision to accommodate this expanded intake; and although the current funding model will support growth to 7,000 students. The lack of an adequate supply of student residential accommodation is a current constraining factor and, as noted previously, a significant opportunity for private sector providers.



Widening Participation

The Department for the Economy has policy responsibility for Widening Participation (WP) into Higher Education. Ulster University (UU) and North West Regional College (NWRC) put in place and deliver the programmes and pathways to support equality of access. Support is currently targeted at groups which include those from high areas of deprivation, those with a disability (physical, sensory or learning), adult returners and those who have experience of the care system. Providers are also free to target any other groups through their Widening Participation activities. It is up to individual providers to determine how support is offered but it is mainly in the form of financial support through bursaries and scholarships or through funding programmes aimed at outreach, retention and progression.

Current Provision in the North West

Currently UU and NWRC offer a number of support services through their WP activities to students including those in the North West. These activities take the form of both financial support and intervention programmes for students from disadvantaged backgrounds. These include for example:

- Access bursaries for students from low-income households;
- Mental health awareness programmes;
- Expanding reach in schools and colleges through a Manchester United partnership with UU; and
- A range of other outreach and retention activities to support students from disadvantaged/ deprived backgrounds.

Strengthening and Expansion of Programmes/ Pathways

UU and NWRC welcome the opportunity for enhancement of current activities and the consideration of expanding/ creating new pathways into further and higher education to support equality of access and uptake of third level education in the North West.

A number of options could be considered. Delivery of new options in addition to the current provision within both UU and NWRC would require investment, some proposals may require cross-governmental support, and all proposals would require long term commitment to ensure that numbers are developed through the applicant pipeline to support sustained growth.

The Taskforce recommends that opportunities for further engagement and co-design, for example with community and voluntary organisations, are made available.

A range of interventions has been proposed by UU and NWRC, for example:

- A new collaborative pathway - “Steps to Progress”, a joint project between UU and NWRC to provide interventions at an early stage to support learners from Level 3 to progress to Higher Education at UU; and
- An extension of the “Virtual Campus” to align with NWRC to provide seamless transitions for learners in NWRC progressing to UU making the campuses accessible for all learners, with a specific focus on those with disabilities.
- Both UU and NWRC would both propose additional support in the form of individuals in each institution dedicated to working collaboratively and focusing on supporting WP learners including those progressing from Further Education (FE), schools, communities, part time learners and adult returners including engagement and enhancement employability opportunities.
- Other proposals reflect consideration of additional financial support to address specific barriers facing students, support for part time learners, support with registration fees, HE scholarships and a bursary for fees for those progressing from FE to HE.

It is estimated that the cost of supporting these proposals would be in the region of £1m per annum (divided between UU and NWRC).

Other Proposals

Further to these interventions consideration could be given to a number of other areas including:

- Expansion of apprenticeships to provide enhanced on the ground support, building on existing inclusion provision and consideration of funding;
- Supporting those on benefits to access higher education; and
- Considering if additional support could be made available for specific challenges facing WP students undertaking courses such as health professional courses.

In addition to specific WP initiatives, strengthening the wider education corridor between the college and the university will also support WP and pathways to UU given the dual mandate of FE to promote social and economic inclusion. This would include collaborating on and promoting the existing Foundation Degrees pathways to maximise student flow and the joint development of apprenticeship pathways leading to Higher Level Apprenticeships (HLAs). Engagement with schools would be an important feature to support informed choices for young people to access a vocational route to HE at UU through FE at NWRC.

Timing

As with all aspects of campus growth the timing of these initiatives must be aligned to the delivery of the additional infrastructure to support increased capacity. It may be appropriate to consider phasing or piloting support to learner categories that are not impacted by availability of student accommodation for example, working with community groups to target support at those learners within the existing locality of NWRC/ UU initially.

“An absence of additional funding here would represent a significant missed opportunity for growth in student numbers and indeed future clinical capacity in local health and social care.”



Links to the Wider City and Region

To provide a co-ordinated approach to developing the region, Derry City and Strabane District Council has formed a Strategic Growth Partnership. The partnership has been active for nearly a decade and includes senior leadership from the Department for the Economy, Ulster University, North West Regional College, Education Authority, Invest NI, Londonderry Chamber, Western Health and Social Care Trust, Housing Executive, Police Service and Northern Ireland, Tourism NI and the local Community and Voluntary Sector.

Eight local growth partnerships were also formed at a local community level (District Electoral Level) to enable a vertical strategic leadership model and place-based approach. The Taskforce is keen that the expansion at Ulster University's Magee campus aligns with the work of these partnerships and benefits from input from those who represent local community interests in the vicinity of the growing campus.

The North West Strategic Growth Plan and the City and District's Strategic Inclusive Growth Plan provides a strategic framework within which the region articulates its priorities for growth and attracts UK/NI Executive and Irish Government's support and investment.

Ulster University Expansion as a Catalyst Project

Ulster University's Economic Policy Centre (UUEPC) constructed an interdependency analysis of the actions within the Strategic Inclusive Growth Plan. As part of this work the centre reviewed all actions and identified the specific actions which would have a significant, catalytic impact on the achievement of these economic impacts and how dependent the success of the projects will be on other projects. **UUEPC clearly defined the expansion of the Ulster University at Magee campus as making a significant contribution to the strategic growth of the City and District**, given its positive impact upon labour market and skills through the provision of skilled graduates.

City Deal and Inclusive Future Fund

In order to quickly progress the delivery of the catalyst projects within the Strategic Growth Plan - and achieve its ambition for growth, Derry City and Strabane District Council, Ulster University, the Western Health and Social Care Trust, the North West Regional College and C-TRIC jointly submitted a Statement of Intent, in December 2017, to the UK Government to secure a City Deal for the City and District. In May 2019 the Chancellor for the Exchequer announced an economic investment package to turbocharge innovation and regeneration in the City and District. This funding was later matched by the Northern Ireland Executive and a significant **£293m** Financial Deal was secured in September 2024 to drive forward the key actions within the Inclusive Strategic Growth Plan with the greatest economic impacts.

Investment Pillar 1 of the City Deal (an innovation strand that had to be enacted with a university partner) will establish a number of research and innovation centres that will build on Ulster University and the Western Health and Social Care Trust's research excellence. The City Deal will create an innovation corridor located on the City's Riverfront/ Strand Road which will become home to a fast-growing cluster of Ulster University research centres of excellence in data, health, life sciences and advanced manufacturing. The Taskforce notes that Ulster University, as an institution that sits within the top 10% of all UK universities for the measure of Research Impact, is a very credible and capable partner for Investment Pillar 1. The Taskforce also notes that Ulster University is a co-investor in the related Innovation Projects.

The School of Medicine/ C-TRIC expansion will enhance the ability to provide integrated teaching facilities at Ulster University Derry-Londonderry and at the Altnagelvin Hospital Site. The Ulster University School of Medicine - with the first dedicated graduate entry medical programme in Northern Ireland, will help meet the regional needs for doctors.

Investment Pillar 2 encompasses the City Deal Central Riverfront project. It will release an axis of investment along the riverfront and will facilitate the expansion of the University campus as well as complementing innovative development at Fort George and elsewhere along the Riverfront.

The City Deal is an integrated programme of investment which will lead to a step change in the transformation of the economy. Within Derry City and Strabane District the City Deal is projected to deliver a potential 6,300 net additional jobs by 2033, with nearly 70% filled by local residents and up to £240m of additional GVA within the next decade. These impacts, although significant, are likely to understate the full effect on the City and Region more generally. The investment, like expansion of the University, will add confidence, stimulating and accelerating additional private sector activity which is envisaged as part of the wider Strategic Growth Plan.

Derry City and Strabane District Council is also actively progressing an ambitious £187m strategic capital development programme. As part of that programme Council intends to relocate its offices to Foyle Street adjacent to the Guildhall, to compliment the Riverfront City Regeneration project and to facilitate expansion of the University onto its existing office site on Strand Road. Also included in this strategic capital programme are two major leisure centre developments -in Strabane and at Templemore. Both the Riverfront Regeneration projects and the Templemore Leisure investment by Council will be advanced in parallel with the design development of the University Capital masterplan to ensure maximum benefit and integration of facilities.

The Department for Communities is also currently progressing a number of key regeneration projects to include the £5m Inner Walled City Public Realm project and has also contributed significantly to the £1m Harbour Square project in the city. This is in addition to previous and planned investment across a number of urban regeneration projects, public realm and revitalisation projects across Derry-Londonderry, which have been and will continue to be key in helping it transform towards a key destination city.

All stakeholders, at local, regional and national levels, recognise the central significance of expanding Ulster University's presence in the city as a fundamental element of the other plans for the area and as a central component in the economic regeneration of the City and the wider North West region. The Action Plan aligns fully with the other forthcoming initiatives locally and is central to co-ordinating the growth envisaged for the City and the North West region.



Private Sector Involvement

The Minister's rationale for the expansion of the Magee campus is not solely about increasing the campus to 10,000 students. In keeping with the KPMG analysis referred to earlier, private sector representatives believe that the expansion of the University will be a catalyst for local economic development and will bring the opportunity to deliver wider economic benefits to the region. These benefits will assist and complement the efforts in tackling the city's wider economic challenges as highlighted in the Minister for Economy's recent launch of subregional Local Economic Partnership for DCSDC. The subregional strategy recognises that the Council area is bottom of the 11 Council rankings across the following areas:

- Employees earning above Real Living Wage
- Economic Inactivity
- Gross Domestic Household Income
- Labour Productivity

On behalf of the Taskforce, the private sector representatives from Invest NI, Chamber of Commerce and Skills sector have proposed three initiatives which they intend to lead. These will not only support and complement the work of the Local Economic Partnership but can use the talent and value derived from the increase in student numbers to leverage longer term economic benefits to the area which could directly contribute towards and tackle one if not all of these four economic challenges.

The pilot initiatives proposed with the private sector and local businesses will focus on complementing and maximising engagement with the students on the proposed courses and specialisms, new and existing, which will be offered at the Ulster University Magee campus. The three initiatives include:

- A specialised and piloted collaborative network between the private sector and the students engaged in specified areas of learning and research excellence at the Magee Campus in areas such as ICT, advanced manufacturing, fintech and 'green' skills.
- A University based development team which proactively engages in a 'town and gown' approach that seeks and engages with private sector businesses in Derry and beyond.
- A focused campaign to support private sector opportunities which will evolve from the expansion of UU at Magee. These will specifically look at a campaign to engage the private sector to promote the opportunities, requirements and provide solutions around student accommodation within the city. In the short-term, the private sector will seek to devise a strategy to identify and explore options to address the short-term demands presented to the city around student accommodation.

An annual budget across the lifetime of the programme has been proposed to help facilitate and deliver on these proposals. The Taskforce has engaged with the subregional team and DfE has been consulted to ensure that activities proposed will be additional and will also complement the current subregional plan for Derry-Londonderry and the North West region.



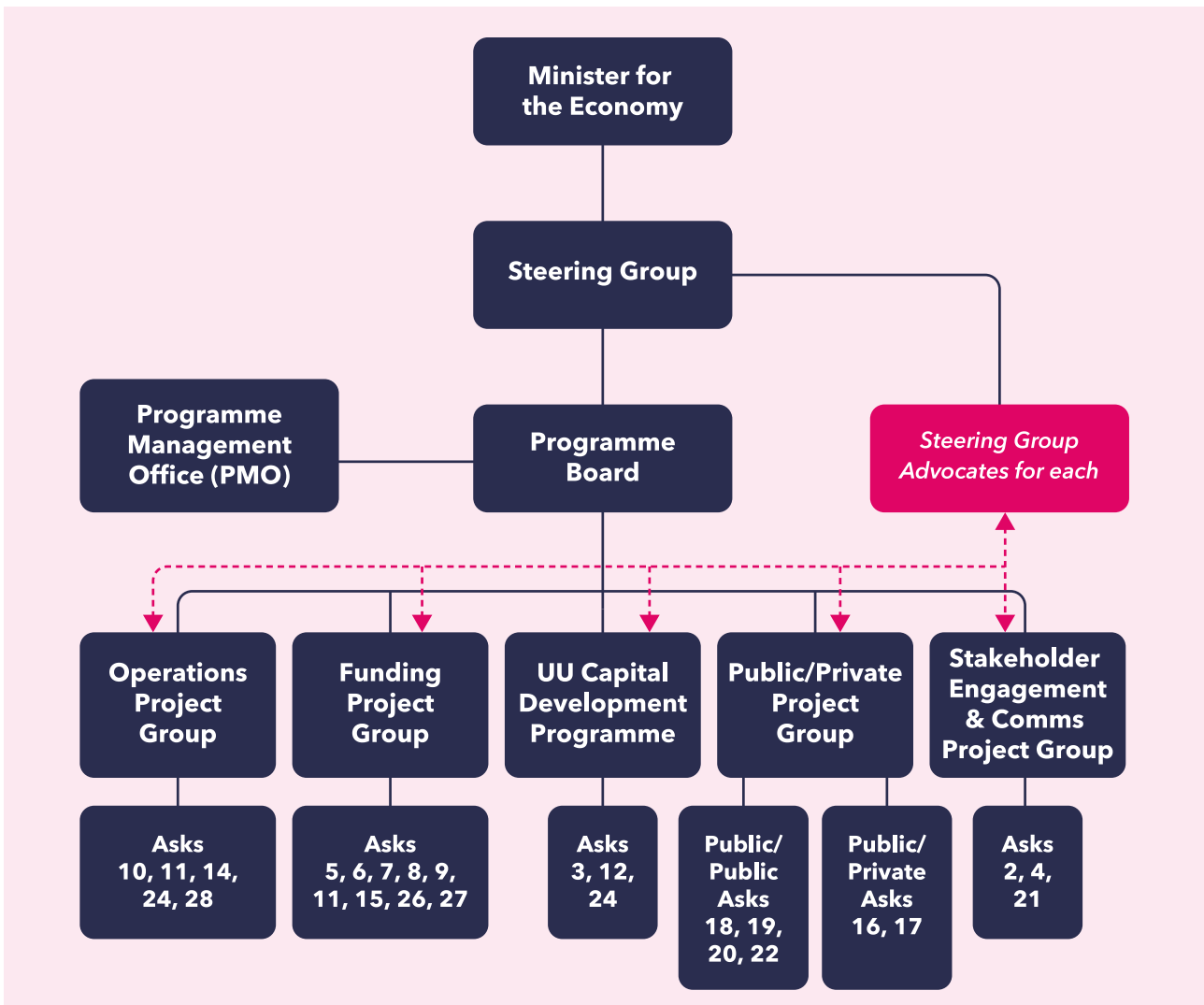
Governance

The governance for the project leading to the expansion of the campus at Ulster University in Derry-Londonderry aims to define how decisions are made, who is accountable, and the processes in place to ensure that the programme meets its objectives.

PRINCE2 Programme Management² is significantly drawn upon in the design and development of this Magee Expansion Project governance structure. The approach is about establishing oversight, structure, and mechanisms to guide and control programme activities effectively, ensuring they deliver value while managing risks and resources responsibly. This structured approach builds trust, clarity, and direction for all stakeholders involved. This section provides the Taskforce's recommended governance structure required to deliver the Magee Programme and can be read in conjunction with the structure illustrated below.

This governance structure creates a clear chain of accountability, ensuring that strategic goals are translated into actionable initiatives, and that outcomes are delivered efficiently and effectively. As with all programmes, success will be determined by the expertise, experience and skills of the appointed individuals and the suitability of their skills to the task at hand. Programmes move through delivery stages and the skills required also change to meet the changing need. It is essential to periodically review the skills required for the next stage of the project and map it to the available skills to identify skill gaps and to recruit appropriate skilled individuals to fill the identified gaps.

2 PRINCE2 was developed as a UK government standard.



Dependencies and Risks

As with all major projects there are significant dependencies and risks which will need to be considered, addressed and/or mitigated to ensure that the goal of 10,000 students at Magee can be delivered by the 2032 timeframe. The potential impact of these is significant and could affect timescales and costs in the delivery of the programme.

Most of the capital costs identified have been provided by Ulster University, using largely generic models at this stage, and will need to be tested at programme business case and individual business case as additional specificity becomes available.

Seven initial dependencies have been identified and considered by the Taskforce in November 2024. These include:

Capital and Revenue Funding Allocations

- Additional funding will be necessary to accomplish 10,000 students, much of this will be sought from the public sector, but private investors will also be required especially for purpose-built student accommodation.

Citywide Infrastructure Investment Plan - Water, road infrastructure etc.

- Discussions have occurred between DfI and DfE's Magee Expansion division in respect of transport infrastructure. DfI presented to the Taskforce on their travel initiatives for the North West at our meeting in October 2024.
- Discussions have progressed with Translink regarding public transport links to the University. The bus routes that pass the campus have noted that the digital display on the buses do not mention the University. The Taskforce understands that bus routes 10,11,12 and 13 will have the wording "Ulster University" added to the second destination screen soon.
- Drainage issues and water/sewage capacity was discussed with DfI at the Taskforce meeting on 22 November where NI Water presented on capacity for new connections in and around the campus. The Taskforce welcomed indications that currently foreseeable issues could be addressed within the anticipated planning schedules.

Student Numbers, Attraction and Growth

- The growth model is predicated on the assumption that there is the capacity and infrastructure in terms of teaching space and student accommodation to accommodate the proposed pathway to 10,000 learners.
- At almost 6,000 students, the campus is currently already at capacity in terms of supporting infrastructure. The University will deliver growth to 6,000 two years ahead of its pre-Taskforce plan. Consequently, growth will necessarily plateau at this level in academic year 2025/26, until infrastructure constraints are unblocked by the Taskforce/government intervention.
- It is anticipated that the current 6,000 enrolment ceiling figure will rise (for teaching capacity) through planned building acquisitions and associated refurbishment, raising teaching capacity to 6,500 by the 2025/26 academic year. The delivery of the Shared Island funded teaching block and CADRIC in 2028 would provide teaching accommodation that facilitates growth through to 7,000 students and beyond (subject to parallel delivery of student accommodation).
- A detailed subject plan and projected pipeline of learners has been developed by Ulster University to deliver the necessary recruitment as the dependencies are addressed.

Student Accommodation Provision

- Additional student accommodation provision will be essential - Ulster University has identified properties that can be purchased and refurbished to provide approx. 150 beds in the short term.

- Ulster University also has recent history with developers to provide Purpose Built Student Accommodation for use in the Belfast campus. It is expected this experience will inform developments to support the expansion of Magee campus in the coming years.
- Ulster University has 831 beds currently. Ulster University considers that the additions at Duncreggan would take spaces up to 2,000. Ulster University would require substantially more beds but will be dependent on the private sector to deliver these. (Suggested figures have ranged from 3,600 to 5,600 but further work is required to confirm the scale of need.)

Construction Sector Capacity and Appetite

- Construction sector capacity will need to be secured to ensure that once identified and approved buildings will begin construction in line with the Masterplan produced by Ulster University and ensure that timelines are adhered to.

Maintaining Business as Usual

- Key to ensure that students enrolled with the University receive the education and student experience necessary.

Strategic growth of the city to accommodate increased staff and student numbers.

- With the proposed increase in both staff and students the city will need to expand. There have been ongoing discussions with a range of organisations including Derry City and Strabane District Council, DfI, NI Water.

Following the Taskforce review of the dependencies in November, it was agreed to develop a Risk Register to assist with the prioritisation of these dependencies and risks. This draft Risk Register is attached to Appendix 5. These will be considered and will be more fully explored as part of the Programme business case development commencing in January 2025.



Statement by the Taskforce to the Minister for the Economy

This report offers a plan for the delivery of 10,000 students on the Magee campus of Ulster University by 2032. Teaching capacity for that number will be reached sooner, in 2029.

It is clear that such an ambitious plan carries a high degree of risk. Nevertheless, the Taskforce has seen its role as demonstrating the feasibility of delivering a campus capable of provision for 10,000 students in the shortest possible time. This report shows that such capacity is achievable by 2029 with full enrolment by 2032.

The plan described above, if followed with due rigour, with adequate funding and with the co-operation of all those who have indicated their support for the Taskforce's work, including those parties which made the original commitment in the NDNA agreement in January 2020, will deliver that outcome.

The Taskforce has anticipated Executive/DfE input in the region of:

- c£343m for capital and enabling costs to support the development of the necessary infrastructure required to service the 10,000 student places;
- an increase of c£160m of recurring funding for 24/25 – 32/33 to support the increase in student places from 5,700 to 10,000. The investment will require recurring funding at an estimated cost of £38m per annum beyond that.

These are significant, but in public sector spending terms not undeliverable, sums. These commitments must be made urgently if this timescale is to be met. In all our engagement to date, the Taskforce has been assured that such necessary investment will be forthcoming, and in the timescales indicated by our plan. It is very likely both that these estimates will rise over time and that further requirements may be added as the plans come closer to fruition. The Taskforce is convinced that the likely fluctuations when set against the forecast benefits, as outlined in KPMG's (likely conservative) economic assessment, underscore the need for immediacy and for certainty that this provision will be met from the public purse.

The proposals for programme and project governance offer both a basis for managing risk to protect public investment and also a mechanism to ensure that the momentum generated during the period of the Taskforce's operation since March 2024 can be maintained with a tight focus on the student number and the timescale.

The economic impact analysis by KPMG commissioned by the Department for the Economy, particularly when viewed alongside comparable work for other universities across the UK and other studies commissioned by Ulster University itself, provide compelling evidence that such investments are both fully justified and also represent very strong value for money given the likely return on in those investments when measured in employment, the likely stimulus to the local and regional economy and the social benefits to the city and the region. In short, many of the social and economic costs of deprivation, unemployment, poor health and poor housing will be addressed and significantly mitigated, if not wholly remedied, by such an investment. The growth of university provision in Derry-Londonderry will begin to address a legacy of under-investment in public services whilst also growing the economy in the city and beyond. In real terms the outlay to deliver the planned university growth will be repaid, possibly before the expansion itself is fully realised. Not to deliver this plan will mean a continuance of economic underachievement, poor health outcomes, lost opportunity and the prospect of continuing political and societal frustration. The imperative now passes to the Minister, on behalf of the Executive, to deliver this plan.

The Taskforce's role will now evolve to that of 'critical friend' to the public authorities whose task it is to deliver on the commitment. The Taskforce aims to deliver a further report, on progress against this plan, during 2025. We are pleased that progress has already commenced. We believe that there is now both momentum and, importantly, community recognition of the progress that has been achieved during 2024. It would be politically untenable if the Executive were to break this confidence.

Forthcoming Key Developments

The Taskforce has already been tasked to oversee the delivery of this Action Plan for a period up to March 2027. In that period, it will be looking for:

- Clear evidence of financial planning and commitments by the Executive and the University to instil confidence in delivery among the local population and also among those private sector partners who will look for evidence to support their own investment decisions;
- University-Community Neighbourhood Forum discussions need to be broadened to ensure that residents are fully aware of all issues in relation to the University expansion which could impact the local community. It is vital that nothing comes as a surprise to the local community;
- Stakeholder Forum - Community Benefit Framework Development consideration needs to be given to the membership of the Stakeholder Forum to ensure it has representation from across the City and District.
- When developing the Community Benefit Framework there should specific actions that maximise the benefits of an expanded University for the immediate local community and then to the wider City and District.

- Action by public authorities to provide the infrastructure and public services necessary to support 10,000 students, University staff and the wider community which has developed in line with the campus growth in Derry-Londonderry;
- Specific plans for individual buildings with timescales for the initiation, construction and completion of each site;
- The phased expansion of existing and new undergraduate and postgraduate courses across all four of Ulster University's academic faculties;
- The development of arrangements for attracting additional student numbers to the range of courses identified for Magee;
- Confirmation of funding from relevant public authorities for appropriate student support including proposals to support higher participation from the North West area;
- Plans for the recruitment and/or deployment of university staff to teach these courses;
- Arrangements by the Executive, particularly the Minister for the Economy, to report to the people of Derry-Londonderry regarding ongoing developments towards achieving the goal of 10,000 students;
- Ongoing review by the University, in conjunction with the Department for the Economy, of the changes in enrolment and the potential to further enhance the successful growth at Magee.
- Modification of the overall funding model for Higher Education in Northern Ireland that reflects the additional costs incurred by Ulster University to support and sustain its multi-campus model.

In conclusion, the Taskforce considers that its work has demonstrated the economic and political necessity of acting on this Action Plan. The Action Plan, whilst recognising the practical challenges, demonstrates the viability of making this happen. Delivery is now for others. The Taskforce hopes that achievement of the ultimate goal will be delayed no longer.

Collectively, we remain at your disposal to assist in whatever way may be required to ensure realisation of the expanded university in Derry-Londonderry and the consequent benefits to economic re-balancing and growth across the wider region.

MAGEE EXPANSION TASKFORCE

December 2024



Appendices



Appendix 1 - Membership of the Taskforce

Stephen Kelly (Chairperson)	CEO, Manufacturing NI
Nicola Skelly (Vice-Chair)	Executive Director, Washington Ireland Programme
Prof Paul Bartholomew	Vice-Chancellor, Ulster University
Ethan Davies	President, Ulster University Students Union
Moira Doherty	Deputy Secretary, Department for the Economy
Paul Hannigan	Head of College, Atlantic Technological University, Donegal
John Kelpie	Chief Executive, DCSDC
Gavin Killeen MBE	Managing Director, Nuprint Technologies Limited
Steven Lindsay	Deputy Vice President, Londonderry Chamber of Commerce
Mary MacIntyre OBE	Chartered Town Planner
Paddy Mackel	Regional Support Official, University and College Union
Ian McKenna	Principal Officer, Department for Further and Higher Education, Research, Innovation and Science
Dawn McLaughlin	Non-Executive Director, Invest NI
Leo Murphy	Principal, North West Regional College
Philip Rodgers	Director of Workforce Policy, Department of Health
Prof Paul Seawright OBE	Deputy Vice-Chancellor, Ulster University
Alison Wallace	Strategy Manager, Waterside Neighbourhood Partnership

Appendix 2 - Response to the 'Asks'

Overall, the responses to the 'Asks' showed a positive reception to the work of the Taskforce, to the ambition to deliver a campus with capacity for 10,000 students by 2032 and a willingness to co-operate to achieve that goal.

Some of the bodies who received 'Asks' were quick to move to action, with NI Water, for example, offering to meet the Taskforce, indicating its willingness to engage in planning at early stages and to assist in designing solutions to any issues that might arise.

The Ministerial Advisory Group for Architecture and the Built Environment moved quickly to nominate a Place Based Adviser who would work with all aspects of the plans for expansion. This will be particularly valuable as diverse plans to integrate wider regional and city development begin to mature alongside the planned growth at Magee.

Other responses were less positive. It was disconcerting to receive responses which challenged the Taskforce's proposal to 'disrupt' the current imbalance in the allocation of places to Derry, compared particularly to Belfast or to trammel any increase at Magee to the requirement for increased overall university places. The Taskforce, including Ulster University members, has been clear that rebalancing the economy should also mean, going forward, rebalancing previous allocations, particularly in the face of financial constraints that risk entrenching the source of the problem without additional finance. The Minister has decided not to consider changes to current enrolment numbers at other campuses as a means to increase capacity at Magee. The Taskforce, although not unanimously, considers that such an option should not be dismissed until funding allocations to support growth at Magee have been confirmed. In the face of unavoidable financial pressures, within the University or across higher education, the Taskforce considers that growth at Magee should not be negotiable. It was also disappointing that some government departments were unable to match either the speed of response of those mentioned above or, more unhelpfully, raised queries about what was proposed or were, at best, ambiguous about their willingness to support the plans articulated in the Interim Report. At least in part, it could be deduced that such responses echoed political sentiments from decades past. The Taskforce has been keen to stress that it has no desire to look at past political events to determine what is optimal for now and for the future, either in terms of higher education provision in Derry-Londonderry or in terms of how best to promote economic growth locally and across the region. Instead, the Taskforce, a cross-community representation of all the interests in Derry-Londonderry and the wider region, wants to underscore the potential benefits for the people of the city, the region and the wider territory. The 'Asks' can be summarised or grouped into a number of key categories which need to be given due consideration. The Taskforce's governance arrangement will be organized to consider the requirements of each. These are as follows:

Operations: These 'Asks' share a focus on operational strategies to align educational capacity with health sector and regional economic needs. Each emphasises the need for collaboration, effective planning, and resource optimisation to address interconnected challenges in education, health, and cross-border regional development. They include:

- Ask 10 Ask 11 Ask 14 Ask 24 Ask 28

Funding: These 'Asks' are unified under the theme of funding, emphasising the need for financial clarity, planning, and collaborative support to expand higher education at the Magee campus. They include:

- Ask 5 Ask 6 Ask 7 Ask 8 Ask 9
- Ask 11 Ask 15 Ask 26 Ask 27

UU Capital Development Programme: These 'Asks' focus on the coordination, oversight, and infrastructure planning required to support the capital development programme.

- Ask 3 Ask 12 Ask 23

Public - Private: This group consists of two sub-groups both engaging with external organisations, one with other public sector organisations and the other with the private sector.

- Public - Private: This group encompasses collaboration between public and private sectors to address the infrastructure needs of expanding student populations.
- Ask 16 Ask 17
- Public - Public: This sub-group focuses on cooperation between Ulster University, DCSDC (Derry City and Strabane District Council), and other public sector entities to address broader social, logistical, and infrastructure needs arising from campus expansion.
- Ask 18 Ask 19 Ask 20 Ask 22

Stakeholder Engagement and Communications: These 'Asks' highlight the importance of effective engagement and communication with various stakeholders to support the success of the campus expansion and its integration into the community and wider region. Obtaining a 'Social Licence' from those within the environment and impacted by the University's increased activity requires effective engagement and communication with various stakeholders throughout the programme to ensure its integration into the community and wider region.

- Ask 2 Ask 4 Ask 21

Ask No.	Ask	Owner	Status
1	The Minister, in consultation with his counterpart in Dublin where appropriate, is invited to confirm the validity of these assumptions.	DfE	<p>Letter from Minister Murphy to Chair received.</p> <p>The Irish government expressed general support for ensuring regional balance in higher education, including cross-border collaboration. However, due to the ongoing election, no firm commitments can be made at this time. Their current focus remains on funding Technological Universities (TUs) and colleges, with plans for future engagement with Minister Murphy once a new government is in place.</p>
2	Ulster University in partnership with Department for Infrastructure, Council, PSNI, Community Safety Wardens etc to establish a structured programme of continuous engagement with local residents and community groups to maximise the benefits of the planned growth and expansion in adjacent communities and to plan and mitigate any potential negative impacts.	DCSDC/ UU	<p>The collaboration between Ulster University and key partners, including local councils, the PSNI, and community groups, has led to the development of a Community Benefit Framework. Stakeholders have been engaged through a series of meetings to identify opportunities for ongoing collaboration and to outline a partnership agreement aimed at maximising the benefits of the planned expansion in adjacent communities. This process includes gathering input from internal stakeholders to assess their current engagement activities and ensure comprehensive communication.</p> <p>A University-Community Neighbourhood Forum has been established to address local concerns, including parking, safety, and communication. Key actions from these discussions include residents reporting parking issues to the PSNI, enhancing communication with local households, and scheduling future meetings with residents to present findings from the Taskforce and discuss development plans with relevant authorities.</p> <p>Additionally, regional and community engagement activities have been ongoing, focusing on strengthening connections with youth and community groups. A targeted campaign, Connected to the Community, has been launched, featuring outdoor and social media placements to further promote proactive engagement across the Northwest.</p> <p>These initiatives aim to ensure a structured and continuous dialogue with local residents and community groups, helping to optimise the benefits of growth and mitigate potential negative impacts,</p>

Ask No.	Ask	Owner	Status
3	The Ministerial Advisory Group (MAG) for Architecture and the Built Environment should be invited to offer its advice on the coordination and integration of planned developments.	DfE	MAG have committed the resource of a MAG Place advisor to the programme. This MAG Advisor role will be fulfilled as part of the MAG Plan of Work and will be provided at no cost, commencing December 2024.
4	That Department for the Economy strengthens and expands its programme that creates pathways into further and higher education for residents from the most deprived urban and rural communities in the North West to ensure equality of access and uptake of third level education.	DfE	Following meetings with UU and NWRC and Taskforce community rep, initial proposals for strengthening programmes and creating pathways are included within the Report and Action Plan.
5	The Secretary of State for Northern Ireland should consider the implications of the policy on International Student Visas for higher education in NI and in particular for expansion of student numbers at Magee. The Department for the Economy should assess the financial consequences, that have arisen from this policy change, for higher education in NI.	DfE	Letter sent to Colum Eastwood MP from Taskforce Chair and he attended a follow up meeting to request that he advocates on this issue.
6	The Minister for the Economy is invited to confirm the Department's preferred approach to funding growth in student numbers.	DfE	Letter issued to Taskforce from Minister Murphy.

Ask No.	Ask	Owner	Status
7	The Department for the Economy should consider how it might additionally fund the multi-campus model to reflect the benefits to the whole community, deliver on the Minister's regional balance pledge including particularly plans for expansion at Magee.	DfE	Engagement between DfE officials and UU regarding possible interventions for the short term are ongoing. The review of HE Funding, due to commence in early 2025, will also consider how funding for a multi campus model may be incorporated within the funding arrangements between the Department and the Higher Education sector in the medium / longer term.
8	The Department for the Economy is asked to review the extant policy on Maximum Student Numbers (MaSN) to consider how it could be revised to support growth in enrolments at the Magee campus beyond 10,000 students.	DfE	Letter issued to Taskforce from Minister Murphy.
9	The Department for the Economy should demonstrate in its financial planning how it will fund expansion at Magee.	DfE	Capital and resource bids aligned to the Interim Taskforce report, have been made as part of the DoF Three Year Information Gathering Exercise 2025-26 to 2027-28. This process is ongoing; allocations will only be known in due course, following the outcome of the Spending Review. Letter issued to Taskforce from Minister Murphy.
10	Department of Health to provide clarity on the future demand for Allied Health Professional (AHP) and nursing graduates as well as future supply needs from local medical schools.	DoH	Letter received from Minister Nesbitt setting out expected demand for AHP and nursing graduates. Follow up meetings held between Head of Magee Expansion, Head of Higher Education and Phil Rodgers, Director of Workforce Planning, DoH.
11	The Department for the Economy to liaise with Department of Health to consider how to provide financial support for GEMS students to reflect the circumstances of potential students and the benefit to the health sector of a steady supply of such graduates.	DfE	Minister Murphy announced his intention to offer tuition fee loans for GEMS students from September 2025 intake.

Ask No.	Ask	Owner	Status
12	<p>The Taskforce considers it vital that the Department establishes a cross-departmental oversight group to ensure the development, delivery and implementation of relevant cross-cutting projects. The delivery of multiple projects will be necessary to secure 10,000 students as promised in NDNA. Individual departments will need to stand up supporting teams that will delivery related projects/programmes. The Taskforce believes that the Department should monitor delivery of such projects and satisfy itself regarding the speed of delivery. A Gateway 0 review should commence without delay. The Minister could demonstrate support for campus growth and its wider impact on the city and region by holding an annual public meeting in the city at which he could report on progress.</p>	DfE	<p>Discussions have been held with key stakeholders, led by SIB, to establish governance and support structures. Governance proposals were submitted to the Department for consideration. These are outlined in the report and action plan.</p>
13	<p>Department of Finance is asked to prioritise the early consideration and approval of an augmented OBC for a growth-optimised School of Medicine building.</p>	DoF	<p>School of Medicine: Teaching Block OBC has been approved through DfE Casework Committee. Minister Archibald has confirmed that she will ensure her officials prioritise the review of this business case, once submitted to her department. Work on the optimised model for School of Medicine is ongoing.</p>

Ask No.	Ask	Owner	Status
14	<p>Ulster University to produce a time-lined growth plan for its Derry/Londonderry Campus to deliver on the target 10,000 students by initially setting out: (i) the contribution towards the target which can be achieved with full utilisation of existing campus infrastructure and facilities; (ii) the further contribution towards the target achievable on the phased completion of planned new campus capital development to be funded by the City Deal/Inclusive Future fund, the Irish Government and the University itself to include the new School of Medicine, Innovation Centre(s), new Teaching Block etc.</p>	UU	<p>Ulster University has worked on a detailed, time-lined growth plan to reach the target of 10,000 students at its Derry/Londonderry campus. The capital plan, outlined in the interim report (pages 50 and 52), includes an expansion strategy that outlines both the use of existing infrastructure, and the development of new facilities funded through the City Deal/Inclusive Future fund, the Irish Government, and the University itself.</p> <p>A time lined growth plan has been set out in the final report articulating optimal use of the existing estate and identification of new estate requirements. The expansion will occur in phases, with initial growth achievable by fully utilising current campus facilities. However, the university has identified challenges related to student accommodation and large teaching spaces, which must be addressed before further growth can occur. Approval for capital funding, including new acquisitions, refurbishments, and student accommodation developments, will influence the timeline for achieving the full growth target. This growth will be stepped rather than linear, with milestones marking the path forward.</p>
15	<p>In order to test its action plan's viability, the Taskforce invites Ulster University to work with The Department for the Economy to further develop their plans for growth and to set out in one place all considerations and associated capital and revenue cost requirements associated with delivery of the target 10,000 students.</p>	UU	<p>The University engaged in detailed work to develop an evidence based academic flight path to achieve 10,000 students.</p> <p>This included interrogating business intelligence and market analysis to understand the courses that students want to study but are not currently provided by Ulster University and/or in Northern Ireland.</p> <p>A number of focused, intensive academic planning workshops took place to bring this information together, agree the areas for expanded provision and understand any associated interdependencies, including capital requirements.</p>
16	<p>DCSDC is asked to clarify its emerging HMO policy and set out its projected timeframes for implementation.</p>	DCSDC	<p>Council is currently drafting a position paper on its emerging HMO policy for submission to the next meeting of the Taskforce in January 2025.</p>

Ask No.	Ask	Owner	Status
17	The Taskforce will ask Ulster University to develop a prospectus for developers with the potential to accelerate private sector investment in the required provision of high quality, appropriately sited student accommodation.	UU	Work is underway on the development of a prospectus, which will indicate that UU is open to exploring a variety of financial models to facilitate the delivery of additional PBSA in Derry. Initial advice has been taken from Invest NI and SIB on the development of the prospectus, which will be delivered in January 2025.
18	The Taskforce would like to better understand how health and social services to a rapidly expanded population could be addressed (particularly in a context where current provision is already sub-optimal).	DoH	Letter received from Minister Nesbitt setting out current provision arrangements. Follow up meetings held between Head of Magee Expansion, and Head of Higher Education and Phil Rodgers, Director of Workforce Planning, DoH.
19	DCSDC and Ulster University to progress the Memorandum of Understanding to develop a timeline and agreed proposals, subject to funding and affordability, for the relocation of Council offices and the acquisition and re-purposing of the existing Council building for University expansion.	DCSDC/ UU	Council is actively developing a funding strategy to support key strategic projects, including the potential relocation of its offices. Engagement with Ulster University is ongoing to agree on processes and projected timeframes. Next steps and actions will be determined following these discussions.
20	Council and Ulster University to consider other Council-owned and/or vacant or underutilised sites in the vicinity of the Riverfront/ Strand Road area for acquisition by the University for mixed use University led developments to include teaching, research and student accommodation to further drive and support planned Campus growth and investment and compliment Riverfront/Strand Road City Deal regeneration proposals.	DCSDC/ UU	Council in discussion with DfE/UU in relation to the potential acquisition by UU of a Council owned site on Strand Road and has set out key actions and steps required by all parties to initiate and expedite.

Ask No.	Ask	Owner	Status
21	The Department for the Economy to initiate and lead the scoping and costing of an intensive, targeted and sustained extensive marketing campaign to promote the city and campus as a destination of choice in partnership with Tourism NI, Tourism Ireland, Invest NI and locally with DCSDC and Visit Derry.	DfE	The Magee Expansion division is engaging with key stakeholders, including Tourism NI, Invest NI, DCSDC, and Visit Derry, to scope and cost an extensive marketing campaign promoting the city and campus as a destination of choice. Collaborative efforts are ongoing, with discussions focused on aligning planned activities and achieving the goal of establishing the city as a 'Destination City'.
22	The Taskforce asks the Department for Infrastructure to lead in collaboration with DCSDC and PSNI to develop an effective traffic management regime that balances the needs of the university population, the concerns of the wider community and the competing resources needed to deliver and maintain an effective transport regime.	DfI	Minister O'Dowd has confirmed that the Department for Infrastructure (DfI) will lead a collaborative working group with DCSDC and PSNI to develop an effective traffic management regime. The group, chaired by the DfI Roads Western Division Network Planning Manager, will address the needs of the university population, the wider community's concerns, and the allocation of competing resources. Initial engagement with the identified contact has commenced.
23	The Taskforce asks that the Strategic Investment Board (SIB) coordinates relevant Government Departments and Statutory agencies to include the Department for Infrastructure, Department for Communities, Translink, NI Water etc. to consider and identify all potential planning and supporting infrastructure requirements to effectively deliver on the campus expansion masterplan and growth.	SIB	Discussions have been held with key stakeholders, led by SIB, to establish governance and support structures. Governance proposals were submitted to the Department for consideration. These are outlined in the report and action plan. The Taskforce has agreed to consider a broader oversight group to integrate all city development projects effectively.

Ask No.	Ask	Owner	Status
24	The Taskforce asks DCSDC to consider how, through its planning and regeneration functions, it can support and expedite university-related planning applications.	DCSDC	Council currently undertaking an independent Review of its Planning Service and Function, anticipated to complete with key recommendations for improvement early 2025.
25	As statutory consultees to the planning process, the Department for Infrastructure and other relevant Government Departments and agencies, in support of the Council planning function, are asked to prioritise university-related planning applications, and to expedite response times.	Dfi	Minister O'Dowd confirmed that his Department's local Network Planning team will work closely with the University to streamline the planning process and minimise consultee response times. A Pre-Application Discussion via the Planning Authority has been identified as the most effective approach. Initial engagement has commenced, with meetings held with the Department for Infrastructure (Dfi) and Translink to address the request and establish ongoing collaboration with local teams.
26	The Irish Government is asked to update its plan to fund the expansion of higher education in the North West generally and specifically to confirm what additional funding could be provided to Ulster University to support growth to 10,000 students at the Magee campus in particular to support the growth of the Graduate Entry Medical School and the provision of a University Hospital similar to that available across the island.	Rol Gov	The Irish government expressed general support for ensuring regional balance in higher education, including cross-border collaboration. However, due to the ongoing election, no firm commitments can be made at this time. Their current focus remains on funding Technological Universities (TUs) and colleges, with plans for future engagement with Minister Murphy once a new government is in place.
27	The Irish Government is asked to consider providing supplementary capital and recurrent funding for the medical school at Ulster University to include enhanced undergraduate provision.	Rol Gov	The Irish government expressed general support for ensuring regional balance in higher education, including cross-border collaboration. However, due to the ongoing election, no firm commitments can be made at this time. Their current focus remains on funding Technological Universities (TUs) and colleges, with plans for future engagement with Minister Murphy once a new government is in place.

Ask No.	Ask	Owner	Status
28	The growth path to 10,000 students on the UU Derry-Londonderry Campus should be planned in a manner which harnesses the significant potential of further cross-border cooperation by education institutions and the two Administrations on the island and taking account of the individual and shared ambitions of each of the partners (<i>Ulster University, Atlantic Technological University, North West Regional College and Donegal Education and Training Board</i>) in the NWTEC.		Initial presentation to Taskforce by members Ian McKenna and Paul Hannigan. Follow-up meeting to be planned between Magee Expansion division and DFHERIS with DfE Permanent Secretary and Deputy Secretary in the new year.

Appendix 3 - Summary Economic Impact Analysis

This is an extract from an Interim Report. A final report will be published in April 2025.

Economic Impacts of Magee Campus (2024 baseline)

Ulster University's Magee Campus (hereafter called the Magee Campus) is already a significant driver of economic activity in Derry-Londonderry and Northern Ireland overall. At its current student population, the campus supports Gross Value Added (GVA) and employment across virtually all sectors of the economy. Beyond its direct contributions, the Magee Campus generates expenditure in local businesses, and supports supply chains household incomes across Northern Ireland.

As the current economic impacts outlined below demonstrate, the Magee Campus plays a pivotal role in shaping the North-West's economy and has the potential to unlock greater growth and regeneration through its expansion.

This section outlines the campus's current economic impact in terms of the key metrics of GVA and employment. The methodology employed by KPMG generates the figures included below. There are alternative methodologies employed across the UK and by other universities which may have generated higher returns. Indeed other analyses of Ulster University's performance already shows a higher return on investment based on these alternative methodologies. The Taskforce is keen that the figures presented here are both realistic and achievable. The Taskforce has sought to avoid a debate about the relative benefits of this analysis versus other methodologies or other financial outcomes. The analysis, conservative as it is, offers credible evidence of the economic imperative of taking forward expansion as soon as possible. Indeed, using a conservative methodology, while still demonstrating value for money, is itself compelling. It presents the estimates across all three "channels" of impact - direct, indirect, and induced.

In 2024, the Magee Campus contributed an estimated total of £152m in GVA to the Northern Ireland economy, with approximately £90m (~59%) of this concentrated in the Derry City and Strabane District Council (DCSDC) area alone. **This is equivalent to £243m in economic output - of which, DCSDC accounts for £131m).** This contribution highlights the campus's role as a critical driver of economic activity, delivering benefits far beyond its immediate operations. The Campus operations' total multiplier in 2024 is 2.0 - meaning for every £1m of GVA supported directly, a further £1m is supported throughout Northern Ireland.

The economic impacts associated with the Magee Campus at its current student population¹ of approximately 6,000 are driven by two primary sources:

- **Operational impact of the Magee Campus:** Spending on staff wages, services and goods/services procured from its supply chain; and
- **Student expenditure:** Spending by the student population on essentials such as housing, food, transport, and entertainment which directly support local businesses.

Gross Value Added (GVA)

The GVA supported by the Magee Campus spans all three channels of economic impact – direct, indirect and induced – illustrating its comprehensive contribution to the economy:

- **Direct GVA:** £82m, representing the value generated directly through the university's operational activities and student spending.
- **Indirect GVA:** £27m, arising from supply chain activities where local and regional businesses provide goods and services to support campus operations and student life.
- **Induced GVA:** £43m, representing the economic activity generated as university employees, suppliers and others spend their wages locally, creating a multiplier effect within the economy.

In economic output terms, this is equivalent to:

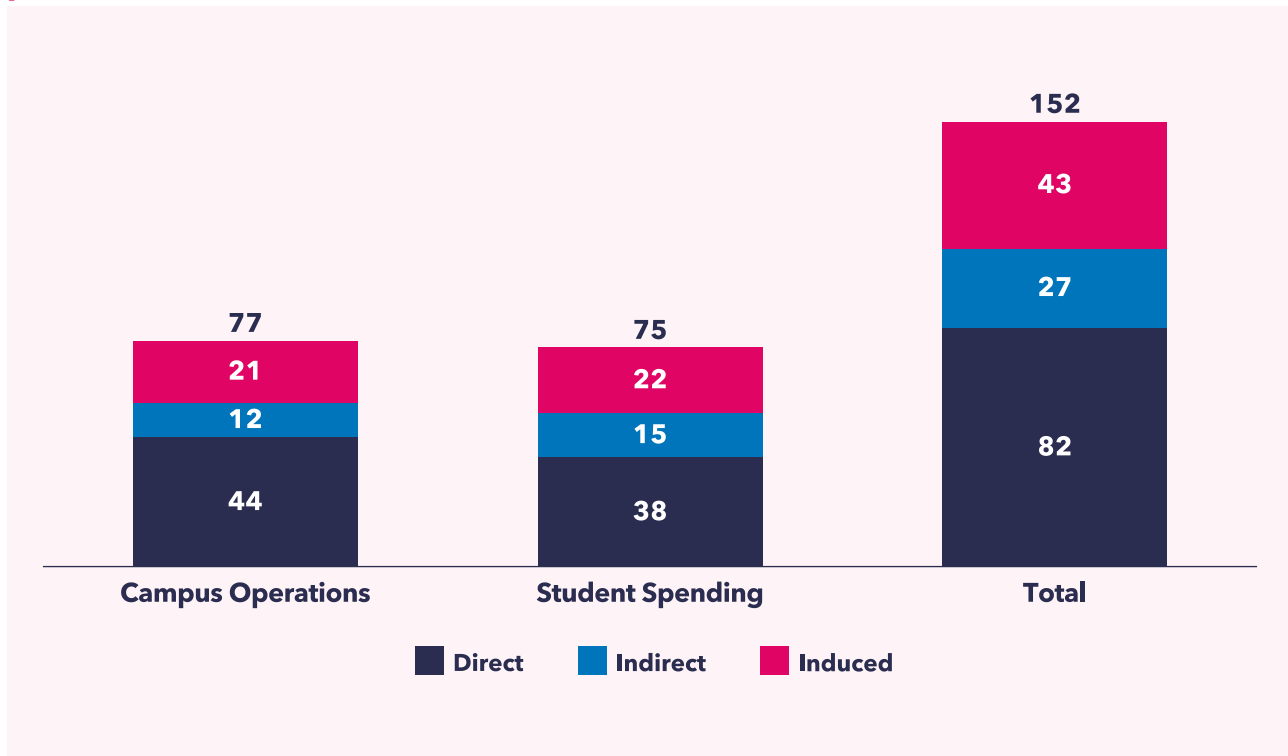
- **Direct output: £125m**
- **Indirect output: £47m**
- **Induced output: £71m**

These impacts underscore the breadth of the campus's economic reach, from direct contributions to indirect supply chain activities and induced local spending. These impacts are particularly concentrated in Derry-Londonderry² which further illustrates the opportunity to leverage the Magee Campus to drive additional economic growth and to achieve regional balance.

1 Estimated as of 2024

2 Derry-Londonderry accounts for the majority of economic activity in the DCSDC area – however the modelling estimates have been presented at the wider DCSDC area level. It is therefore reasonable to assume that the majority of potential economic impacts will benefit Derry-Londonderry, with the remainder accruing to other parts of the DCSDC area.

Figure 1: Gross Value Added (GVA) impact of Magee Campus (2024) (£m, 2019 prices)³



Employment Impact

In 2024, the Magee Campus supported an estimated total of almost 2,600 jobs from campus operations and student expenditure. These jobs were distributed as follows:

- **Direct jobs:** 1,289 jobs, including academic staff, administrative personnel and employees in student serving businesses.
- **Indirect jobs:** 542 jobs within the supply chain, generated by businesses supporting the university and its students.
- **Induced jobs:** 740 jobs supported by local spending from university employees, suppliers and others connected to campus activities.

The Magee Campus is uniquely positioned to act as a catalyst for further economic growth, making its expansion a strategic opportunity for the North West region and Northern Ireland. Given its current impacts, the expansion would amplify these benefits, generating additional GVA and creating additional jobs across diverse sectors.

³ All estimates are presented in real terms, in 2019 prices. This removes the effect of price rises and allows representative comparisons of estimates over time.

Table 1: Current Economic impact of Magee Campus (2024)

	GVA (£2019m)	Output (£2019m)	Jobs
Direct	81.8	125.1	1,289
Indirect	27.1	47.3	542
Induced	43.4	70.9	740
Northern Ireland total, of which:	152.3	243.4	2,571
Antrim & Newtownabbey	5.9	10.6	109
Ards & North Down	4.6	8.0	96
Armagh, Banbridge & Craigavon	5.6	10.0	109
Belfast	13.2	24.1	227
Causeway Coast & Glens	4.7	8.1	97
Derry City & Strabane	89.5	131.2	1,421
Fermanagh & Omagh	5.4	9.7	97
Lisburn & Castlereagh	6.0	10.9	103
Mid & East Antrim	6.9	12.8	113
Mid Ulster	5.4	9.7	102
Newry, Mourne & Down	5.1	8.1	97

Note: figures may not add due to rounding.

Economic Impacts of expanded Magee Campus (2032)

Key messages:

- The cumulative additional economic impact of the Magee Campus expansion could offset the cost of the capital investment by as early as 2029.
- By 2032, the Campus Expansion is estimated to contribute a total of £258m in GVA per year across Northern Ireland - a 69% increase from the 2024 baseline. This is equivalent to £445m in economic output. The total multiplier of the Campus expansion in 2032 (operations, student spend, and in-year capital spend) is 2.0.
- Approximately half of this is expected to be in the local economy of the DCSDC area alone, accounting for £125m in GVA per year by 2032, or £194m in economic output terms.

The planned expansion of the Magee Campus represents a transformative investment opportunity for Northern Ireland, with substantial and far-reaching economic benefits, particularly for the Derry City and Strabane District Council (DCSDC) area. The expanded Magee campus will be uniquely positioned to drive economic growth, create good jobs, enhance regional balance and increase productivity – directly aligning with the Economy Minister’s vision for a prosperous, inclusive and sustainable economy.⁴

The expansion, requiring a cumulative total of £778m in capital investment⁵ by 2032, is set to unlock substantial economic impacts over both the short and long term. Immediate impacts will stem from construction, design and infrastructure upgrades to realise the expansion, while the lasting effects will be delivered through enhanced operational capacity and increased student expenditure. Collectively, these impacts will not only benefit Northern Ireland as a whole but will also act as a catalyst for urban regeneration, attracting private sector investment and strengthening the local DCSDC local economy.

By 2032, with the expansion complete, the cumulative impacts of the expansion will support increased economic activity through three categories:

- **Capital expenditure:** Investments in upgrading existing facilities and constructing new infrastructure, and purpose-built student accommodation will deliver short-term economic benefits, boosting the construction and engineering sectors as well as the broader supply chain supporting these sectors.
- **Operational impact of the expanded Magee Campus:** The expanded campus will require additional staff, services and resources, which will drive sustained long-term economic impacts in the local economy.
- **Increased student expenditure:** With significantly higher student numbers (increasing to a population of at least 10,000) at the Magee Campus, local spending on housing, food, transport and entertainment (amongst others) will further stimulate the local economy.

Together, these activities will support additional GVA and employment across Northern Ireland, with most of the benefits concentrated in the DCSDC area.

Beyond these three categories, the Campus expansion has the potential to act as a catalyst for additional local development. The expanded Campus will elevate the reputation of Derry-Londonderry as a centre of education and innovation, attracting additional investment into the local area. The presence of a larger, modern university campus will support urban regeneration by increasing urban footfall and improving local infrastructure as well as creating an environment in which economic, social and cultural development can thrive.

4 For the purposes of this report and the supporting analysis, the “local” economy refers to the Derry City and Strabane District Council area. This is because economic impacts have been modelled at the Northern Ireland and Local Government District (LGD) level.

5 In “real” terms, this is equivalent to £578m, and in real GVA terms, is equivalent to £259m.

These wider potential impacts highlight the value of the Magee Campus as both an economic and social driver of growth for the local economy.

The following subsections provide an overview of the estimated impacts in each of the three key categories.

Capital expenditure

The capital investment required to expand the Magee Campus - including upgrades to existing facilities and the construction of new infrastructure - will generate significant economic benefits, particularly during the construction phase. This investment represents a commitment to both Northern Ireland and to the local DCSDC economy with its ambition to maximise the involvement of local firms and SMEs in delivering this expansion, ensuring the economic benefits are as localised as possible.

Figure 2 outlines the capital spend throughout the construction phase of the campus expansion.

Figure 2: Phasing of capital expenditure (2025-2032) (£m)



Source: Magee Taskforce, DfE

By 2032, the total capital investment of £778m will be equivalent to £578m in real terms⁶ across Northern Ireland. Capital investment will generate direct GVA through construction, architectural design, engineering and legal services. The ambition is to ensure that local firms and SMEs complete the work where possible. The estimates presented in this sub-section are based on the assumptions that 25% of construction work and 50% of the associated design and legal services will be delivered by firms/SMEs within the DCSDC area.⁷ This targeted approach reflects a commitment to enabling local businesses, contractors and professional services firms to directly benefit from the investment.

Firms involved in delivering the capital projects, including contractors, designers and specialised service providers will experience increased demand, contributing to the local construction sector whilst also fostering the development of specialised skills and expertise within the workforce.⁸ The supply chain activities required to support the capital projects will drive substantial indirect economic impacts. Suppliers of key materials, including steel, concrete, fixtures and specialised equipment will benefit from increased orders, with a significant proportion of this supply chain activity expected to be sourced from businesses across Northern Ireland.

Local businesses will be well placed to take advantage of these opportunities, reinforcing the project's alignment with regional economic development objectives. Beyond direct and supply chain impacts, the wages earned by construction workers, engineers, designers and employees in the supply chain will generate significant induced effects. These workers are likely to spend a large proportion of their incomes within the local economy, benefiting sectors such as retail, hospitality, and leisure among others. By circulating wages through the economy, this induced spending will create additional jobs and will contribute to household incomes across both the local and regional economies.

While the primary focus of this analysis is on the quantifiable economic benefits, the capital expenditure phase also has the potential to facilitate broader urban regeneration and long-term socio-economic impacts. The construction of modern, sustainable facilities will not only provide the physical infrastructure needed for an expanded campus but will also:

- **Attract additional private investment:** High quality infrastructure may enhance the appeal of the area for private sector investors, particularly in education, technology, health care and innovation sectors.

6 In constant ("real") 2019 prices, this is equivalent to £578m in economic output, or £259m in GVA terms. £778m figure is based on estimated nominal capital expenditure for the assumed expansion programme and timescales. Based on information provided by DfE.

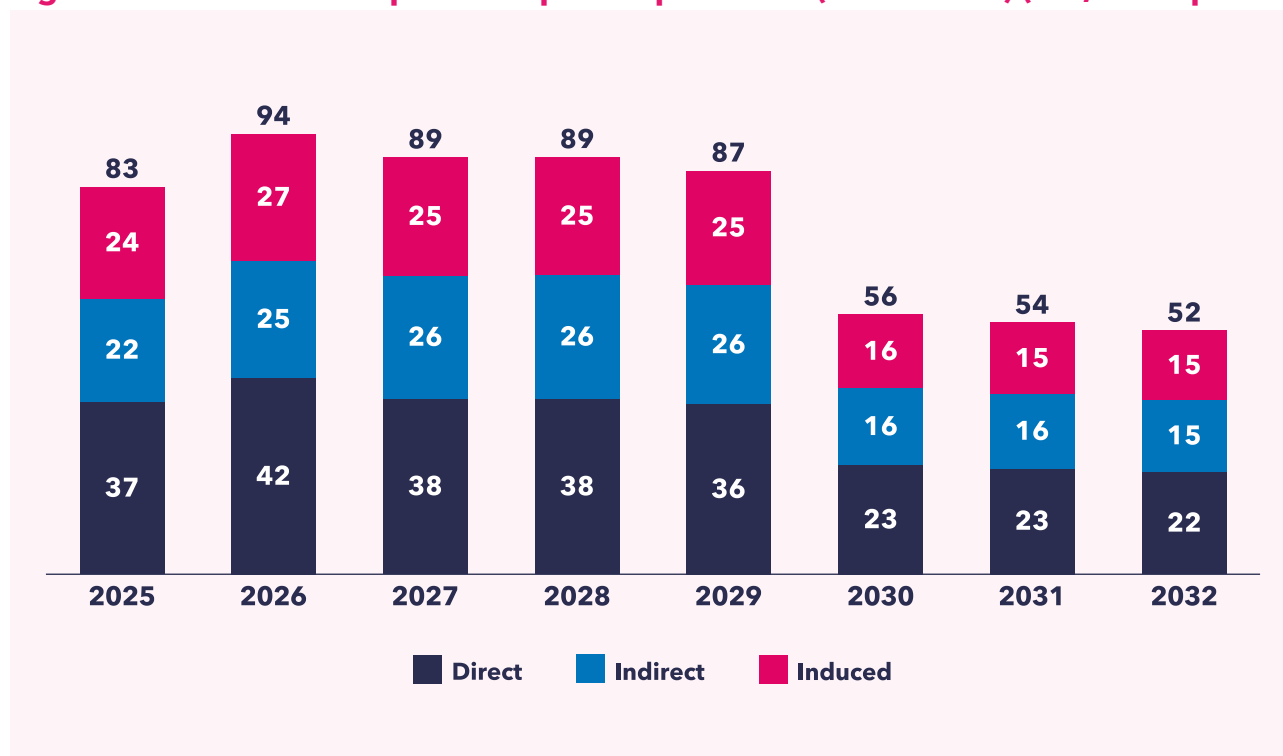
7 This assumption reflects the ambition for local firms to be positioned to complete as much of the capital project work as possible.

8 The direct impacts of the capital expenditure impacts were assigned to the construction; legal and accounting activities; and architectural and engineering services sectors in the input-output modelling framework used to estimate the economic impacts in this report.

- **Enhance local infrastructure:** New facilities will complement existing infrastructure improvements such as the £27m North West Multimodal Transport Hub, which could help to make Derry-Londonderry a more attractive place to live, work and study.
- **Enhance the reputation of Derry-Londonderry:** By creating a campus with modern design and sustainability, the project will reinforce Derry-Londonderry's image as a hub for education and innovation.

While the impacts directly associated with capital projects will naturally diminish post-expansion, they will facilitate long-term benefits for the local economy and for Northern Ireland overall. The expanded operational capacity of the Magee Campus, coupled with increased student numbers and enhanced urban infrastructure will serve as a foundation for sustainable economic growth over the long term.

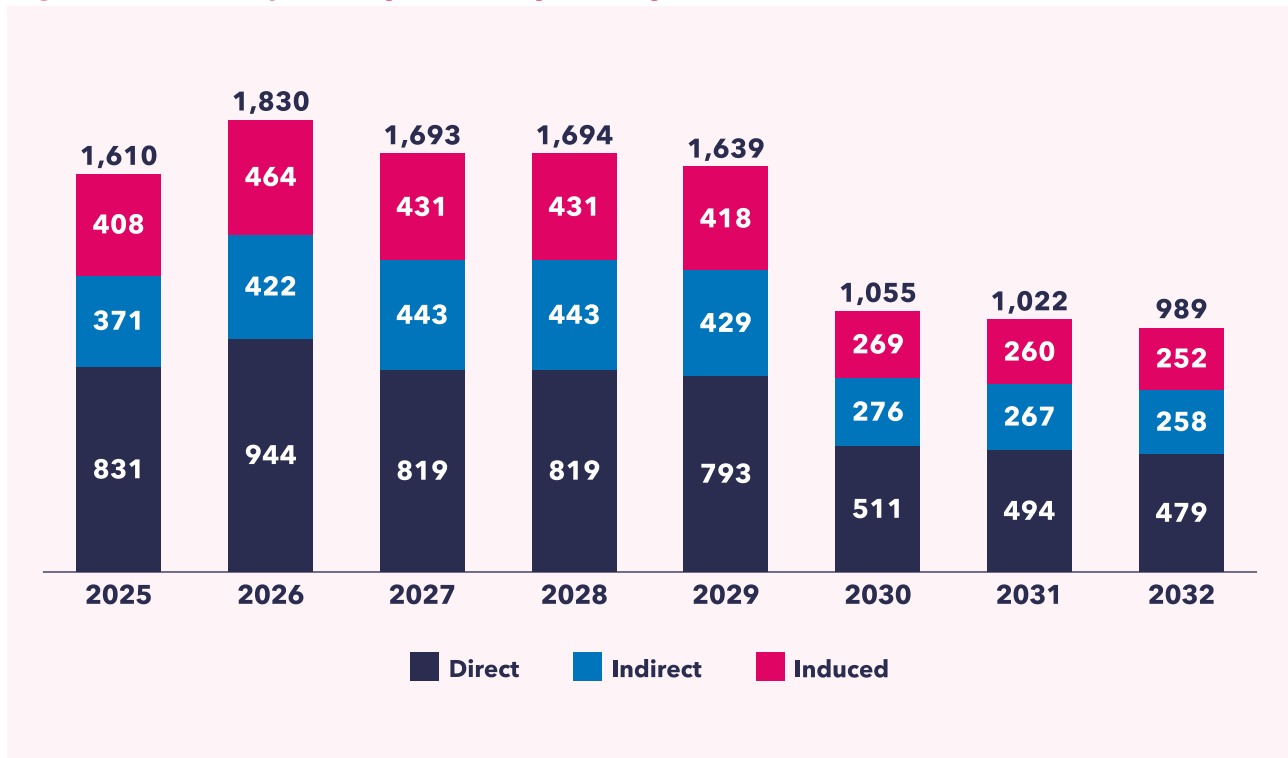
Figure 3: Annual GVA impact of capital expenditure (2025-2032) (£m, 2019 prices)



However, this is subject to confirmation of the final agreed phasing plan.

Figure 3 illustrates the annual GVA contribution to the Northern Ireland economy associated with the capital expenditure phase. Given the current planned timeline of capital projects, the largest annual economic impacts occur between 2026 and 2029 – at an average of £90m in GVA (**£186m economic output**) supported in each year.

Figure 4 illustrates the annual employment impacts, with the capital expenditure expected to support approximately 1,700 jobs annually across Northern Ireland during the peak construction years. These jobs will span construction, professional services, supply chain roles and wage financed spending positions.

Figure 4: Annual jobs impact of capital expenditure (2025-2032)

While the immediate economic benefits of the capital expenditure phase are substantial, the true value of the investment lies in its ability to facilitate and deliver long term impacts. Capital expenditure will:

- Support increased operational capacity, facilitating additional GVA, jobs and student driven economic activity;
- Act as a catalyst for urban regeneration and urban development;
- Enhance the local workforce's skills base, addressing the Economy Minister's vision for increasing productivity and creating good jobs; and
- Position Derry-Londonderry as a leading hub for education, innovation and enterprise in Northern Ireland.

Given this context, the capital investment for the Magee Campus expansion should not only be seen as an investment in infrastructure but as a transformative initiative that will generate lasting economic, social and cultural benefits for Derry-Londonderry, and Northern Ireland as a whole.

Operational impact of the expanded Magee Campus

Once all capital projects have been completed, and the expanded Magee Campus becomes fully operational, its ongoing operations will support a substantially higher level of economic activity in the local economy. This ongoing operational impact will be driven by direct university activities, procurement of goods and services and the wage financed spending of university employees and supply chain workers. The expanded campus will act as a key driver of sustained economic growth with substantial benefits accruing to local businesses, households and the wider community.

The expanded Magee Campus will directly generate GVA by employing a larger workforce and increasing operational spending on goods and services. These direct impacts will predominantly benefit the local economy, where the majority of academic, administrative and support staff will reside and work. Additionally, local businesses will benefit directly from the university's procurement activities which will include contracts for services such as maintenance, catering, cleaning and utilities.

The procurement of goods and services by the university will generate significant indirect GVA by stimulating activity along its supply chain. This includes contracts with businesses providing a range of products such as educational supplies, IT equipment and professional services. The increased scale of operations will require more goods and services, creating opportunities for local businesses to grow and expand their offerings which will enable the university to work closely with the local supply chain, to drive regional economic resilience and enhance the competitiveness of local firms.

The wage financed spending of university employees and those employed within its supply chains will generate additional induced GVA, further amplifying the operational impact. Employees will spend their wages on retail, food, leisure and other services, with a significant proportion of this spending expected to occur within the local DCSDC economy. Many businesses in the local area, particularly SMEs will rely on the demand generated by university operations to sustain their activities. The increased disposable income of university staff and supply chain employees will stimulate local business and create a positive ripple effect that supports additional jobs and further drives economic activity within the community.

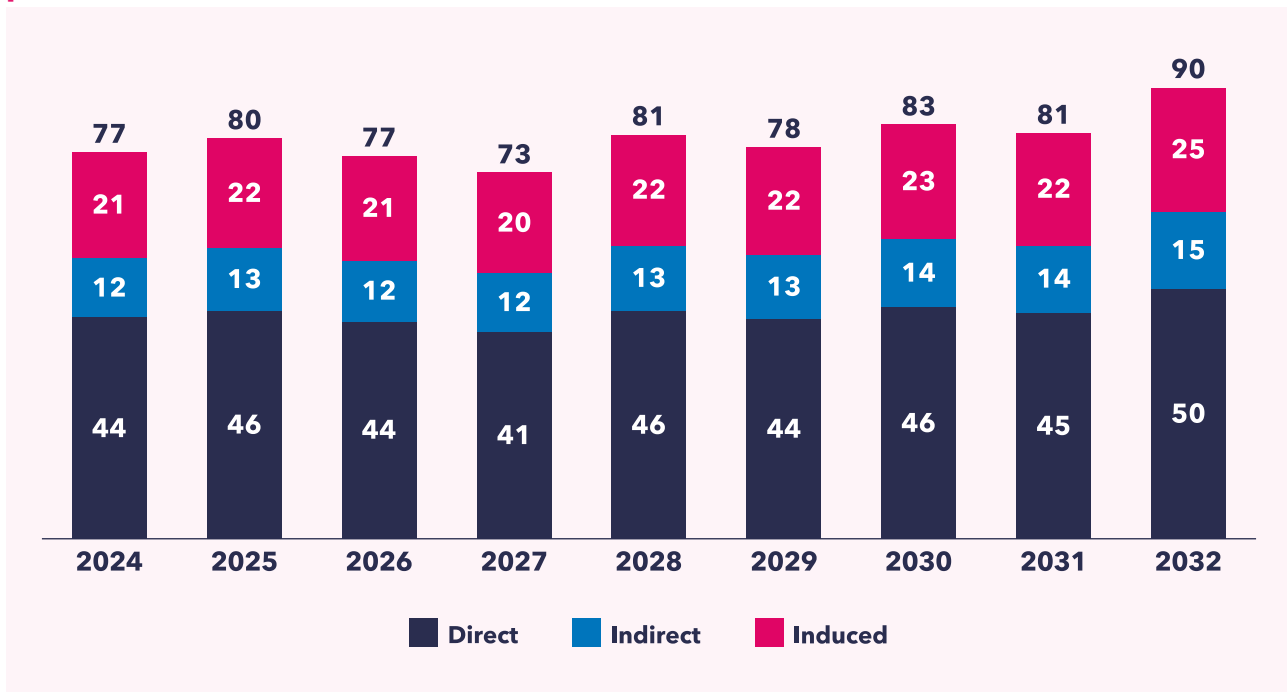
The operational activities of the expanded Magee Campus will deliver long term benefits beyond the quantified impacts in this report. These benefits include (but are not limited to):

- **Strengthening the SME base:** By procuring goods and services locally, the university will help to foster a more diverse SME ecosystem that enhances business growth, investment and resilience in the local economy.

- **Building regional skills and capacity:** The employment opportunities generated by campus operations will provide long term, stable jobs for local residents. These roles will not only enhance household income but will also build local capacity in academic, administrative and service-orientated fields.
- **Supporting the Economy Minister’s Vision:** The operational impacts align closely with the Economy Minister’s objectives of Good Jobs, Regional Balance, Raising Productivity and Reducing Carbon Emissions. The Magee Campus’s expanded operations will directly contribute to these objectives by supporting high-quality employment opportunities.

Figure 5 illustrates the annual GVA contribution to the Northern Ireland economy associated with the operations of the expanded Magee Campus. The Campus operations will contribute an estimated £90m in GVA across Northern Ireland by 2032, up from £77m (+17%) in 2024.⁹ **This is equivalent to £130m in economic output terms - up from £111m in 2024. For the DCSDC local economy, operational impacts are expected to contribute £66m in GVA, or £90m in economic output by 2032 (equivalent to approximately three quarters of the total).** This demonstrates the potential for the expanded Magee Campus to supporting additional activity across Northern Ireland, with the majority concentrated in the local economy.

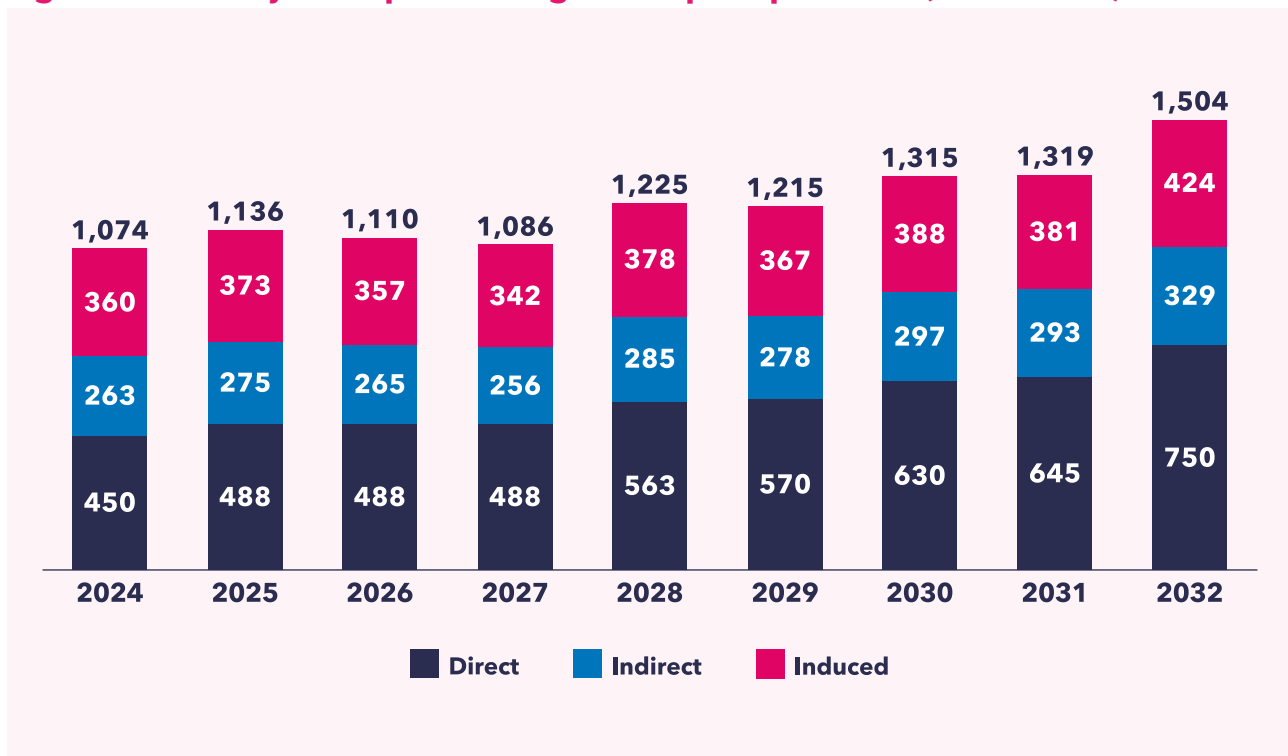
Figure 5: Annual GVA impact of Magee Campus operations (2024-2032) (£m, 2019 prices)



⁹ Estimates are presented in constant (or “real”) terms, rather than current (or “nominal”) terms. This means that all inputs and model outputs are presented in comparable terms – removing the effects of price rises over time. For example, the direct GVA of the Campus operations between 2024 and 2032 is estimated to have increased by 66% in nominal terms – including the effects of price rises over time. In real terms, the increase is 13%, because price effects have been accounted for.

Figure 6 illustrates the annual employment supported by the Magee Campus's operations. By 2032, the campus is expected to support an estimated 1,500 jobs annually across Northern Ireland, including both direct university roles and employment generated in the supply chain. Of this total, approximately 1,020 jobs (68%) will be based in the DCSDC area, reflecting the significant local economic contribution of campus operations. These jobs will span a wide range of roles, including academic, administrative, support staff and supply chain positions. The induced effects of wage financed spending will further drive employment in local business, particularly in retail, hospitality and personal services, helping to sustain a diverse and vibrant local economy.

Figure 6: Annual jobs impact of Magee Campus operations (2024-2032)



Student expenditure

Once the expanded Magee Campus reaches full capacity, the increased spending by its larger student population will deliver significant economic benefits, both locally and regionally. The economic activity generated by student spending will create a sustainable source of demand for local business, supporting jobs, incomes and supply chains in Derry-Londonderry and across Northern Ireland.

With a projected student population of approximately 10,000 by 2032, direct spending from on housing, food, transport, retail and leisure etc. will provide a significant boost to local businesses – particularly those catering to students. This increased demand will generate direct GVA, reflecting the economic value added by businesses that directly serve the student population. The scale of this impact underscores the importance of the Magee Campus as a critical driver of local business growth, particularly in sectors that benefit directly from student spending.

Student spending will also drive indirect GVA by stimulating activity along the supply chains of businesses serving students. Suppliers to these businesses – including food wholesalers, transport providers and utilities will experience increased demand, creating additional economic activity across Northern Ireland. A significant proportion of these supply chain benefits will accrue to local SMEs in Derry-Londonderry, further reinforcing the local economy.

The wages earned by employees in student serving businesses and their supply chains will generate induced GVA as workers spend their earnings in the local economy. This wage-financed spending will benefit a range of sectors creating a positive ripple effect throughout the local and regional economy. As a substantial share of these induced impacts will be the local economy, student spending will play a critical role in sustaining a vibrant local economy and supporting household incomes.

Figure 7 illustrates the annual GVA contribution to the Northern Ireland economy from the expanded Magee Campus's student spending. By 2032, student spending is expected to contribute £115m in GVA across Northern Ireland, up from £75m (+54%) in 2024. **This is equivalent to £206m in economic output terms - up from £133m in 2024. For the DCSDC local economy, student spending impacts are expected to contribute approximately £48m (£80m economic output) of the Northern Ireland total by 2032**, highlighting the localised benefits of the increased student population. This demonstrates the broader economic value of student activity, supporting businesses and strengthening regional supply chains while ensuring that a significant proportion of economic benefits are concentrated within Derry-Londonderry.

Figure 7: Annual GVA impact of expanded student population at UU Magee Campus (2025-2032) (£m, 2019 prices)

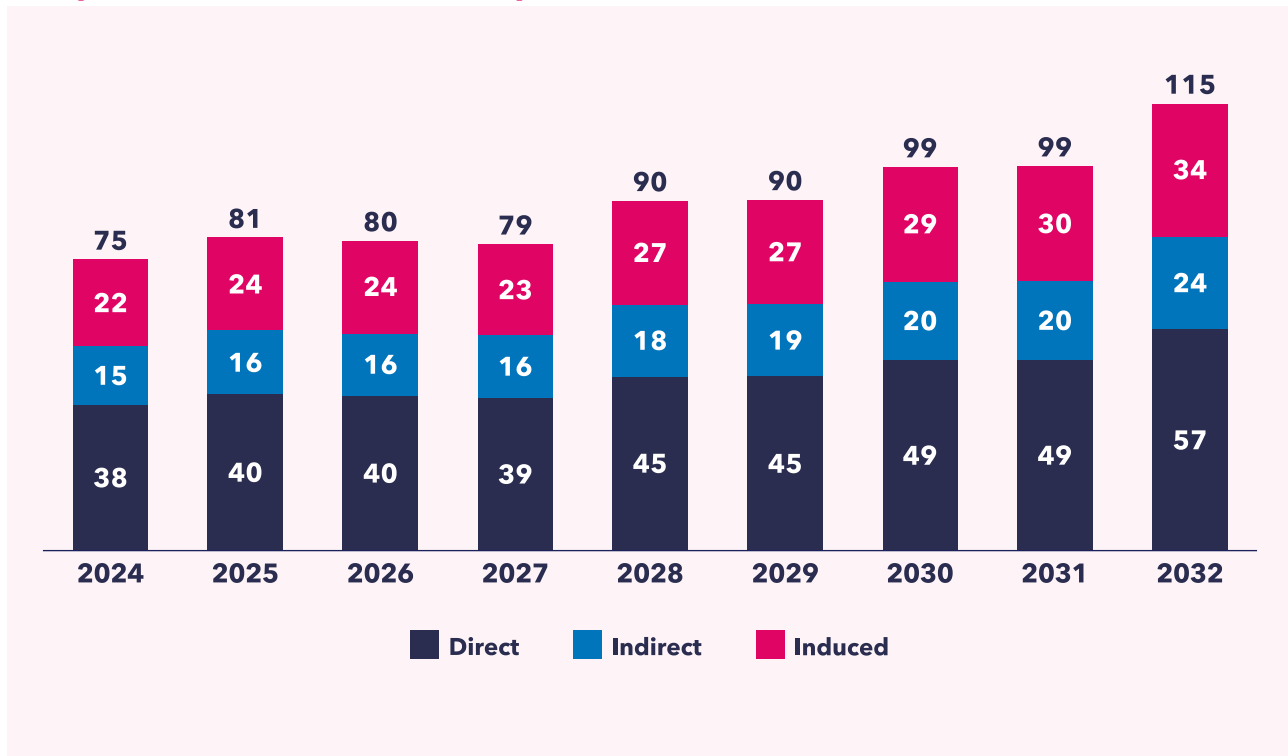
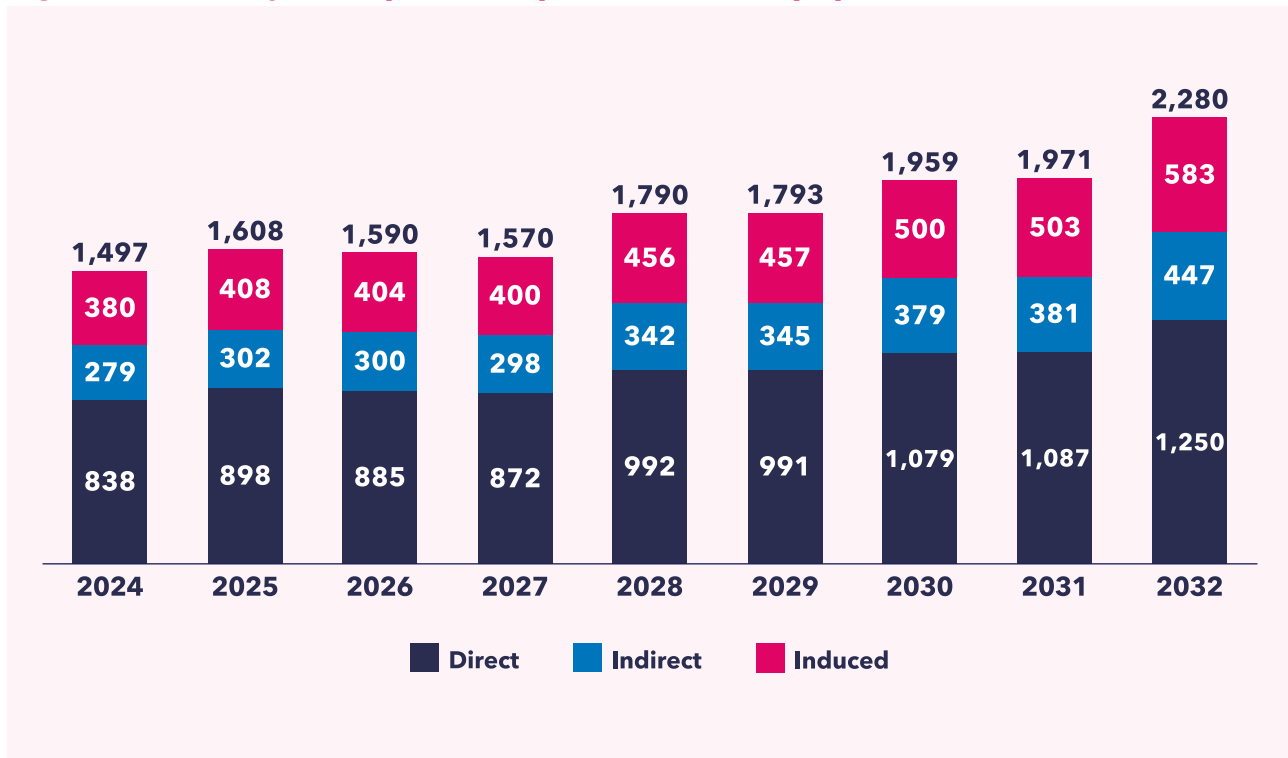


Figure 8 illustrates the annual number of jobs supported by the spending of the expanded Magee Campus's student population. The increased student numbers will directly drive employment in businesses catering to students as well as the supply chains supporting these businesses. Additionally, wage-financed spending by employees in student serving businesses and their supply chains will generate induced employment impacts.

By 2032, student spending is projected to support an estimated total of 2,280 jobs across Northern Ireland. Of this total, approximately 810 (49%) will be concentrated in the DCSDC local economy alone.

Figure 8: Annual jobs impact of expanded student population (2024-2032)

Total impact

The Magee Campus expansion will deliver substantial economic benefits from the capital expenditure required, increased operational capacity, and higher levels of student expenditure. A large share of these benefits will be concentrated in the local economy.

The capital expenditure phase will provide a medium-term boost to economic activity, but will facilitate wider, long-term benefits in the local economy. The increased operational capacity, increased student numbers, improved urban regeneration and improved skills profiles in the DCSDC area and Northern Ireland more widely. The Magee Campus expansion therefore has the potential to have a significant and long-lasting impact on the local economy, while also supporting increased economic activity throughout Northern Ireland.

Figure 9 illustrates the total annual GVA impact of the expansion on the Northern Ireland and local (DCSDC) economies – across the three key categories of capital expenditure, operations, and student expenditure. Figure 10 shows the contribution to this total made by each of the three categories.

By 2032, the Campus Expansion is estimated to contribute a total of £258m in GVA across Northern Ireland, up from £152m (+69%) in 2024. This is equivalent to £445m in economic output terms - up from £243m in 2024. The total multiplier of the Campus expansion in 2032 (operations, student spend, and in-year capital spend) is 2.0.

Approximately half of the total GVA contribution is anticipated to be concentrated in the local economy of the DCSDC area alone, accounting for £125m in GVA in 2032 - **or £194m in economic output.**

Figure 9: Annual GVA impact of Magee Campus expansion (2024-2032), Northern Ireland and Derry City and Strabane District Council area (£m, 2019 prices)

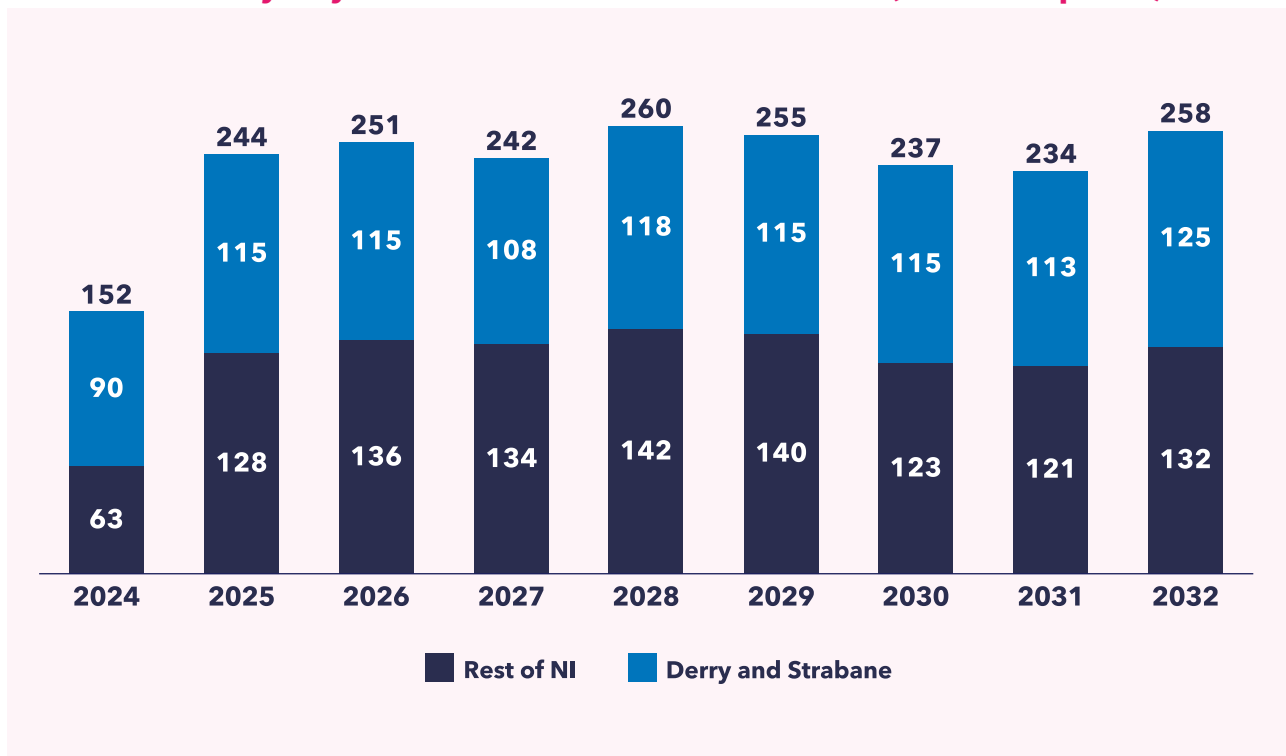
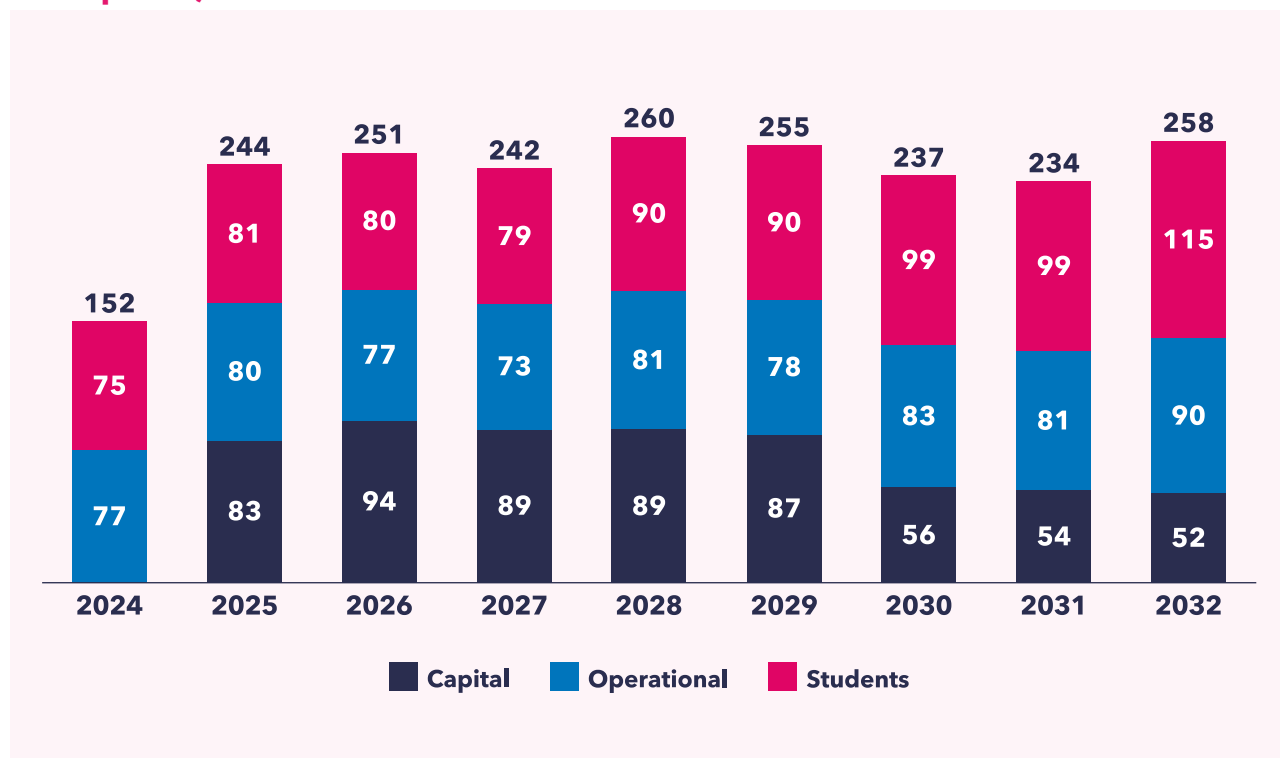


Figure 10: Annual GVA impact of Magee Campus expansion (2024-2032) (£m, 2019 prices)



GVA impacts are expected to fluctuate slightly over the period: in some years, impacts will be slightly lower than the previous year (e.g., 2027, 2029). This is caused by one of two things. Firstly, planned capital expenditure varies by year - meaning its contribution to the total impact can vary too. Secondly, impacts are presented in real terms: therefore, a current or “nominal” terms value will be lower in each successive year if presented in real terms. The direct impacts attributed to the Magee Campus in 2024 are based on the assumption that they are proportional to the Campus’s share of the total UU income, expenditure and headcount. Similarly, the direct impacts of the campus operations, and student expenditure have increased in proportion with the planned increases in student population until 2032. Both assumptions have been agreed with the DfE project team.

This means that because some years do not have a planned increase in student numbers (or a minimal increase), the impacts associated with the campus operations and student expenditure will remain relatively flat.

In terms of jobs supported, Figure 11 illustrates the total annual jobs impact of the expansion on the Northern Ireland and local (DCSDC) economies - across the three key categories of capital expenditure, operations, and student expenditure. Figure 14 shows the contribution to this total made by each of the three categories.

By 2032, the Campus Expansion is estimated to support a total of 4,773 jobs across Northern Ireland, up from 2,571 (+86%) in 2024. More than half of all jobs supported by the expansion in Northern Ireland will be concentrated in the local economy - with DCSDC accounting for 2,405 of the total.

Figure 11: Annual jobs supported by Magee Campus expansion (2024-2032), Northern Ireland and Derry City and Strabane District Council area

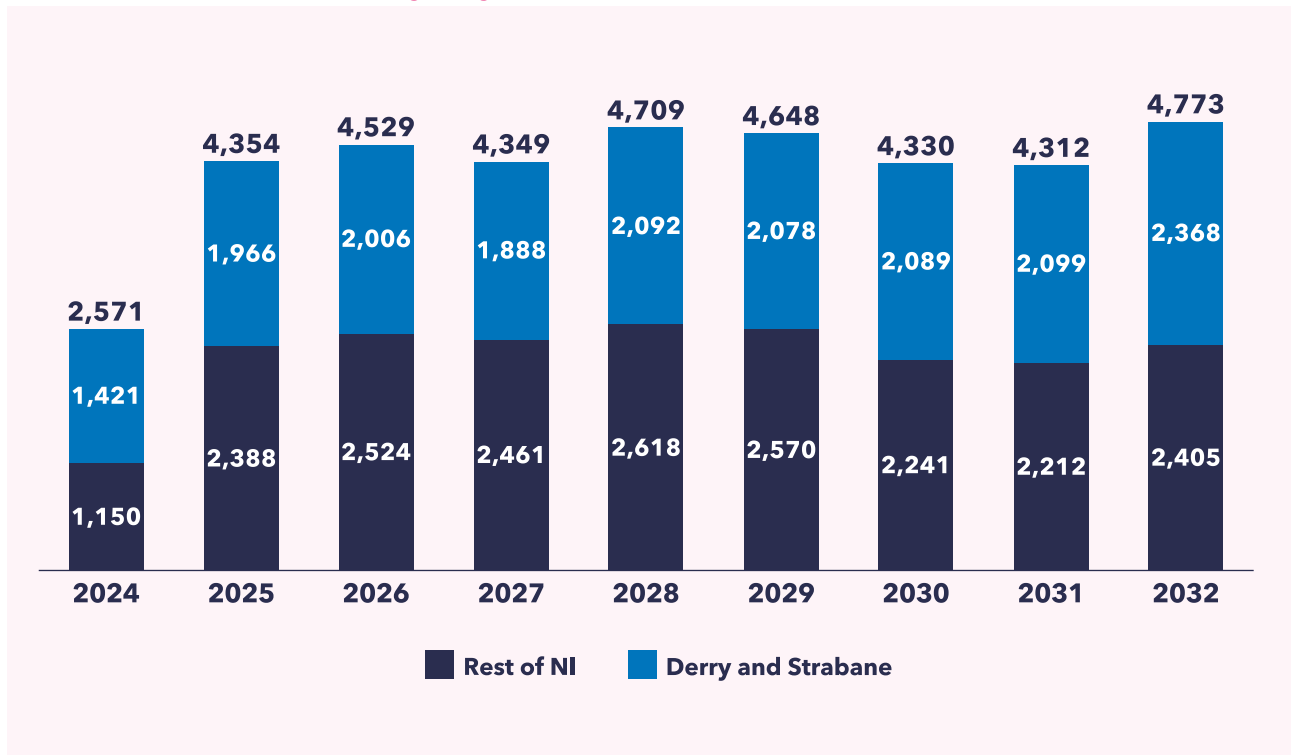
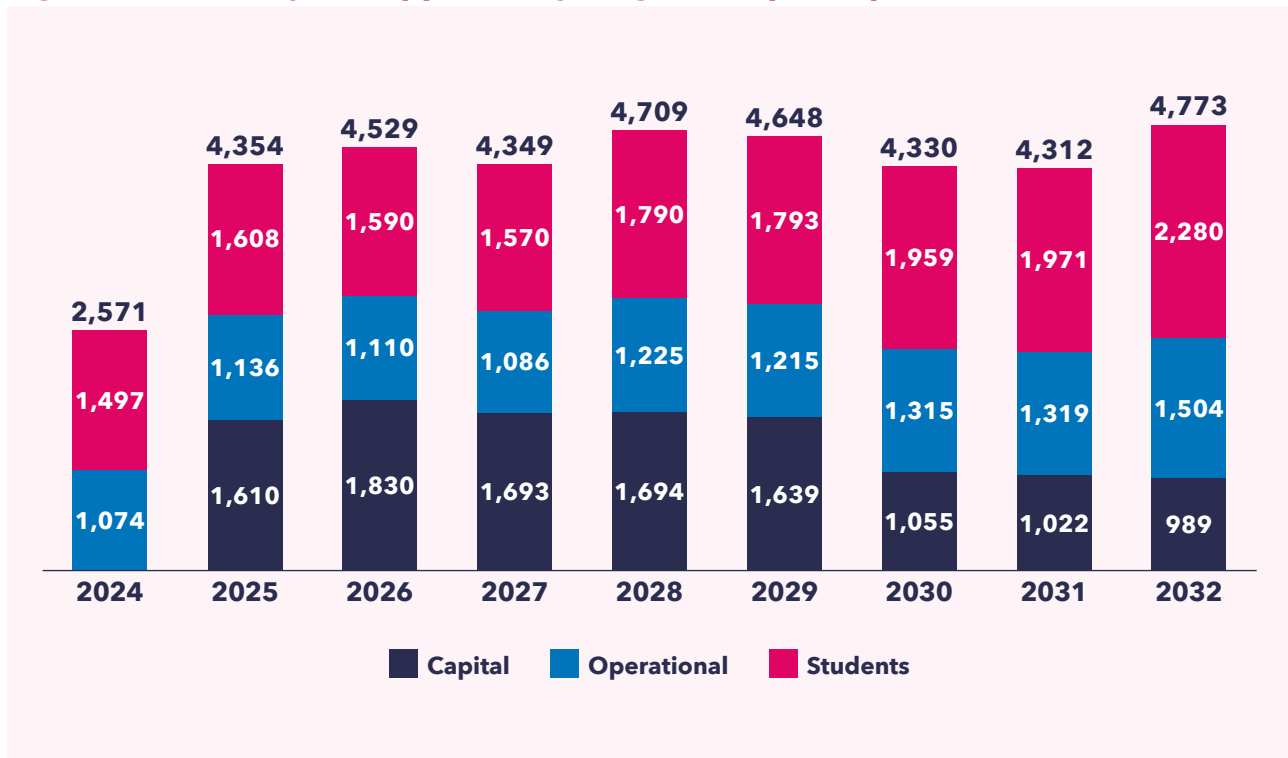


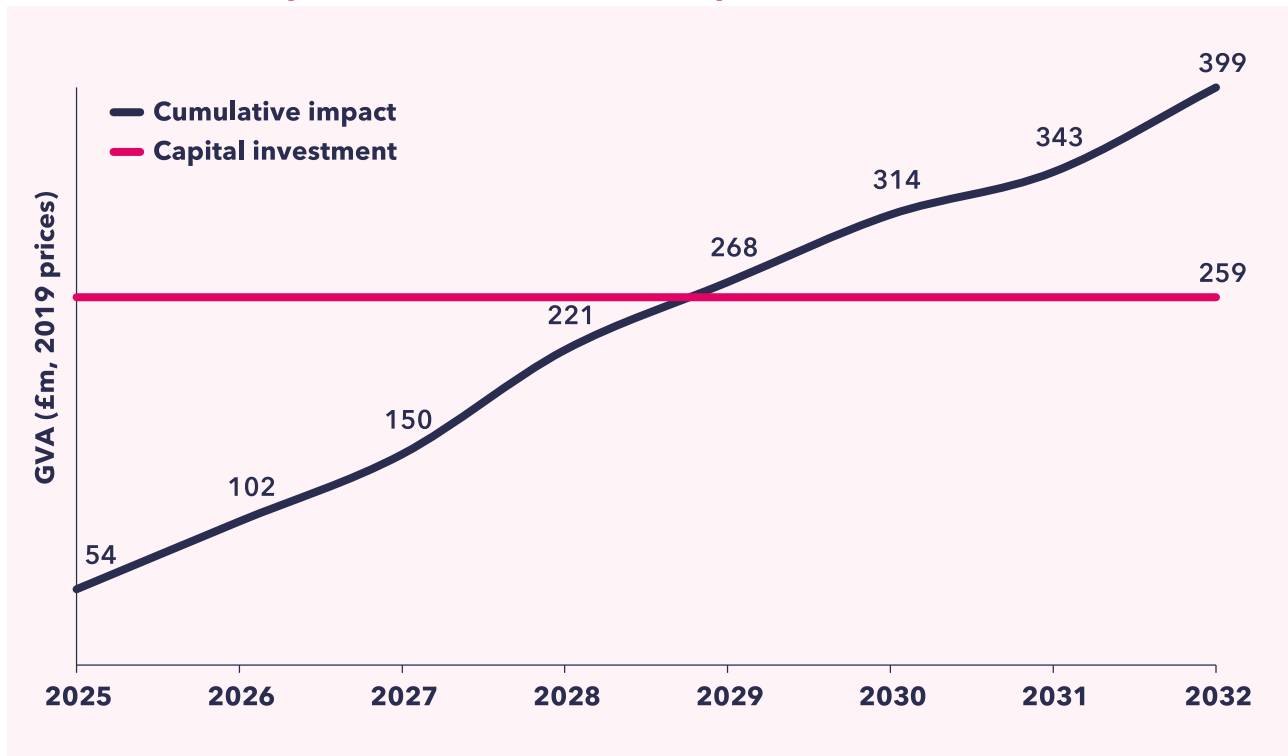
Figure 12: Annual jobs supported by Magee Campus expansion (2024-2032)

The cumulative additional economic impact of the Campus expansion is equivalent to:

- the incremental, additional impact of the Magee Campus's operations and student expenditure between 2025 and 2032, **plus**
- the wider economic impacts associated with capital expenditure in each year, **minus**
- The direct capital investment in each year.

Figure 13 shows that cumulative total GVA is expected reach an estimated £399m by 2032 - **equivalent to £765m in economic output terms**. This suggests that **the cumulative additional economic impact of the expanded Campus could offset the total cost of the capital investment by as early as 2029**.

Figure 13: Total cumulative GVA impact of Magee Campus expansion (2024-2032) relative to total capital investment (£m, 2019 prices)



Summary

The expansion of Ulster University's Magee Campus represents a significant strategic investment that has the potential to deliver substantial economic benefits for both Northern Ireland and Derry-Londonderry. By increasing the campus capacity to accommodate 10,000 students by 2032, the expanded Magee Campus has the potential to deliver substantial increases in GVA and the number of jobs supported.

For Northern Ireland, the Magee Campus expansion is projected to generate an estimated total annual GVA of £258m - or £445m of economic output - by 2032.

Over the period 2025-2032, the cumulative GVA impact is expected to reach £399m - **equivalent to £765m of economic output**. These impacts will be driven by enhanced campus operations, increased student spending, and the economic activity associated with capital projects.

In terms of jobs supported, the Campus expansion will support an estimated total of **almost 4,800 jobs across Northern Ireland**. More than half of all jobs supported by the expansion in Northern Ireland will be concentrated in the local economy.

For Derry-Londonderry, the expansion of the Magee Campus has the potential to act as a catalyst for regeneration and economic growth. The local economy is set to benefit significantly, with a substantial share of the total GVA and employment impacts concentrated with Derry-Londonderry and surrounding areas. The increased operational capacity of the Campus will support local businesses, strengthen regional supply chains and enhance the city's reputation of Derry-Londonderry as a centre of education and innovation, attracting further investment into the local area.

Appendix 4 - Profile of proposed capital developments

New Project One

An opportunity has arisen for the potential purchase of a building located in the vicinity of the Magee campus.

The building is suitable for use, following fitout, for the 2025/26 and 2026/27 academic years which would accommodate approx. 375 additional students. This space will be utilised to accommodate growth in Computing and Engineering students by providing enhanced and expanded computer labs to address constraints in the existing estate.

A second phase of expansion would accommodate a further c300 students in academic year 2030/31. There are commercial reasons related to the building itself that mean that Phase 2 cannot be enacted before that date.

Shared Island Teaching Block

The Irish Government has awarded **€44.5 million** from the Shared Island Fund for a major investment at the campus with the aim of expanding higher education on both sides of the border.

The new teaching building will provide additional lecture and seminar spaces, computer labs and on-campus student services. It will also free up space in other buildings on campus for teaching and research activity.

The design team procurement is well progressed, and completion of the new building is programme for summer 2028. This will facilitate expansion of student numbers by c625 in academic year 2028/29.

Key achievements/Progress details - Pre-application discussions have been undertaken with the Planners. In relation to funding, c.85% is being provided by ROI with c.15% from University reserves.

CADRIC City Deal

The Cognitive Analytics and Digital Robotics Innovation Centre (CADRIC) incorporates the Centre for Industrial Digitisation, Robotics and Automation (CIDRA) and Cognitive Analytics Research Laboratory (CARL) and will be a cutting-edge research centre working with sectors as diverse as robotics, ideas factory, health, financial technology, media, energy and public policy.

It is scheduled to be completed in advance of academic year 2028/29.

Key achievements/Progress details – A site capacity study has been completed and design team procurement is currently underway. C. 90% of funding is provided via City Deals with c.10% provided from University reserves.

Sports Facilities - The 'Air Dome' at Northland Road

The current sports facilities on campus are both limited and dated and do not support the planned growth for the Campus. With the purchase of the Foyle School sites by the University utilising reserves, there was an opportunity to create a sports dome on the Northland Road site, which was the subject of a successful SEUPB funding bid (notified Nov 24). The facility needs to be operational for the 2028/29 year.

The University has been successful in securing **€10.86m** from the SEUPB (Special EU Programmes Body) to develop an 'Air Dome' facility. This will comprise of a 15,000 square metre year-round indoor arena with synthetic playing field with capacity for thousands of spectators on the former Foyle College site on the Northland Road. This will establish it as a regionally significant and inclusive shared space that will generate significant, meaningful and purposeful contact between communities.

Key achievements/Progress details – Success in securing SEUPB funding in November 2024, with the concept design well progressed in order to facilitate the SEUPB bid. This will now be taken forward to planning in the new year. In relation to funding, >50% is being provided by SEUPB with the balance funded from University reserves.

CADRIC Maximum Development

Given the University's site density and topography there are limited development sites which remain within its current campus boundary. One such site sits on the Strand Road adjacent to the new CADRIC facility.

Following a site capacity study, it has been established that the site could be developed to a scale which could accommodate an additional 375 students by academic year 2029/30 and be while the design will be developed alongside the CADRIC facility providing efficiency the build element will be phased to complete after the City Deals element.

Key achievements/Progress details – a site capacity study has been completed and design team procurement is currently underway as part of the CADRIC procurement process. This project is currently unfunded

School of Medicine and Expanded teaching block

The School of Medicine (SOM) is an Inclusive Futures project which will be a catalyst in the innovation corridor that will be established with the industry and community-focused centres of excellence.

A business case has been developed and is going through Government Approval processes. Subject to business case approval, the building, if developed to its maximum capacity, could facilitate 790 additional students by academic year 2030/31.

Key achievements/Progress details - The site for the SOM has recently been purchased from Derry City and Strabane District Council (utilising University reserves) and the procurement of a design team is imminent.

Refurbishment/Development of existing campus facilities

Project Title - Vacated Student Services

- Description - The delivery of the Shared Island Funded building will facilitate the relocation of the current student services, which are dispersed across a range of existing campus buildings, to be collated within a single building which will greatly improve the student experience.
- The vacated spaces within the existing blocks will become available for refurbishment and reallocation. This additional space will accommodate approximately 60 additional students in academic year 2029/30.
- Key achievements/Progress details - This project is currently unfunded.

Project Title - Block MB Reallocation

- Description - Following the delivery the new School of Medicine building in 2030/31, the School's current interim accommodation in Block MB will become available for reallocation which could facilitate an additional c200 students on campus.
- Key achievements/Progress details - This project is currently unfunded

Project Title - MD Extension replacement

- Description - The original Magee College building (Block MD - Martha Magee) requires investment to reinstate the internal historical features which have been lost over years of interventions. In addition, the more modern, poor quality, extension would be replaced with a higher quality extension.
- This refurbishment and new extension would provide efficiencies which would allow a further c300 students to be accommodated on campus in the academic year 2032/33.
- Key achievements/Progress details - This project is currently unfunded.

Project Title - Carrickmore House

- Description - Carrickmore House is located on the Rock Road. The building is dated and requires a significant intervention to allow it to be brought up to a modern standard. The building would also benefit from the removal and replacement of the more modern, poor quality, extension block.
- This refurbishment and new extension would provide efficiencies which would allow a further c230 students to be accommodated on campus in the academic year 2032/33.
- Key achievements/Progress details - This project is currently unfunded.

Project Title - Public Realm Adjacent to CADRIC

- Description - the project would be delivered to align with the delivery of the CADRIC building and adjacent maximisation. It would form part of the freeing up and reconfiguring of the central campus from parking movement to provide positive green spaces that will also bring benefit to the wider community and city.
- Key achievements/Progress details - Design consultants are currently being appointed to progress concept designs for costing. This project is currently unfunded.

Project Title - Public Realm Adjacent to Foyle Arts Building

- Description - DCSDCs vision is to create a world class city riverfront space that will act as a stimulus for innovation and investment in the heart of the city. A key element will be the development of University Gardens which will better connect the University to the city.
- This project is focused on the associated landscape works within the University campus.
- Key achievements/Progress details - Significant engagement has taken place with DCSDC to develop aligned design principles with design consultants currently being appointed to further progress concept designs for agreement with DCSDC and related costing. This project is currently unfunded.

Project Title – Students’ Union Enhancement

- Description - The current Students’ Union facility is dated and is coming under operational pressures due to the increase in student numbers on the campus. The facility will require a significant investment to bring it up to an appropriate quality and scale to accommodate the campus’s planned growth and deliver a student experience that support growth plans and ambition for the Campus.
- Key achievements/Progress details - An initial high level concept design has been developed to test the opportunities for a major remodelling of the current space. In addition, a catering consultant has been appointed to review the current provision and develop a strategy that would facilitate the expanded campus numbers. Given the need to manage developments on the core campus while operating a live university environment this project would be phased to commence after the Shared Island Project due to its proximity to the Shared Island site and scale of disruption running these two projects together would have on the campus. This project is currently unfunded.

Project Title – Refurb Foyle Arts, MA, MB, MC, ME, MF, MG etc

- Description - large elements of the current campus are dated and would benefit from refurbishment to provide a more efficient and effective provision. This would include both the historic elements on campus i.e. Blocks MA, MB, MC, ME, MQ etc and the more modern buildings, MF, MG, to bring them up to modern standards. This is essential to provide a consistent campus experience for all students across the Campus and deliver a Destination University in order to deliver on growth ambition.
- Key achievements/Progress details - This project is currently unfunded.

New Project Two

Description - An opportunity has arisen to purchase five properties/sites located a four-minute walk from the Magee campus. The assembled site would provide a significant development opportunity.

The site could potentially accommodate both teaching and residences accommodation, subject to planning. It is estimated that a teaching block of approx. 8,000m² could be accommodated on the site, this would facilitate expansion of the campus by approx. 816 students by 2032/33. Should accommodation be required, the Department’s vires and subsidy control policies will need to be considered for eligibility.

Key achievement/progress details - expecting to complete soon and announced in the New Year.

New Project Three - DCSDC Council Offices

Description - Acquisition and repurposing by UU of the existing DCSDC offices on Strand Road to incorporate into the campus estate to facilitate an enlarged vibrant university campus.

Key achievements/Progress details - Council and Ulster University have entered into a Memorandum of Understanding to develop a timeline and agreed proposals, subject to funding and affordability, for the acquisition and repurposing of the existing Council building for University expansion and campus enhancement.

Appendix 5 - Roles and Responsibilities of Governance and draft Risk Register

Minister: Promote the Development of a Globally Competitive Economy

The Minister and Department for the Economy's overall aim is to "encourage the development of a high value added, innovative, enterprising and competitive economy, leading to greater wealth creation and job opportunities for all. The expansion of Ulster University's campus in Derry~Londonderry is key to promoting regional balance, in line with the Minister's economic vision. Increasing the city's student population will be a catalyst for economic development in the North West region. The Steering Group should report to the Minister, with the secretariat provided by the Department's Magee Expansion Division.

Steering Group: Strategic Oversight and Alignment

Chair	DfE Permanent Secretary - SRO
Representation	Taskforce (Monitoring); DoF; DfI; DoH; DfC; TEO;
Officials	DoF; DfI; DE; DoH; DfC; TEO; SIB
Secretariat	DfE - Magee Expansion Division

The Steering Group would provide the highest level of oversight and monitoring for the Minister and ensures that the programme aligns with the Department's strategic objectives. This group would be responsible for approving the programme's vision, setting priorities, and ensuring that resources and funding are appropriately allocated. It acts as the Minister's decision-making body, resolving escalated issues and risks, and ensuring that the programme delivers value in line with departmental goals. Members include senior executives and key stakeholders who champion the programme and provide governance to balance competing strategic interests.

- **Focus:** High-level prioritisation, resource reallocation, and policy adjustments.
- **Responsibilities:**
 - *Strategic Alignment:* Ensures that the programme aligns with the department's priorities and objectives.
 - *Resource Allocation:* Makes high-level decisions regarding funding and resource distribution across the programme.
 - *Risk Monitoring:* Monitors the overall risk environment of the programme, ensuring that mitigation strategies are in place for major risks.
 - *Issue Resolution:* Resolves significant strategic and policy-level issues that may require direction or approval.
 - *Stakeholder Management:* Acts as the primary interface with external stakeholders, including key sponsors and regulators.

- **Authority:** The Steering Group has ultimate authority for the programme's strategic direction, including approving or rejecting significant changes to scope, budget, and timeline. It also has the authority to make final decisions on critical risks, prioritisation, and major resource allocation. The taskforce members will fulfil their monitoring role as members on the steering group.
- **Advocate:** Taskforce members have an invaluable contribution to make to the successful delivery of the programme. As members of the Steering Group their extensive skills, experience and expertise can be availed of by each of the Project Groups by being their advocate on the Steering Group, their advocate in relation to third party engagement and their advocate in obtaining the social licence this programme needs from the people in the North West.
- **Operating Procedures:**
 - *Chairperson:* The Chairperson is the SRO (Senior Responsible Owner) for the Magee Programme and the Permanent Secretary /Deputy Secretary of the Department for the Economy.
 - *Meetings:* The Steering Group meets quarterly or ad-hoc meetings called for urgent matters where the Steering Group's input may be required to progress the programme, resolve escalated issues, and/or make strategic decisions.
 - *Decision-Making:* Decisions are generally made by consensus, with the SRO having the final say in how best to proceed.
- **Reporting:** The Programme Board is responsible for providing regular updates on programme progress, including financial, timeline, and risk status. The Steering Group reviews these reports to ensure alignment with business objectives. The Steering Group will present an annual update to the Executive to advise of progress and challenges. More frequent updates may be required to maintain programme momentum, and these will be determined by the DfE Permanent Secretary.
- **Membership:** Will include senior key decision-makers from within the DfE, each of the other stakeholder departments and the members of the Taskforce in their monitoring role. The Steering Group will be supported by advisers from the Strategic Investment Board and other subject matter experts as applicable.
- **Meetings:** Focus on reviewing high-level programme performance, strategic decisions, and key risks.
- **Decision-Making Processes:** The Steering Group makes decisions based on the reports from the Programme Board and the analysis provided. Strategic decisions (e.g., changes in direction, funding approvals) are made after thorough review and consultation with key members using the following process:
 - *Issue Raising:* Strategic-level issues are identified through regular reports submitted by the Programme Board. Examples include misalignment with the DfE and the Magee programme goals, significant budget overruns, or changes in scope that require strategic decisions.

- *Review*: Issues are reviewed during scheduled board meetings, with detailed analysis provided by programme leadership. Inputs may include risk assessments, financial impact, and recommendations.
 - *Resolution*: Decisions are made collectively by members, documented in meeting minutes, and communicated to the Programme Board for implementation. Urgent decisions may be made via ad-hoc virtual meetings or delegated to specific members based on predefined authority levels.
 - *Assurance*: Every public sector body will have its own structures and resources for carrying out internal reviews, health checks and audits of their activities. The Infrastructure and Projects Authority (IPA) Gate Review process is designed to augment those and provide a realistic view on a programme and project's ability to deliver agreed outcomes to: time; cost; benefits; and quality. The Gate Review process gives independent guidance to Senior Responsible Owners (SROs), programme and project teams and to the departments who commission their work, on how best to ensure that their programmes and projects are successful.
- **Reporting Requirements:** The Steering Group requires regular, concise reporting from the Programme Board on the programme's progress, risks, financial health, and alignment with strategic objectives. These reports are typically presented quarterly, but urgent updates may be provided in real time as necessary.

Programme Board: Tactical Decision-Making and Coordination

Chair	Programme Director
Officials	DoF; Dfl; DE; DoH; DfC; TEO; SIB
Secretariat	Programme Management Office (PMO)

The Programme Board sits between the Steering Group and Project Group Managers, ensuring that the programme stays on course with its objectives and delivers its outputs effectively. It operates at a tactical level, translating the strategic direction set by the Steering Group into actionable plans. Its key role is to monitor the programme's progress, manage interdependencies between project groups and projects, and oversee risk, issue, and change management processes. The board ensures effective communication between project groups, projects and stakeholders and makes decisions that support the seamless execution of programme deliverables. Members include programme sponsors, senior managers and representatives of key stakeholder groups who focus on performance, timelines and resource optimisation.

- **Focus:** Tactical coordination, resolving cross-project group/project challenges, and ensuring projects remain on track.
- **Responsibilities:**
 - *Project Coordination*: Ensures coordination across project groups and multiple projects within the programme to avoid silos and inefficiencies.

- *Issue Management*: Identifies, manages, and resolves programme-level issues that affect more than one project.
 - *Risk Management*: Assesses and mitigates risks that could impact programme delivery, providing escalation points for unresolved issues.
 - *Performance Monitoring*: Reviews programme performance, including budget, schedule, and quality, to ensure that the programme remains within scope.
 - *Reporting to Steering Group*: Provides regular progress reports, including updates on key deliverables, risks, and finances, to the Steering Group.
- **Authority**: The Programme Board has decision-making authority at the programme level, including approval of inter-project changes, resource allocation adjustments, and prioritisation of deliverables. It does not typically have authority over major strategic shifts which remain the responsibility of the Steering Group.
 - **Operating Procedures**:
 - *Meetings*: Programme Board meetings are held regularly (e.g., monthly) to review progress, discuss issues, and assess programme performance. These meetings are generally structured around progress reports from project group and project managers. Minutes from these meetings will be issued within 1 calendar week from the meeting.
 - *Decision-Making*: Decisions are made through consensus where possible. As chair of the Programme Board, the Programme Director often has the final say on tactical decisions within the Board.
 - *Reporting*: The Programme Board requires detailed updates from Project Group Managers and Project Managers on the status of the project groups and on individual projects, including timeline, budget, risk, and dependencies. These updates are consolidated into a comprehensive programme report for the Steering Group.
 - **Membership**: Members typically include the Programme Sponsor, senior project managers, functional heads from different departments (e.g., finance, operations), advisers and other key contributors to programme delivery.
 - **Meetings**: Regular, formal meetings that occur monthly or more frequently as required, to track progress and resolve issues. Agendas and outcomes are clearly defined, and minutes are distributed to all members afterwards.
 - **Decision-Making Processes**: The Programme Board makes decisions based on inputs from Project Group Managers and Project Managers, who report on their project's status and issues. Tactical decisions, such as adjusting project timelines or re-allocating resources, are often made by the Programme Board.
 - *Issue Raising*: Issues at the programme level are raised by Project Group Managers and Project Managers or identified during programme monitoring. These may involve project interdependencies, resource constraints, or risks impacting multiple projects.

- *Review*: Issues are assessed through impact analysis, stakeholder input, and alignment with programme objectives. Discussions include potential solutions, trade-offs, and alignment with strategic goals set by the Minister and the Steering Group.
 - *Resolution*: Decisions are made through consensus, where possible, or by the Programme Director. Outcomes are communicated to Project Group Managers and Project Managers and, if necessary, escalated to the Steering Group for strategic input.
- **Reporting Requirements**: The Programme Board must provide quarterly updates to the Steering Group, highlighting key developments, risks, financial status, and any adjustments made to the programme.

Project Managers/Delivery Teams: Operational Execution

Chair	Project Group Managers and Project Managers
Officials	As determined by the Skills, Expertise and experience required to deliver the Project/s
Secretariat	Programme Management Office (PMO)

This programme is unique in that the Minister appointed a Taskforce to undertake a holistic review of what was needed to deliver 10,000 student places in Magee. The outworkings of this are contained within the *Expansion of the Derry~Londonderry Campus of Ulster University | Magee Taskforce Interim Report*. This report identifies Twenty Eight Asks. A workshop¹ reviewed the Asks, considered the skills and competencies required to deliver each and grouped those (with most synergies) to create Project Groups. It is recommended that these groupings are reflected in the management structure.

Five Project Groupings were identified. These Asks revolve around:

- **Operations**: Focus on strategic coordination and resource alignment to meet educational and workforce goals. Each emphasises the need for collaboration, effective planning, and resource optimisation to address interconnected challenges in education, health, and regional development.
- **Funding**: These Asks identify the need for financial clarity, planning, and collaborative support to expand higher education.
- **UU Capital Development Programme**: This group of Asks focus on the coordination, oversight, and infrastructure planning required to support the capital development programme associated with expanding the student capacity.

1 Attendees from DfE, UU and SIB.

- **Public - Private:** This group encompasses collaboration between public and private sectors to address the infrastructure needs of expanding student populations as well as cooperation between Ulster University, Derry City and Strabane District Council (DCSDC), and other public sector entities to address broader social, logistical, and infrastructure needs arising from campus expansion. This focuses on shared responsibility and integrated approaches to fostering sustainable regional development to benefit each of the participating organisations.
 - Public - Private: This group encompasses collaboration between public and private sectors to address the infrastructure needs of expanding student populations.
 - Public - Public: This sub-group focuses on cooperation between Ulster University, DCSDC and other public sector entities to address broader social, logistical, and infrastructure needs arising from campus expansion.
- **Stakeholder Engagement and Communications:** Obtaining a Social Licence from those within the environment and impact of the University requires effective engagement and communication with various stakeholders - throughout the life of the programme to ensure the Magee Programme's integration and continued acceptance by the community and wider region.

Stakeholder Engagement and Communications: The relevant Asks highlight the importance of effective engagement and communication with various stakeholders to support the success of the campus expansion and its integration into the community and wider region. Obtaining a Social Licence from those within the environment and impact of the University requires effective engagement and communication with various stakeholders throughout the programme to ensure its integration into the community and wider region. Project Group Managers and their delivery teams are responsible for the day-to-day execution of individual projects within their group and the programme. They work to deliver specific outputs and milestones on time, within scope, and on budget. Their responsibilities include planning, scheduling, resource management, and addressing operational-level risks and issues. Delivery teams execute the technical and functional tasks necessary to achieve the goals set out in the project plans, ensuring their alignment with the broader programme objectives under the guidance of the Programme Board.

- **Focus:** Timely execution, resource optimisation, and adherence to project objectives.
- **Responsibilities:**
 - *Project Execution:* Direct the execution of project plans, ensuring adherence to timelines and quality standards.
 - *Risk and Issue Management:* Identify, assess, and address project-level risks and issues promptly, escalating to the Programme Board as necessary.
 - *Resource Management:* Ensure that project resources (people, materials, finances) are allocated effectively to meet project goals.

- *Stakeholder Communication*: Regularly update stakeholders on project progress, risks, and issues.
- *Reporting*: Provide regular progress reports to the Programme Board, including updates on schedule, budget, scope, and risks.
- **Authority**: Project Group Managers have decision-making authority within the scope of their specific projects. They are empowered to make operational adjustments within the defined constraints, such as minor changes to schedules or resource allocations. Major changes or deviations require approval from the Programme Board.
- **Operating Procedures**:
 - *Meetings*: Project Managers hold regular team meetings to track progress, solve issues, and ensure alignment with the overall programme goals. They also report to the Programme Board during monthly or bi-monthly meetings.
 - *Decision-Making*: Project decisions are made at the operational level by the Project Manager, who consults with team members and stakeholders for input. The Project Manager escalates significant issues to the Programme Board.
 - *Reporting*: Project Managers provide updates in the form of weekly or monthly reports that outline progress, upcoming milestones, risks, and any issues needing resolution.
- **Membership**: The delivery team consists of specialists, technical experts, and operational staff necessary to execute the project plan. The Project Manager leads the team, coordinating the activities of each member to meet the project's deliverables.
- **Meetings**: Frequent team meetings to discuss project-specific issues and updates. Regular reporting sessions with the Programme Board to provide progress updates and raise significant issues.
- **Decision-Making Processes**: The Project Manager has autonomy over most decisions regarding day-to-day project execution. Decisions may involve adjusting schedules, reallocating resources, or resolving minor issues. However, any significant changes (e.g., scope changes, major risks) are escalated to the Programme Board for resolution.
 - *Issue Raising*: Operational issues are identified during project execution, such as schedule slippages, technical challenges, or minor scope adjustments. Delivery teams raise issues directly with the Project Manager.
 - *Review*: Project Managers assess these issues during regular project team meetings or via tools like risk logs. Decisions are guided by the project's constraints (scope, budget, and timeline) and programme objectives.
 - *Resolution*: The Project Manager makes decisions within their delegated authority or escalates unresolved issues to the Programme Board. Resolutions are documented in project reports and communicated to team members.

Reporting Requirements: Project Managers are required to provide detailed reports on their project's progress, including budget status, timelines, risk management, and performance metrics. These reports feed into the Programme Board's overall tracking system to ensure the programme is on track.

Risk Register

Ref	Prog. Group	Lead	Risk Description	Risk Effect	Risk Rating			Mitigating Action / Controls	Status
					Impact	Likelihood	Overall		
ME002	Funding	Dfl	City Wide Infrastructure Investment Plan i.e. Drainage, Water & Roads Capacity	If there is not significant investment in the upgrading of the current drainage, water and road infrastructure in Derry / Londonderry - the capital projects will be unable to attain planning approval. However, it is currently believed that there is capacity.	5	5	25	Engage with Dfl at Executive Board Level, Steering Group and Programme Board Level - NI Water Investment plan needs to look at the Magee Expansion and the planned city investment holistically.	Immediate Action
ME004	Capital	UU	Student Accommodation Provision	Growing Magee to 10,000 students requires increased student accommodation delivery than teaching space.	5	4	20	UU / DfE are currently working on a number of acquisitions that are targeted to increase the number of available student beds, but a more detailed and focused strategy is required.	Immediate Action
ME007	Pub / Priv	DCSDC	Strategic growth of the city to accommodate increased staff and student numbers up to and beyond qualification	The target of 10,000 students (and the associated staff) will have a significant impact on the wider city in terms of delivering additional housing, jobs, leisure and social offerings.	4	4	16	Consideration is being given to development of a wider forum for managing the overall strategic development of the city. A capital oversight group involving UU, DfE, and DCSDC has been established to ensure complementarity of developments in the early stages in advance of the Programme Business Case for expansion being completed (due April 2025).	Immediate Action

Ref	Prog. Group	Lead	Risk Description	Risk Effect	Risk Rating			Mitigating Action / Controls	Status
					Impact	Likelihood	Overall		
ME001	Funding	DfE	Availability of Capital and Revenue Funding Allocation	Delay to funding allocation will result in either additional time / costs associated with capital delivery or underutilised teaching space and additional costs associated with operation.	5	3	15	Capital Cost Estimates have been included in ISNI - submission to minister prepared.	Critical
ME003	Operations	UU	Student Numbers, Attraction and Growth	Insufficient student growth to realise the 10,000 target or to fully utilise the increased teaching space	5	3	15	University marketing campaign engagement with DoH - increase medical student numbers.	Critical
ME009	Comms	DfE	Ensuring that the Magee Expansion programme identifies, resources and delivers Social License	If Social License is not considered from the outset and projects are consulted on an individual basis as opposed to programme level	4	3	12	MAG (Place Advisor) / Stakeholder and Comms Project Group	Critical
ME005	Capital	UU	Construction Sector Capacity and Appetite	The volume of capital investment in the Derry / Londonderry pipeline both for the Magee Expansion, associated student accommodation and the wider city is significant and could lead to the market becoming saturated, which will push prices up if there isn't significant capacity or appetite from the construction / private sector or market failure	3	3	9	ISNI - All Magee Expansion capital requirements are included in the draft ISNI but there should also be market engagement, market research and innovative procurement strategies considered to incentivise the market	Critical

Ref	Prog. Group	Lead	Risk Description	Risk Effect	Risk Rating			Mitigating Action / Controls	Status
					Impact	Likelihood	Overall		
ME010	Programme	DfE	Capacity and Capability within DfE	DfE are essentially the funding department / investment decision maker and will be responsible for reviewing and approving business cases, securing and allocating funding as well as oversight on the overall programme	3	3	9	Establish, review and monitor a resourced UU structure to assess capability and capacity to deliver	Critical
ME011	Programme	UU	Capacity and Capability within UU	UU will be the contracting authority and will be responsible for developing and submitting business cases, procuring and managing ICT's and IST's as well as oversight to deliver value for money on all capital projects and during operation	3	3	9	Establish, review and monitor a resourced UU structure to assess capability and capacity to deliver	Critical
ME012	Programme	DCSDC	Capacity and Capability within DC&S Council	DC&S will be the planning authority and will be responsible for reviewing, consulting and determining every individual capital project submission as well as being a significant stakeholder / enabler in terms of the broader / city wide strategic development	3	3	9	Engage with DC&S Council at Steering Group and Programme Board Level - The impact of the Magee Expansion capital investment needs to be looked at holistically as opposed to individual projects	Critical
ME014	Programme	NI Exec	Change of Political priorities	Different political aspirations or change of direction. The Magee taskforce is scheduled to be in place beyond the next election	3	3	9	PfG, NDNA NI executive as owner	Critical

Ref	Prog. Group	Lead	Risk Description	Risk Effect	Risk Rating			Mitigating Action / Controls	Status
					Impact	Likelihood	Overall		
ME006	Capital	UU	Maintaining Business as Usual	Given the scale of the planned capital investment both on and around the Magee Campus - it will be a challenge and a risk to deliver it whilst maintaining business as usual	3	2	6	Establishment of DfE and UU Programme Management Offices will manage business as usual activities against capital development on site	Significant
ME008	Programme	DfE	Establishing an effective cross departmental / inter agency governance structure post action plan issue	Lack of effective governance, skills and appropriate resources are one of the key reasons why capital projects and programmes are not delivered effectively and efficiently	3	2	6	SIB have been engaged to establish a draft governance structure for the ongoing delivery phase post action plan publication	Significant
ME013	Programme	UU Taskforce	Statutory Authorities	Other statutory authorities will be critical to the successful delivery of this programme	3	2	6	Engage with Statutory Authorities at Steering Group and Programme Board Level - The impact of the Magee Expansion capital investment needs to be looked at holistically as opposed to individual projects	Significant
ME015			OBC / FBC Content and Approval	Accuracy of cost projections	2	2	4	Final out turn costs to be assessed against FBC as opposed to OBC	Insignificant