

# ICBAN

# ANNUAL ACTIVITY REPORT

## 2012 / 2013

Supported by the European Union's INTERREG IVA Programme  
managed by the Special EU Programmes Body (SEUPB)



**European Union**  
European Regional  
Development Fund  
Investing in your future

**“ ICBAN WILL CONTINUE TO  
IMPROVE THE QUALITY OF LIFE  
AND PROSPERITY OF THE CENTRAL  
BORDER REGION BY CREATING  
A DYNAMIC MODEL OF BEST  
PRACTICE AND PARTNERSHIP IN  
CROSS-BORDER DEVELOPMENT.”**

**ICBAN MISSION STATEMENT**

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# CHAIRMAN'S FOREWORD



“ AS YOU WILL SEE FROM THE ACTIVITIES DETAILED, IT HAS BEEN A BUSY AND SUCCESSFUL YEAR FOR THE ORGANISATION ON MANY FRONTS ”

I am delighted to present this first Annual Activity Report for ICBAN. This covers the period April 2012 to March 2013. As you will see from the activities detailed, it has been a busy and successful year for the organisation on many fronts.

The ICBAN Management Board members are very conscious of the need to be accountable and transparent. We hope that this Annual Activity Report will meet these expectations and demonstrate how important we recognise the need to report back to funders and other key stakeholders.

On behalf of ICBAN I would like to add a word of thanks to all individuals and organisations who have supported our work in the past year. I would particularly like to thank our member Councils, whose support is invaluable in taking forward the regional interests of the Central Border Area. A special thank-you must go to all our Project Partners,

who have worked hard to bring their projects to fruition. I also wish to acknowledge and thank The Special EU Programmes Body (SEUPB) and the governments of Ireland and Northern Ireland who continue to commit to cross-border co-operation through the INTERREG IVA Programme.

I would like to thank our staff for all their dedication to the organisation and its interests. A special word of appreciation must also go to my predecessor, Cllr. David Alcorn, who was Chair of the organisation for much of this period and has been key to driving many of the activities mentioned within.

**Cllr. Jim Cavanagh**

ICBAN Chair  
April 2013

# AT A GLANCE

Under the INTERREG IVA Programme **€14,444,043** has been levered through ICBAN for Projects

**277** stakeholders attended seminars and conferences organised by ICBAN in the past year

**2** Projects were launched in the past year; Border Uplands and Harnessing Creativity

Over **80** stakeholder representatives are actively involved in various Working Groups under the Spatial Planning Initiative

The organisation is responsible for managing **7** Projects under the INTERREG IVA Programme across the themes of Enterprise, Tourism and Collaboration

The Central Border Region Strategic Framework is being finalised for public consultation

Over **€52,000,000** has been generated via ICBAN for regional developments since the founding of the organisation

Key studies completed and launched in the past year have been on Regional Telecommunications and Roads Infrastructure

There has been a **0%** error rate in the claims submitted for the INTERREG IVA Projects, demonstrating the sound financial management and governance systems put in place

# TIMELINE OF ACTIVITY



**JUNE  
2012**

Harnessing Creativity Project Letter of Offer accepted

Cross Border Groups meets with Minister Sammy Wilson, MLA on INTERREG V

**JULY  
2012**

Cross Border Groups meet with Officials from Department of Public Expenditure and Reform (DPER) on INTERREG V

ICBAN facilitates a cross-border meeting between Ordnance Survey Northern Ireland (OSNI) and the Department of the Environment, Community and Local Government from Republic of Ireland (DoECLG)

**OCT  
2012**

Launch of Border Uplands Project at the Marble Arch Caves Global Geopark

Cllr. Jim Cavanagh appointed as ICBAN Chair with Cllr. Pat Treanor as Vice Chair

'Turning of the Sod' event marking the start of construction of a new Innovation Growth Centre in Omagh, as part of the Innovation Enterprise Programme

Border Uplands Project Letter of Offer accepted

'Sustainable Tourism and Destination Management' Seminar in Bundoran

**SEPT  
2012**

Regional Vision Plan Project development workshops in Enniskillen

Roads Study and Telecommunications Study launched in Parliament Buildings, Belfast and Leinster House, Dublin

'Community Planning' Seminar in Dungannon

**MAR  
2013**

**DEC  
2012**

Regional Vision Plan being completed for public consultation

**FEB  
2013**

Meetings with OFCOM and Irish mobile telephone operators on regional telecommunications

Meeting with Minister Danny Kennedy on A5 / N2 Road in Parliament Buildings, Belfast as part of cross-border Councils delegation

# ACTIVITIES

The following areas of activity in which ICBAN is involved are reviewed in detail:



**Profiled over the following pages are the cross-border projects being delivered through ICBAN by a range of Councils and other stakeholder organisations.**

These are funded under the INTERREG IVA Programme (2007-2013) and managed by Special EU Programmes Body (SEUPB). ICBAN assumes a Lead Partner role for these projects, which involves leading on the management, legal and financial responsibilities, with others assuming project delivery roles.

# Project 1

## HIGHER ATTAINMENT THROUGH CROSS BORDER HUBS (HATCH)



Dympna McCarron, HATCH Project Manager pictured alongside Fiona Brazil, Course Tutor; John Moore, Department Head, South West College and students from the CAD (BIM) Course

**325**  
STUDENTS TO DATE

**8**  
BUSINESSES HAVE ENTERED NEW MARKETS

325 students have taken part in a range of courses through the HATCH Programme since it commenced in 2010. The courses support and develop entrepreneurship on both sides of the border. Each of the 24 courses ran to date help to support growth sector opportunities and meet the demands of changing economic conditions in the Region.

Courses have included: Advanced Diploma in Management Practice for female entrepreneurs; Renewable Energy Applications for the construction cohort; Wind Turbine Technology; English for Employability targeted at the foreign nationals workforce; and Building Information Modelling (BIM) / Computer Aided Design (CAD) programming.

### PROJECT AIMS

- Deliver 36 courses of medium duration by 2013
- Target accredited training at three cohorts: Construction and Engineering employees Foreign Nationals Female Entrepreneurs
- Compile a database of 700 individuals by 2013 to ensure that course content is tailored to the needs of the local economies
- Support innovation and competitiveness through training 45 new and existing enterprises by 2013
- Organise two formal networking events to establish on-going linkages between third level institutions and industry.

### PROJECT PARTNERS

ICBAN (Lead Partner)  
Cavan Innovation and Technology Centre (Lead Beneficiary)  
Cavan County Enterprise Board  
South West College  
University of Ulster  
**Project Value: €1,000,000**

### REGIONAL IMPACT TO DATE

- 1 Target: 420 participants on training courses.  
**Actual: 325 students from across the region recruited to date**
- 2 Target: 30% (14) of assisted businesses enter new markets, both domestic and international.  
**Actual: 8 businesses have entered new markets**

- 3 Target: 5% (2) of companies reporting an increase in company profits.  
**Actual: 6 companies have reported an increase in profitability**
- 4 Target: 5% (2) of assisted businesses developing new products:  
**Actual: 12 businesses have created new products or services**

### NOTABLE SUCCESSES

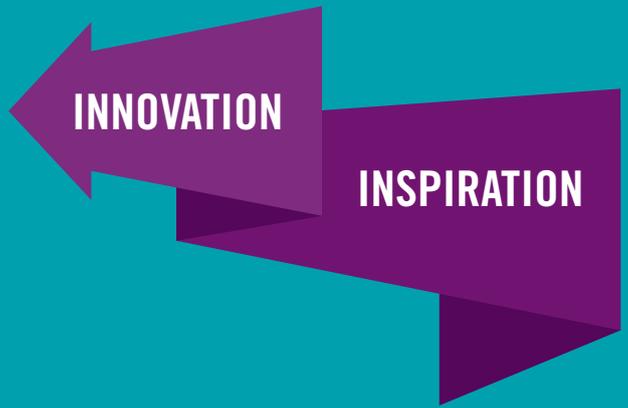
The course completion / retention rate of 92.5% is an exceptional achievement, comparing very favourably with that of third level institutes.





## Project 2

# HARNESSING CREATIVITY



**The project will strengthen the capacity of creative sector businesses to be innovative and competitive and will contribute to the vibrancy and competitiveness of the region's economy.**

The project will assist creative sector businesses to recognise new opportunities and become better in business marketing skills and in joint ventures. The creative sector businesses will link with other business sectors towards the aim of generating new product and service developments.

### PROJECT PARTNERS

ICBAN (Lead Partner)  
 Leitrim County Enterprise Board (Lead Beneficiary)  
 Fermanagh District Council  
 Leitrim County Council  
 Leitrim Design House  
 Omagh Enterprise Company  
 Tyrone-Donegal Partnership

**Project Value: €799,880**

### NOTABLE SUCCESSES

The project launch on 15th March 2013 demonstrated the best in innovation and inspiration; also being live streamed to a class of 55 students at the Image Centre in South West College, Enniskillen.

### FOUR STRATEGIC OBJECTIVES

- Strengthen the innovative and competitive vitality of creative sector businesses
- Build capacity for effective networking and collaboration
- Build stronger collaboration with broader economic sectors to harness creativity in product innovation
- Promote creative thinking for innovation in the region and promote the region as a centre for creativity and culture

**Pictured at the Launch of the Harnessing Creativity Project**

(L-R) Joe Lowe, Chief Executive, Leitrim County Enterprise Board; Cllr. Winston Bennett, Cavan County Council; Cllr. Robert Mulligan, Dungannon & South Tyrone Borough Council; Anna Marie O'Rourke, Project Officer; Cllr. Pat Treanor, Monaghan County Council; Cllr. Sinead Guckian, Leitrim County Council; Jackie Maguire, County Manager, Leitrim County Council; Cllr. Alex Baird, Fermanagh District Council; Cllr. Sean McDermott, Leitrim County Council; Shane Campbell, ICBAN Chief Executive Officer



80 SHORT-TERM  
CONSTRUCTION  
JOBS CREATED

# Project 3

## INNOVATION ENTERPRISE PROGRAMME (IEP)

The Programme has been developed to further advance economic links between Omagh, Leitrim and the Region, through the development of two innovation hubs in Carrick-on-Shannon and Omagh. Key features of the project include the

development of high quality techno-focused workspace facilities in both towns.

The project also provides for a variety of business advisory services such as specialist consultancy mentoring and networking events.



Innovation Growth Centre in Omagh

### PROJECT AIMS

- Construct a 14,000 sq. ft. Innovation Growth Centre in Omagh and a 7,500 sq. ft. Technology Enterprise Centre in Carrick-on-Shannon
- Attract 20 new / expanding businesses to operate out of the Innovation Growth Centre in Omagh. Attract 14 new / expanding businesses to operate out of the Technology Enterprise Centre in Carrick-on-Shannon
- Deliver a minimum of 12 innovation seminars per annum
- Facilitate a minimum of 4 cross-border networking events per annum

- Attract 34 new / expanding businesses to operate out of the centres.

### PROJECT PARTNERS

ICBAN (Lead Partner)  
Omagh District Council (Lead Beneficiary)  
Leitrim County Council  
Leitrim County Enterprise Board  
Leitrim County Enterprise Fund  
Omagh Enterprise Company

**Project Value: £3,873,630**

### REGIONAL IMPACT TO DATE

- 2 full-time officer posts created
- 36 seminars held
- 9 cross-border networking events held
- Strong cross-border relationships developed, through a strong ethos of cooperation and mutual understanding between all project partners

### NOTABLE SUCCESSES

80 short-term construction jobs have been created during the construction phase of the builds in Omagh and Carrick-on-Shannon.

Technology Enterprise Centre in Carrick-on-Shannon



# Project 4

## ST ANGELO AIRPORT DEVELOPMENT, ENNISKILLEN

STRENGTHENING REGIONAL BUSINESS AND TOURISM

Construction work on a new aircraft hangar facility at Enniskillen (St Angelo) Airport has been ongoing since December 2011. This has been the main area of activity in the past year and should see the building completed for May 2013.

The additional workspace will complement the helicopter maintenance facilities already available at the airport and help contribute to the airport and Region as a whole in attracting business and tourism revenues.

### PROJECT AIMS

- Construction of 37,000 sq. ft. of workspace at St Angelo Airport, Enniskillen
- Securing a fixed wing aircraft service and maintenance firm to locate at the airport
- Creation of 20 jobs within aviation, technical, engineering and mechanical disciplines
- Provide the infrastructure to enhance development of the tourism sector.

### PROJECT PARTNERS

ICBAN (Lead Partner)  
Fermanagh District Council (Lead Beneficiary)

**Project Value: £1,476,333**

### NOTABLE SUCCESSES

29 short-term construction jobs have been created during the construction phase of the build.

**Left**  
St Angelo site in July 2012



**Right**  
Major developments by December 2012



# Project 5

## TRADED SERVICES FEASIBILITY STUDY



**Traded Services Working Group**  
 Front Row (L-R) Adrian Mc Creesh, Acting Chief Executive, Cookstown District Council; Margaret Smith, SEUPB; Fiona McKeown, Development Manager, Cookstown District Council; Back Row (L-R) Vincent Reynolds, Chief Executive, Cavan County Enterprise Board; Darren Richardson, Envision Management Consultants; Andrew Winter, Invest Northern Ireland

**PROMOTING THE REGION AS A POTENTIAL LOCATION FOR TRADED SERVICES**

**This Feasibility Study provided a review of existing traded services provision and identified future actions to promote the development of the sector in both the Cookstown / Mid-Ulster and Cavan areas.**

In response to economic conditions the partners considered it essential to focus on opportunities within the traded services sector, a sector identified as having potential growth for the future. As a result, this Study was commissioned to investigate what actions should be undertaken in each area to

progress the development of this key sector.

The study also provided a number of key actions and recommendations, many of which would be undertaken on a cross-border collaborative basis. These include: reviewing education and skills in each area with a proposal to develop a 'regional skills strategy'; providing options for the development of the sector; and the development of a Services Proposition for presentation to agencies and companies to promote the Region as a potential location for traded services.

### PROJECT AIMS

- Examine the current trends and potential growth patterns of the Tradable Services Sector in Northern Ireland and Republic of Ireland
- Identify the key sectors offering the greatest potential opportunities for growth in employment of the Tradable Services sector
- Consider the skills base and skills sets available in the Cookstown / Mid-Ulster and Cavan catchment areas to support Tradable services enterprises

- Confirm the need for this facility in the area
- Consider the determining factors involved by companies in their decision to locate projects in particular areas.

### NOTABLE SUCCESSSES

The Study has identified the potential to strategically position the Central Border Region as a 'Catalyst Centre' for internationally tradable services companies.

### PROJECT PARTNERS

- ICBAN (Lead Partner)
- Cookstown District Council (Lead Beneficiary)
- Cavan County Council
- Cavan County Enterprise Board

**Project Value: £27,273**

# Project 6 BORDER UPLANDS

THE PROJECT WILL  
CREATE MUCH-NEEDED  
OUTDOOR ACCESS,  
RECREATIONAL & AMENITY  
INFRASTRUCTURE



**Pictured at the Launch of the Border Uplands Project**  
(L-R) Shane Campbell, ICBAN Chief Executive Officer; Cllr. Jim Cavanagh, ICBAN Chair; Cllr. Harold Andrews, Vice-Chairman, Fermanagh District Council; John Perry TD, Minister for Small Business; Arlene Foster MLA, Minister for Enterprise, Trade and Investment

**The Project was officially launched on 24th October 2012 in the Marble Arch Caves, Fermanagh by Arlene Foster MLA, the Minister for Enterprise, Trade and Investment in Northern Ireland, and John Perry TD, the Minister for Small Business in the Republic of Ireland.**

The Project will create much-needed outdoor access, recreational and amenity infrastructure in the scenic uplands of the Fermanagh, Cavan, Leitrim and Sligo border areas. The overall aim of the Project is to use cross-border co-operation to strengthen and develop tourism linkages, products and services towards developing a world class tourism destination.

A main focus since the launch has been on progressing the development of an Interpretative Centre in Cavan. The 160m<sup>2</sup> Interpretative Centre will serve as a visitor focus and information centre in the Burren Forest, providing a central location for information on the Burren and wider area. Work has also begun on a series of trails and walking routes. The Project will also aim to raise public awareness of the importance of the countryside and the important role that agricultural and forest industries have as key economic producers for the region.

## PROJECT AIMS

- Upgrade and enhance aspects of the Marble Arch Caves Global Geopark and the surrounding upland areas, increasing the geo-tourism and recreational potential of the Region
- Joint marketing, education and management structures in the proposed area
- Increase visitor numbers to the area by 15% within three years of project completion.

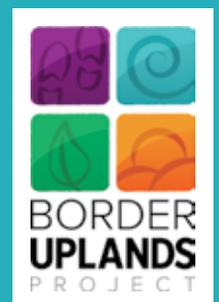
## PARTNERS

ICBAN (Lead Partner)  
Fermanagh District Council (Lead Beneficiary)  
Cavan County Council  
Leitrim County Council  
Sligo County Council

**Project Value: €3,183,804**

## NOTABLE SUCCESSES

Securing planning approval for the flagship Interpretative Centre.



# SPATIAL PLANNING INITIATIVE



Central Border Region  
Working Together  
A Spatial Planning Initiative

for the Central Border Region

**This project, led by ICBAN and involving all member Councils, has secured funding of £1,456,995 under the INTERREG IVA Programme. The project aims to give the Central Border Region an identity, by encouraging mutually beneficial relationships through joint-working between our member Councils, along with other key stakeholders, including the governments of Ireland and Northern Ireland.**

## REGIONAL STRATEGIC FRAMEWORK

A Strategy and Vision for the Area

The Central Border Region has an important role to play in these challenging economic times. To meet key ambitions ICBAN has been working to identify the investment priorities for the region for the next 5, 10 and 15 years.

This will be a non-statutory approach, but will be complimentary to implementation of the National Spatial Strategy (RoI) and the Regional Development Strategy (NI), as well as feeding into future local, regional and national plans, funding initiatives and investment programmes.

Through workshops and meetings organised between March 2012 and January 2013, ICBAN has provided opportunities to bring key stakeholders together to draw out the key issues on the future of the Region. 4 development themes have emerged:

- A Smart and Internationally Competitive Region
- A People-Centred and Inclusive Region
- A Sustainable Region
- An Accessible and Connected Region

A draft document will be issued for consultation and ICBAN welcomes further input into the strategic ambitions, plans and objectives which will be set out.

# TELECOMMUNICATIONS AND ROADS STUDIES

Two studies commissioned by ICBAN into Regional Telecommunications and 'Roads to Opportunity' were officially launched in Stormont and Leinster House, Dublin on 4th December 2012 and 13th December 2012 respectively.

The launches were an opportunity to highlight the key findings to TDs, MPs, MLAs, Senators and Councillors. ICBAN is now taking forward the implementation plans for each sectoral study area.

## REGIONAL TELECOMMUNICATION STUDY

The study on a 'Strategic Way Forward for Telecommunications Infrastructure in the Central Border Region' was completed in the summer of 2012. This has included a comprehensive cross-regional assessment of all elements of current telecommunications infrastructure, with an Action Plan on the way forward. The report found that educational development and home based / rural businesses are the key broadband usage drivers in our Region.

The delivery plan focuses on 5 key pillars below:

- Planning
- Public Assets
- Investment
- Local Activism
- Demand Stimulation



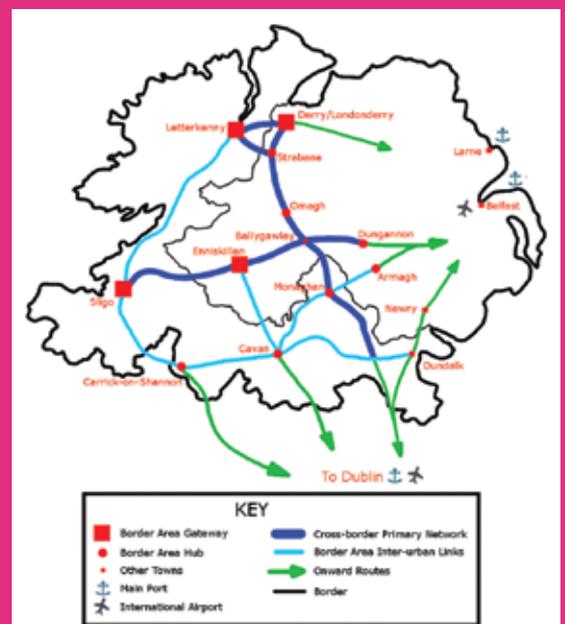
ICBAN delegation presenting Regional Telecommunications Study to the Minister for Communications, Energy and Natural Resources, Pat Rabbitte, TD at Leinster House, Dublin.

## ROADS TO OPPORTUNITY STUDY

An Advocacy Document and Business Case for the key A4 / N16 and A5 / N2 routes has been completed. These key arterial routes have been championed by ICBAN for many years. This study encompassed a Socio-Economic Business Case and was a joint venture completed with the North West Region Cross Border Group. Consultation events were held in May 2012 in Enniskillen and Letterkenny to help develop the case being made.

Following representations to the Minister for Regional Development, Danny Kennedy MLA and the Minister for Transport, Leo Varadkar TD, in December 2011, the Region received a welcome boost from the Irish government when a €1.3 million investment into improving the road from Glenfarne to Manorhamilton along the N16, was announced.

A4/N16 and A5/N2 routes detailed as Cross Border Primary Network



# DATA CAPTURE PROJECT

**The Project involves collating relevant information as well as identifying and addressing information gaps. The aim is to ensure that data can be better utilised at local, regional and national levels. This is the first time that Census Data from both jurisdictions will be merged into a comparable data source.**

The data system is now being rolled out to relevant personnel within member Councils and other key stakeholder bodies. They can utilise these high quality 'facts and figures' in order to properly plan for programmes, projects and other investments in the region. The results will be made available through a data portal on the ICBAN website.

Also within the Spatial Planning remit, there have been ongoing attempts to secure inter-departmental and cross-border

commitment to the sharing of environmental data between key government departments. ICBAN facilitated a cross-border meeting in July 2012 between Ordnance Survey Northern Ireland (OSNI) and the Department of the Environment, Community and Local Government from Republic of Ireland (DoECLG). Agreement was reached on overcoming hurdles to share data on a cross-border basis, via the INSPIRE directive developed through the EU.

# POLITICAL AND CIVIC COLLABORATION PROGRAMME, SEMINARS AND CONFERENCES



Colin Mc Kenna, ICBAN Development Manager & Cllr. Robert Turner pictured with speakers at the Rural Diversification seminar



ICBAN and South West College representatives with Minister Alex Attwood MLA at the conference

## POLITICAL AND CIVIC COLLABORATION PROGRAMME, SEMINARS AND CONFERENCES

### **'Inspirational Business Leadership in Tough Economic Times'**

26 April 2012, Monaghan

Delivered by Enniskillen entrepreneur, Terry Mc Cartney, who provided a captivating and fascinating insight into turning business challenges into opportunities. The former High Sheriff of Enniskillen explained how he invested £2.5 million into the Belmore Court Motel to double capacity in the midst of the worst recession in 50 years.

### **'Natural Assets, Tourism and the Central Border Region' Conference**

17 May 2012, Omagh

Set in the midst of the Sperrin Mountains, the conference was designed to provide a basis and momentum for a regional focus on how Tourism could become a key regional economic driver. Over 50 delegates heard from a range of speakers from the local, national and international spectrum. Collaborative working was highlighted in helping produce a regional identity and brand for promotion.

### **'Sustainable Tourism and Destination Management' Seminar**

13 September 2012, Bundoran

The facilitator was Áine Conaghan, who has worked with Guinness Store House and the Cliffs of Moher on sustainable tourism. The event became the catalyst for the formation of a Regional Tourism Working Group between ICBAN and the Border Regional Authority (BRA).

### **'Rural Diversification' Seminar**

10 October 2012, Armagh

Delegates were informed of the options and opportunities available to transform rural and farm diversification ideas into reality. Dr. Finbarr Daly, CAFRE, was the main speaker and the audience was also enlightened by two enthusiastic and like-minded farmers who have been successful in diversification; Brian McGirr from Enniskillen and Jim Mc Gill from Newry.

Brian McGirr runs BMG Motorcycle Training, a purpose built motorcycle training centre. He has recently expanded from rider training to advanced training, theory test training, off-road training and servicing. Jim McGill runs a company called Mount Mills Oil, which produces flax oil for horses. The company is the result of many years research and experimenting with crops such as marigold, hemp as well as flaxseed. He also hopes to expand his business into producing flaxseed for human consumption.

### **'Waste Not, Want Not! - SME and Sustainable Micro-Business' Conference**

15th November 2012, Enniskillen

ICBAN, in conjunction with South West College and Sligo IT, hosted a very successful conference on energy efficiency, waste management and renewables. Minister for the Environment, Alex Attwood MLA, opened the event, which was attended by over 100 delegates including elected representatives, government officials and students from both Sligo IT and South West College.

The conference examined how the region could become a 'greener' economy. Delegates heard from a range of industry professionals and experts in the fields of renewables and sustainable development.

# EU ENGAGEMENT



Mr. Iain Frazer & Mr. Ciaran Tracey delivering presentations on behalf of ICBAN at the OLA Conference, France

“ ICBAN HAS ENABLED ITS CONSTITUENT COUNCILS TO PROMOTE THEIR COLLECTIVE TERRITORY AS A PLACE THAT NO LONGER SEES ITSELF AS PERIPHERAL, BUT ONE THAT CAN BE CLOSE TO, AND WELL CONNECTED TO SEVERAL PLACES. ”

## INTERREG V CONSULTATION

**ICBAN actively engaged in consultations into the development of a new INTERREG V Programme for the 2014-2020 programming period. The consultation was managed by SEUPB on behalf of the 2 governments of Ireland and Northern Ireland. As part of this, ICBAN hosted a consultation seminar and also made a detailed submission on the proposed new Programme.**

ICBAN and the other Cross Border Groups met with the Minister for Finance and Personnel, Sammy Wilson MLA, in June 2012, to discuss ideas around future programmes. A similar meeting was also held in June with officials from the Department for Public Expenditure and Reform (DPER) in Dublin.

ICBAN delegation pictured along with officials from University of Valenciennes, and Denain Council, France



## AEBR ANNUAL CONFERENCE

November 2012, Berlin

ICBAN attended the Annual Association of European Border Regions (AEBR) Conference in Berlin on "Cross-Border Labour Market Mobility - Experiences, Problems, Challenges" in November 2012.

The session examined regional experiences, problems and challenges with regard to labour mobility. It is a challenging area with many prejudices and practical obstacles that usually cannot be solved at regional level, and have less priority at national level. This was an opportunity for employees, employers and public administrations in border areas to get to know new methods, approaches and ideas, to exchange know-how, and to find new ways in promoting entrepreneurship and growth.

ICBAN delegates also attended a workshop on "How to Use Culture to Rediscover Europe?". Participants agreed that through Europe we can keep and protect our national identities, whilst accommodating the rich diversity from different cultures and countries.



## OLA CONFERENCE

France, November 2012

In November 2012 an ICBAN delegation visited Valenciennes, France, as part of a Best Practice Study Trip and international conference. The conference, "Local Governance in The UK and Ireland: so near yet so far..." was organised by the Observatory for Local Autonomy (OLA). This event brought together high-level speakers and delegates from Britain, Ireland, Northern Ireland, France and other parts of Europe. ICBAN representatives made a presentation entitled "From Landscapes of Contestation to Collaboration: Local Government along the Border". It was explained how ICBAN has enabled its constituent Councils to promote their collective territory as a place that no longer sees itself as peripheral, but one that can be close to, and well connected to several places. The presentation pointed out the challenging cross-border cooperation between Ireland and Northern Ireland that existed for historical and political reasons. INTERREG Programmes (Including ICBAN's Spatial Planning Initiative) were cited as examples of how the EU has proactively encouraged cross-border cooperation. The conference was transmitted live to Universities in all the 27 EU member-states, plus Croatia, Iceland, Switzerland, Norway and Turkey.

The group also availed of a Best Practice Study Visit to Denain Town Hall as guests of Mayor, Cllr. Jacques Delcroix. Denain is the second city of Valenciennes, with a population of 21,000. During this visit the ICBAN delegation met with the Municipality's Director of Cabinet, Mr. Yohan Senez. In addition to sharing practical information about the workings of the Irish, Northern Irish and French systems of local government and spatial planning, the delegation focused on inter-municipal and cross-border collaboration. Denain is one of the poorest cities in France, which provided an opportunity to learn how public policies there are attempting to address poverty and social exclusion issues.

“ THE CONFERENCE WAS TRANSMITTED LIVE TO UNIVERSITIES IN ALL THE 27 EU MEMBER-STATES, PLUS CROATIA, ICELAND, SWITZERLAND, NORWAY AND TURKEY. ”

# APPENDIX

## Statement on Structure and Governance

**The Irish Central Border Area Network (ICBAN) Ltd is a cross-border local authority-led organisation comprising of 10 member Councils in the area known as the Central Border Region.**

### NORTHERN IRELAND

- Armagh City & District Council
- Cookstown District Council
- Dungannon & South Tyrone Borough Council
- Fermanagh District Council
- Omagh District Council

### REPUBLIC OF IRELAND

- Cavan County Council
- Donegal County Council
- Leitrim County Council
- Monaghan County Council
- Sligo County Council

The need for ICBAN was identified by local authorities within the Central Border Region in the early 1990's, which led to its formal establishment in 1995. In 2001 the organisation became a company limited by guarantee. 2 elected representatives from each of the ten member Councils serve as Directors of the Management Board.

ICBAN was established to promote co-operation and communication on a cross-border basis on common regional development concerns. This has provided a forum to respond to the unique economic and social needs of the Region.

**“ THE RESULTS OF INTERNAL AND EXTERNAL AUDITS DEMONSTRATE THAT ICBAN HAS SOUND AND ROBUST GOVERNANCE SYSTEMS IN PLACE. ”**

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## **THE GOVERNANCE FRAMEWORK**

ICBAN's governance framework comprises the systems and processes, culture and values, by which it is directed and controlled and the activities through which it accounts to, engages with and leads its members and stakeholders.

## **RISK, AUDIT AND FINANCE SUB-COMMITTEE**

The Risk, Audit and Finance Sub Committee oversee the internal control system and risk management framework. The Committee also provides a platform for peer exchanges, enabling members from both jurisdictions to compare responsibilities, activities, and processes.

## **REVIEW OF EFFECTIVENESS**

ICBAN conducts an annual review of the effectiveness of its governance framework. This is informed by the work of the Internal and External Audit functions as well as the Senior Management Team within ICBAN, who have responsibility for the development and maintenance of the governance environment.

The results of Internal and External Audits demonstrate that ICBAN has sound and robust Governance systems in place.

## **FUND MANAGEMENT**

In the current economic climate, there has never been a stronger emphasis on accountability and transparency in the use of public funds. ICBAN is proud of its track record in this regard and in the past year has had a 0% error rate for claims being vouched under the INTERREG IVA Programme.

ICBAN is committed to making arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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# APPENDIX



ICBAN Chair, Cllr. Jim Cavanagh (right), pictured with the Organisation's Vice Chair, Cllr. Pat Treanor (centre), and outgoing Chair, Cllr. David Alcorn (left) after the ICBAN AGM in October 2012.

## ICBAN Management Board Members and Staff

### Armagh City & District Council

Cllr. Mealla Campbell  
Cllr. Robert Turner

### Cavan County Council

Cllr. Winston Bennett  
Cllr. Fergal Curtin

### Cookstown District Council

Cllr. Samuel Glasgow, MBE  
Cllr. Pearse McAleer

### Donegal County Council

Cllr. David Alcorn  
Cllr. Brendan Byrne

### Dungannon & South Tyrone Borough Council

Cllr. Jim Cavanagh  
Cllr. Robert Mulligan

### Fermanagh District Council

Cllr. Alex Baird  
Cllr. Brian McCaffrey

### Leitrim County Council

Cllr. Gerry Dolan  
Cllr. Sean Mc Dermott

### Monaghan County Council

Cllr. David Maxwell  
Cllr. Pat Treanor

### Omagh District Council

Cllr. Frankie Donnelly  
Cllr. Allan Rainey, MBE

### Sligo County Council

Cllr. Thomas Collery  
Cllr. Matt Lyons

## ICBAN Staff Members

### Shane Campbell

Chief Executive Officer

### Marie White

PA / Senior Administrative Officer

### Lynda Monteith

Corporate Manager

### Stephen Cassidy

Project Officer

### Edel Goodwin

Finance Officer

### Tracey Farry

Finance Officer

### Colin Mc Kenna

Development Manager

### Proinsias McCaughey

Spatial Planning Coordinator

### Roisin Pearson

Communication & Administration Officer

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