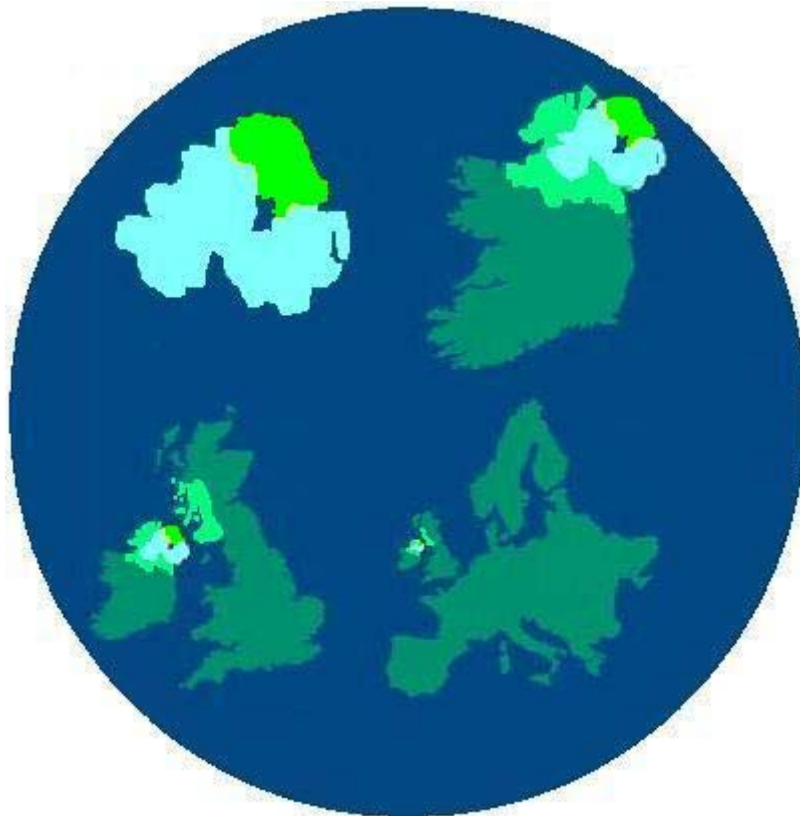


North East Partnership

Strategic Plan 2007-2013



**Facilitating the Development of the North East
Sub-region through Cooperation & Collaboration**

October 2006

Preface

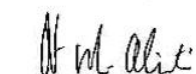
We are delighted to present the first strategic plan of the North East Partnership. Our audience is all who are interested in our work, but principally our key stakeholders: the local authorities in the North East region of Northern Ireland as well as a diverse range of regional 'social' partners from the private, voluntary, community, trade union, educational and other sectors; National and European organisations and the many individuals, groups and external bodies who support our principal aims.

The North East Partnership began its work in 2004 and our immediate focus has been two-fold, firstly assisting on the delivery of the INTERREG IIIA Ireland/ Northern Ireland Programme 2000-2006 and secondly, on the preparation of this strategic plan. It has emerged from an intense period of consideration by the Board, our key stakeholders and following consultation with the regional community of interest. The principal messages from that consultation were that, while we are in a strong strategic position, we need to clarify our focus and priorities and to demonstrate our effectiveness with our stakeholders.

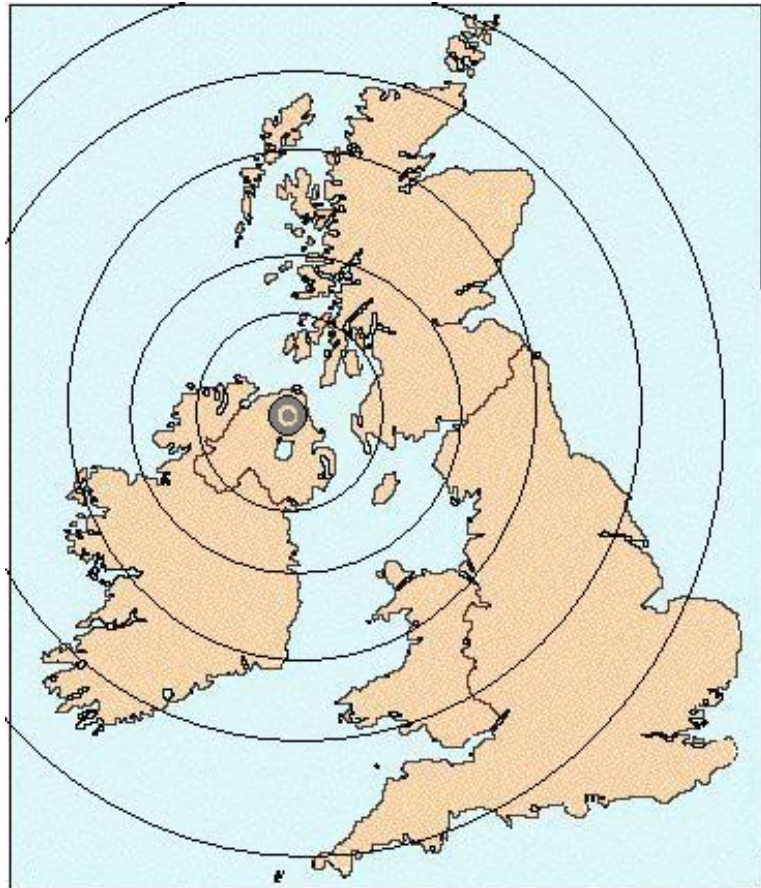
We believe this plan will enable us to do that. In our mission we stress the primacy of improving North East sub-regional participation in cooperation initiatives but also in supporting initiative that focus on the well being of the North East sub-region. In our aims we identify the triple focus on promotion, facilitation and leadership. Each aim is supported by a number of objectives linked to more detailed activities and the establishment of key performance indicators. These latter elements will form the basis of annual operating plans for detailed implementation and evaluation.

The plan is designed to take us through to 2013, but it is not set in stone. In the dynamic environment in which the Partnership finds itself that would be foolish. So we will review our progress each year, make amendments as necessary and we will also conduct full reviews in 2008 and 2010.

A successful strategic plan is not a public relations document. Nor is it designed to sit in a drawer or lie on a shelf. To be effective it must be a living organism owned by all involved in the Partnership. We are confident that this plan meets those criteria. Underneath the prose there is energy, enthusiasm and commitment to deliver the key objectives and to make our essential contribution to improving the economic and social well being of the North East sub-region. To this effect we aim to stimulate and facilitate in excess of £25m (€34m) investment in the North East through cooperation and collaboration over the lifespan of the strategy.



Andrew McAlister, Chairman



Moving in the right circles

Contents

	<i>Page No.</i>
Executive Summary	1
<u>Section 1: The North East Sub-region</u>	3
1.1 Population	4
1.2 Labour Market	5
1.3 Industry Sectors	6
1.4 Social Exclusion	8
1.5 Sub-regional Needs Consultation 2004-2006	10
o Sub-regional Competitiveness	10
o Environment	14
o Tourism	17
o Sustainable Communities	20
<u>Section 2: The North East Partnership</u>	23
2.1 Context and Positioning	23
2.2 Meeting Stakeholder and Partner Expectations	26
2.3 Mission / Strategic Aims and Objectives	27
2.4 Future Role of the Partnership	29
<u>Section 3: EU Territorial Cooperation Programme 2007-2013</u>	30
3.1 INTERREG IV in Northern Ireland/Ireland/Scotland	31
3.2 Cooperation Themes Emerging from Ireland/NI 'Eligible' Area	32
3.3 Themes Emerging in the Eligible Area for Scotland	34
<u>Section 4: Partnership Planning Phases</u>	36
4.1 Phase 1: Development – to December 2007	37
Phase 1: Action Plans	38
4.2 Phase 2: Seizing the Opportunity / Achieving Impact	52
4.3 Phase 3: Consolidation & Forward Planning	58
<u>Section 5: Resources Required</u>	59
Glossary of Terms	62
Selected References & Sources of Further Information	63
<u>Appendices</u>	
A North East Partnership Membership & Constitution	68
B Sustainable Communities – Key Components	74
C NEP Expression of Interest	77

Diagrams, Maps and Tables

	<i>Page No.</i>
<u><i>List of Diagrams</i></u>	
Diagram 1: Population Breakdown for the North East sub-region	5
Diagram 2: Occupation Groups for the North East sub-region	6
Diagram 3: Educational attainment for the North East sub-region	8

<u><i>List of Maps</i></u>	
Map 1: NE Sub-region highlighted within context of Northern Ireland	3
Map 2: Northern Ireland Multiple Deprivation Measure 2005	9
Map 3: Land use in the NE sub-region	14
Map 4: Sub-Regional Waste Management Groups in Northern Ireland	16
Map 5: INTERREG IIIA Partnerships	23
Map 6: New Groupings under the RPA Seven Council Model	25
Map 7: EU Regional Development Classification 2007-2013	30
Map 8: Eligible Area in Scotland/Ireland TC Programme?	35
Map 9: Trans-national Cooperation Programmes 2007-2013	56

<u><i>List of Tables</i></u>	
Table 1: Population Breakdown & Projections for the NE Sub-region	4
Table 2: N Ireland Census Of Employment, Sept 2003, Employee Jobs	7
Table 3: VAT Registered Enterprises by Turnover & District Council	8
Table 4: Summary of NEP Strategy Period 2007-2013	36
Table 5: Summary of Phase 1 Deliverables 2007	37
Table 6: Summary Funding Targets	55
Table 7: Estimated Funding Required – 2007 to 2013	59

Executive Summary

1. The North East Interreg Partnership was formed in 2004. The initial role and focus of the Partnership has been as a 'shadow' partner on the delivery of the **EU INTERREG IIIA** Ireland/Northern Ireland programme 2000-2006. This covers Northern Ireland and the six border counties of the Republic of Ireland. This shadow role has afforded our Partnership practical experience and knowledge in the delivery of a cross-border funding programme worth some €182m.
2. As a Partnership organisation our membership reflects a balance between the statutory and social partners that exist or operate in the North East sub-region of Northern Ireland. In the first two sections of the strategy report we profile the North East sub-region and the role and aspirations of the Partnership.
3. Our future strategy represents a significant milestone in the development of the Partnership. In short the Partnership seeks to step out from the shadows and play a full and proactive role in the development and delivery of the **EU INTERREG 'IV'** Ireland/NI programme that interestingly is also to include a Scottish cooperation dimension for the first time.
4. While our current organisational focus is primarily on INTERREG, we are conscious that the closure of CORE (NE sub-regional economic development organisation) and the impact of the RPA in Northern Ireland (Re-organisation of Public Administration) are likely to lead to a review of this focus post 2006.
5. The Scottish dimension is also of particular significance to the Partnership in that it offers us a distinct developmental role within the existing family of 'Cooperation Partnerships' that presently cover the eligible area for INTERREG. We believe our geographic location and traditional linkages can allow us to act as a North-South and East-West hub to service the proposed 'tripartite' projects between the eligible areas in Scotland, Ireland and Northern Ireland. As such we will create a specific cross-border forum to facilitate such cooperation.
6. The third section of the plan details the steps that need to be taken if the Partnership and the range of North East based organisations, that have expressed an interest in becoming involved in cooperation, are to develop their ability to do so. We are fully aware that cooperation projects are often more difficult to develop and manage in terms of scale and complexity. This section is sub-divided under three headings namely, development, delivery and consolidation. In short we aim to facilitate the developmental capacity of potential applicants, facilitate joint project proposals and thereafter facilitate successful applicants with the implementation of their projects. In summary we target to achieve some **£17.5m (€25m)** direct grant assistance into the NE sub-region through NE participation in joint projects.

7. We believe that there are many other avenues for cooperation and collaboration beyond those that will be available under the future Ireland/N Ireland and Scotland programme. For example the strategy highlights opportunities afforded through cross border trade development programmes delivered by InterTradeIreland and through trans-national cooperation programmes at a wider European Union level. However the targets we have set over the 2007-2013 period in terms of the number of projects established and funding gained are modest in comparison to that targeted under the Ireland/N Ireland and Ireland/Northern Ireland & Scotland programmes.

8. Like any strategy plan the identified target outputs are very much dependent on the resources available to implement the plan. The last section of the strategy details the resources we feel are necessary for the Partnership to successfully deliver our strategy over the next several years. We recognise that the North East sub-region has been somewhat slower to engage in cross border funding programmes than other sub-regions and unless we are adequately resourced the NE sub-region may miss the opportunity presented over the period 2007-2013 period. The next one and half years are of particular developmental importance as this period is crucial in terms of forming the necessary networks and identifying joint projects. Likewise, the creation of a North-South & East-West Cooperation Forum will require substantial resources.

Section 1: The North East Sub-region

The North East is a distinct sub-region within Northern Ireland. The eight local authority areas that presently define the North East Partnership geographic area have a combined population of some 350,000 inhabitants (21% of Northern Ireland's population). Three quarters of this population reside in an urban or village environment including the residents of several larger settlements including Antrim, Ballymena, Carrickfergus, Coleraine, Larne and Newtownabbey.

Map 1: NE Sub-region highlighted within context of Northern Ireland



(c) Reproduced by permission of Department of Regional Development (DRD) – Shaping Our Future Strategy 2002-2025

The sub-region has close traditional linkages with Scotland and the Port of Larne remains a significant seaport and gateway to the UK mainland, while the International Airport at Aldergrove acts as a key transport hub for the whole of Northern Ireland. In addition the above map also highlights the key road and rail routes and how these relate to the rest of the Province and Island.

Agriculture remains an important but declining sector particularly in the Lower Bann, Maine and Braid Valleys while the traditional manufacturing businesses centred in the main settlements continue to face growing competition in the increasingly global marketplace.

The service industries have expanded in recent decades and there is a strong tourism sector in the Causeway Coast and Glens region. Other notable features of the sub-region include the two campuses of the University of Ulster at Coleraine and Jordanstown, several key road and rail links and it bounds Lough Neagh, the UK's largest freshwater lake and a major source of Northern Ireland's domestic water supply. Likewise it has a significant maritime coastline stretching from Whiteabbey bordering Belfast Lough to Downhill on the Atlantic Coast in the Coleraine Borough.

The following section provides a summary of the key economic and socio-economic aspects of the sub-region, including population, labour market, industry sectors, and social exclusion. Much of this information is based on the North East Scoping Study¹ produced in the summer of 2003 and where possible the information has been updated with the latest statistics available.

1.1 Population

The total population in the sub-region in 2002 was 357,000 representing 21% of the total population of Northern Ireland. The population is divided 49% male and 51% female, and the overall population is projected to grow to 181,000 by 2012.² Table 1 below provides a population breakdown for the sub-region.

Table 1: Population Breakdown & Projections for the NE Sub-region

<i>Population Breakdown</i>	Actual 2002	Projections		% Change	
		2007	2012	2002-2007	2007-2012
North East sub-region					
Male	174,600	178,300	181,000	2.1	1.5
Female	182,400	185,800	189,400	1.9	1.9
Persons	357,000	363,900	370,200	1.9	1.7
<i>% of Northern Ireland popn.</i>	<i>0.21</i>	<i>0.21</i>	<i>0.21</i>		
Children (Under 16)	79,200	75,700	73,500	-4.4	-2.9
Working Age (16-64M/1659F)	219,200	223,400	224,700	1.9	0.6
Elderly (65-84M/60-84F)	53,800	58,800	64,900	9.3	10.4
Very Elderly (85+)	4,900	6,000	7,200	22.4	20.0

Source: Nisra

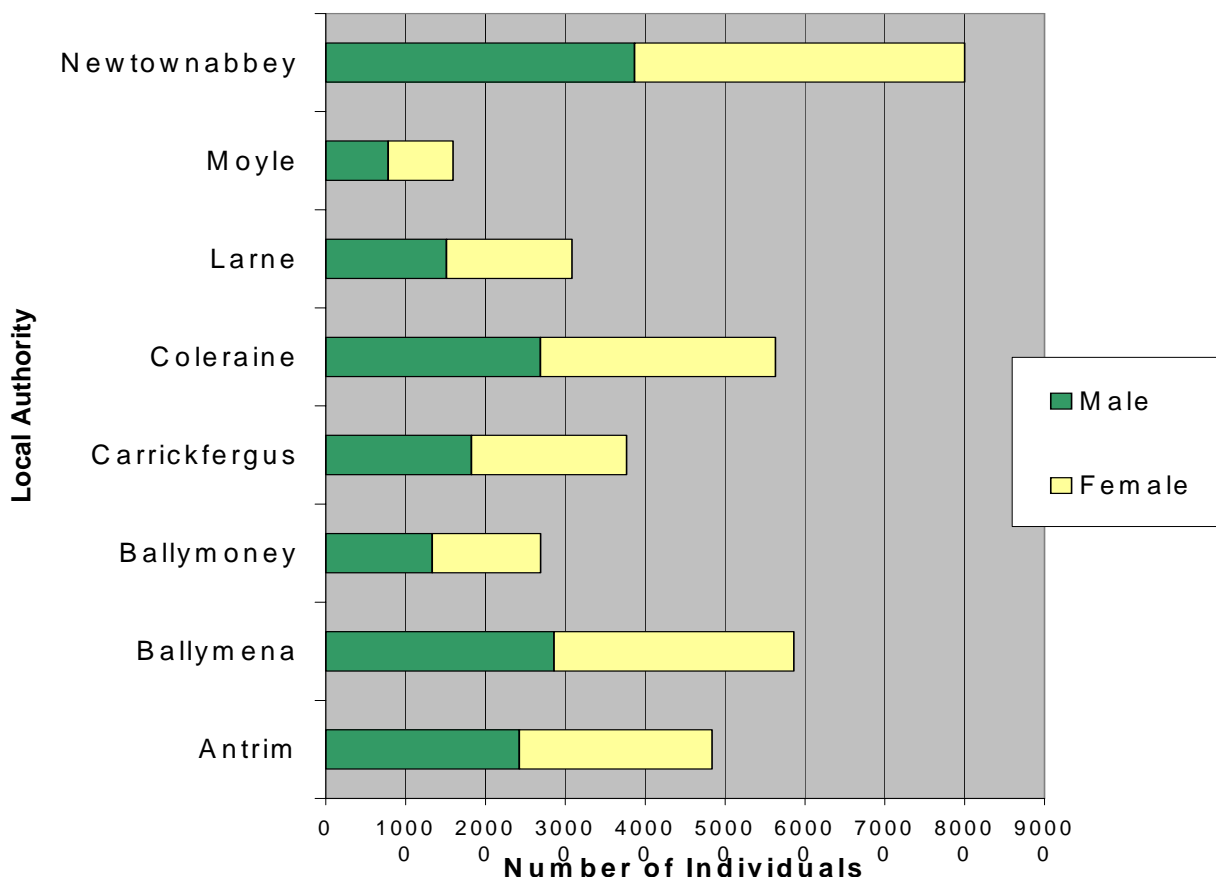
Of the total population in the area, 22% are aged under sixteen, compared to 23% in Northern Ireland and it is notable that the sub-region and NI as a whole are expected to demonstrate an ageing profile over the next six years to 2012.

The following graphic below provides a more detailed breakdown of the population spread within the NE sub-region and also illustrates that several NE LA's have 40,000 or more residents.

¹ Scoping Exercise for Local Economic Development Activity: North East Region, produced by CORE 2003 and prepared by Lestas Consulting.

² "Northern Ireland Census 2001 Population Report and Projection Estimates", NISRA for Department of Finance and Personnel, 2005

Diagram 1: Population Breakdown for the North East sub-region



1.2 Labour Market

According to DETI the total claimants in Northern Ireland in June 2006 stood at 27,424 or 4.5% of the available working population. The total claimants for the NE sub region was 5,834, representing 4.3% of the total working population in the sub-region and 21% of total claimants in Northern Ireland. The overall rate of unemployment in NI has remained relatively low for N Ireland in recent years e.g. EU average rate for 25 member states in April 2006 was 8.3%.

Employment

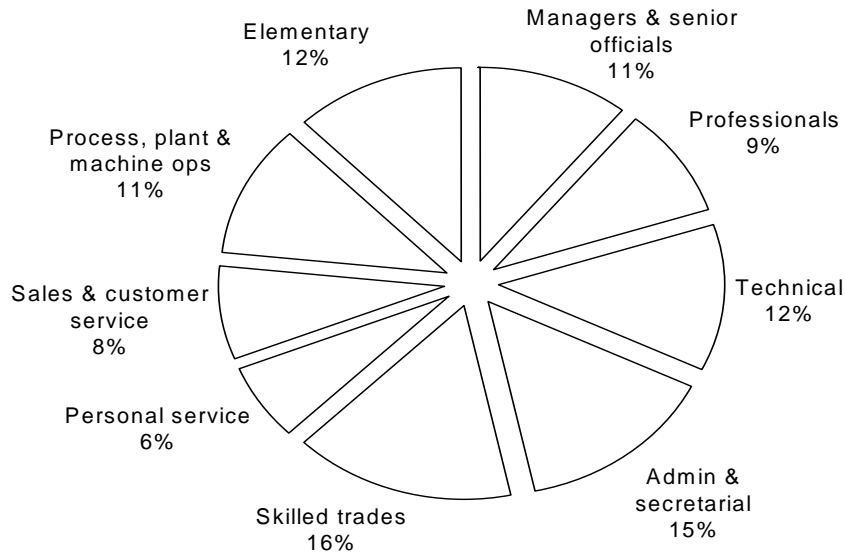
In the North East Scoping Study 2003 it was highlighted that in terms of the sub-regional employment profile, 67% are employed in a full-time capacity, and 33% on a part-time basis. The majority of males in the area tend to work on a full-time basis (full-time males 63%; females 37%), whilst most females work part-time (part-time males 21%; females 79%).

The Scoping Study also identified that in terms of types of employment, the majority of males (26%) work in skilled trades occupations; the majority of females (24%) in the area work in administrative and secretarial occupations.³

³ "Northern Ireland Census 2001 – Key Tables", NISRA for Department of Finance and Personnel, 2002

The following diagram gives a breakdown occupation groups for the sub-region as contained in the 2003 NE Scoping Study.

Diagram 2 Occupation Groups for NE Sub-Region



1.3 Industry Sectors

The 2003 NE Scoping Study Report highlighted that the majority (35%) of businesses are related to agriculture, hunting, fishing and forestry, although this sector is only responsible for providing employment for just under 2% of individuals in the area.

The 2002 NI Farm Survey indicated that there were a total of 5,203 farms⁴ in the sub-region, representing 18% of all farms in N Ireland; a quarter of the farms in the NE sub-region are located in Ballymena Borough Council area. In terms of agricultural labour force, 75% of individuals working on farms are full or part-time farmers and their spouses.

The 2005 Farm Survey highlights that the number of full-time farmers in NI has declined considerably over the past 15 years. For example, the 2005 NI Farm Survey highlights that the number of farms in the North East had dropped by 277 to 4,926 and that still represents 18% of the overall reduced number of 27,064 farms in NI.

Employment

The following table extracted from information provided in the NI Census Of Employment September 2003 illustrates the breakdown of employment in the various industry sub-sectors excluding agriculture in the NE sub-region.

⁴ "The Agricultural Census in Northern Ireland – Results for June 2002", Economics and Statistics Division of Department of Agriculture and Rural Development, December 2002

Table 2: Northern Ireland Census Of Employment
September 2003 (Sic 2003) Employee Jobs¹

Standard Industry Code (SIC) Sector	SIC 2003	Total NI Employment	% NI	Total NE Employment	% NE
Agriculture, Hunting & Forestry	A	486	0.07%	28	0.02%
Fishing	B	149	0.02%	17	0.01%
Mining & Quarrying	C	1,906	0.29%	179	0.14%
Manufacturing	D	91,884	13.95%	21,178	16.79%
Electricity, Gas & Water Supply	E	2,877	0.44%	-	-
Construction	F	36,010	5.47%	7,382	5.85%
Wholesale & Retail Trade; Repairs	G	112,322	17.05%	22,938	18.19%
Hotels & Restaurants	H	40,581	6.16%	8,165	6.47%
Transport, Storage & Communication	I	28,250	4.29%	7,841	6.22%
Financial Intermediation	J	17,124	2.60%	1,690	1.34%
Real Estate, Renting & Business Activities	K	57,925	8.79%	9,942	7.88%
Public Administration & Defence	L	63,510	9.64%	7,697	6.10%
Education	M	69,362	10.53%	14,136	11.21%
Health & Social Work	N	105,401	16.00%	18,632	14.77%
Other Service Activities	O	31,058	4.71%	5,211	4.13%
Total Services	G-O	525,533	79.77%	96,792	76.74%
TOTAL	A-O	658,845	100.00%	126,132	100.00%

1 Figures exclude agriculture but include animal husbandry service activities and hunting, trapping and game propagation.

Source: Northern Ireland Census Of Employment District Council Areas By Section September 2003 DETI Statistics Research Branch December 2003

The above table highlights that manufacturing accounts for approximately 17% of employment in 2003 and higher than the NI average while the public (e.g. LM&N) and service sectors (GH&O) sectors are among the most significant employment sub-sectors.

Of the 10,655 VAT registered firms in the NE sub-region 53% have been identified as having a turnover of less than £100,000 p.a. while 9% (980 businesses) had a turnover in excess of £1m. In addition many small firms in the sub-region (and across Northern Ireland) are not VAT registered and these typically employ less than ten employees and have an annual turnover of less than £50,000. Table 3 below provides a more detailed breakdown of VAT registered businesses in the NE by annual turnover.

Table 3: VAT Registered Enterprises by Turnover Size-band and District Council, 2004

Local Authority Area	Turnover size (£ ,000) e.g. shows number of VAT registered businesses in each category							TOTAL
	0 - 49k	50 - 99k	100 - 249k	250 - 499k	500k - 1m	1m - 5m	5m +	
Antrim	475	380	370	145	110	125	30	1,630
Ballymena	830	470	480	190	135	145	40	2,290
Ballymoney	400	265	275	105	60	80	10	1,190
Carrickfergus	140	140	135	60	50	40	15	575
Coleraine	525	360	405	200	125	135	30	1,785
Larne	350	220	185	75	40	35	10	915
Moyle	300	170	140	55	30	25	5	720
Newtownabbey	305	310	375	170	135	200	55	1,550
NE Sub-Total	3,325	2,315	2,365	1,000	685	785	195	10,655
% of NE sub-total	31%	22%	22%	9%	6%	7%	2%	100%

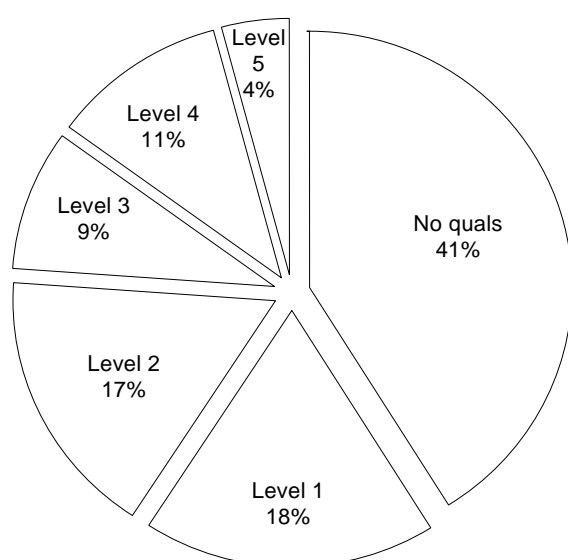
N Ireland Total	17,115	11,040	11,615	5,550	3,765	3,785	960	53,830
% of NI total	32%	21%	22%	10%	7%	7%	2%	100%

Source: UK Business: Activity, Size and Location, 2004

1.4 Social Exclusion

The NE Scoping Study Report (2003) identified that just over 41% of individuals aged between 16 and 74 in the NE sub-region have no qualifications, with an additional 18% being educated to Level 1 standard.

Diagram 3: Educational Attainment for NE sub-region



Key

Level 1: GCSE (Grades D-G), CSE (Grades 2-5), 1-4 CSEs (Grade 1), 1-4 GCSEs (Grades A-C), 1-4 'O' Level passes, NVQ Level 1, GNVQ Foundation or equivalents

Level 2: 5+ CSEs (Grade 1), 5+GCSEs (Grades A-C), 5+ 'O' Level passes, Senior Certificate, 1 'A' Level, 1-3 AS Levels, Advanced Senior Certificate, NVQ Level 2, GNVQ Intermediate or equivalents

Level 3: 2+ 'A' Levels, 4+ AS Levels, NVQ Level 3, GNVQ Advanced or equiv

Level 4: First degree, NVQ Level 5 or equivalents

Level 5: Higher degree, NVQ Level 5 or equivalents

1.5 Sub-regional Needs Consultation 2004-2006

Over the 2004 to 2006 period the Partnership has consulted⁷ with a wide range of partners and stakeholders regarding the needs of the sub-region and how these could be met through increased cooperation and collaboration. The following section helps highlight the range of issues and needs identified as part of this consultation.

It is worth highlighting that two of the main principals emanating from the entire sub-regional consultation exercise are the need for both integration and sustainability in the planning and execution of the future development initiatives for the North East. The main themes emerging from the sub-regional consultation to date can be summarised under the following broad headings;

- A. Regional Competitiveness
- B. The Environment
- C. Tourism Development
- D. Sustainable Communities

However, it must be noted that there is substantial overlap between the issues and potential actions identified under these themes.

A. Regional Competitiveness

In the context of increasing global market competitiveness Northern Ireland, as a region within the UK faces, many challenges if standards of living are to continue to grow or to be maintained into the future. For example, many businesses and particularly those in manufacturing can no longer compete with 'low cost' economies and to compete they have to increase productivity often resulting in job losses. Regional economic dynamic is therefore increasingly focusing on how to become both more resourceful and competitive and cooperation is viewed as an important means in achieving competitiveness.

- i. Investment in Infrastructure and the need for wider Spatial Planning
- ii. Emphasis on Business Development and Training
- iii. Focus on Education and Innovation

i. Infrastructure and Spatial Planning

The Regional Development Strategy (RDS) for Northern Ireland (2002-2025) and the related Area Plans – Northern, BMAP, Antrim, Ballymena & Larne provide the spatial framework for the development of the sub-region. They help to illustrate the various key hubs and corridors and how future economic development, transport, housing and so forth should be planned and guided.

⁷ For instance the NEP held thematic discussion workshops during November and December 2005 while our former sister organisation CORE also commissioned extensive research e.g. Scoping Exercise for Local Economic Development Activity - Summer 2003 and the Interim Evaluation of the North East Sub-regional Economic Development Programme - April 2005

Infrastructure Themes

Road: Road links within the NE include the main east/north-west (M2/A6 & A26) access routes and the A8 to Larne. There has been recent investment in these main routes, often involving EU funding intervention i.e. within the European TENS framework. Regional stakeholders are keen that all opportunities are taken to improve the main road arteries in the region as this can significantly enhance local and regional competitiveness.

Rail: The rail links from Belfast to Derry and Belfast to the Port of Larne require substantial future investment if they are to remain viable. The rail link between Antrim and Lisburn passing the International Airport was closed in 2004. Again there is a strong lobby in the region to retain and improve rail infrastructure and services.

Ports: The Port of Larne is one of the main commercial freight ports of the island of Ireland and also handles significant passenger traffic. Again there is thought to be an opportunity to attract cross border and interregional funding to improve port facilities. There is also regional support for the re-establishment of the Ballycastle to Campbelltown ferry service particularly in the interests of the tourism sector. Similarly trans-national cooperation on initiatives centred on short sea shipping and maritime safety offer potential opportunities for Larne and other smaller ports such as Ballycastle and Coleraine.

Airport: Belfast International Airport at Aldergrove is Northern Ireland's principal airport and handled some 5m passengers during 2005. In recent years there has been a number of new national and international air routes opened including direct flights to Europe and North American destinations. It is thought that much scope exists to develop the potential of the airport as a transportation and commercial hub and as such both road and rail links need to be improved.

Telecoms: It is felt that the region is relatively well serviced by telecommunications infrastructure including the availability of broadband services. However, there are few major businesses that are exclusively reliant on substantial 'band-width' for their activity such as call centres operating in the region.

Energy: The availability of energy and in particular 'cheap' energy is a key factor in the success of any regional economy. In recent times the cost of energy within N Ireland as a whole has been increasing and this impacts on regional competitiveness. Of particular interest to the North East has been the opening of the North-West gas pipeline in 2005 which now supplies natural gas to Ballymena, Ballymoney and Coleraine and the long-term contract between Ballylumford Power Station in Larne and the Electricity Supply Board in the Republic of Ireland which safeguards hundreds of local jobs. In addition there is much regional support for sourcing of alternative energy sources including renewable energies.

ii. Business Development and Training

The NE sub-region has a long tradition of industry and commerce. It is home to significant global and indigenous manufacturing companies such as FG Wilson, Ryobi, Gallahers, Nortel, Michelin, Diagio, Wrightbus, O’Kane Poultry, Dromona to name but a few. The manufacturing sector has faced continued global competition from low cost centres of production in recent decades and jobs continue to be lost, such as the recent closures of Farm Fed Chickens in Coleraine and Ballymoney Foods in Ballymoney with the combined loss of some 400 jobs. The challenge for the region is how to create the necessary business environment and dynamic to create new wealth and jobs in existing and emerging industries. At the same time support must be provided to smaller indigenous companies and new business start-ups. Organisations such as Invest Northern Ireland are at the forefront of this challenge supported by a wide range of NI wide and regional organisations such as LEA’s, Councils and Colleges.

Sub-regional issues identified include the following;

- In terms of business culture there is thought to be a lack of confidence in the North East region in comparison to that currently existing in other sub-regions of Northern Ireland such as Newry and Mourne. For example, the level of business start-up in the region is below the NI average. It was suggested that this confidence could be improved through involvement in ‘cooperation’ initiatives. For example, best practice in the field of developing entrepreneurship, management development, business incubation, emerging technologies and so forth can be exchanged through European networks and networking.
- In terms of export markets and in particular the Republic of Ireland, there is a perception that getting paid will be a major problem. It is felt that InterTradeIreland can play a leading role in encouraging and facilitating regional participation in north-south trade initiatives and as such could consider appointing a specific regional resource in the first instance e.g. on a pilot basis.
- There is a distinct lack of “softer” networking being done by local businesses. This is the basis for longer-term formal building of business relationships and need not be complex.
- There is also a gap in support emerging at the micro business level. Invest NI’s focus is moving increasingly towards larger export oriented firms.
- The influx of economic migrant workers to the region was also viewed as a recent trend that needed attention. These workers are filling a skills gap that can help local businesses maintain competitiveness. However care needs to be taken regarding their working terms and conditions and how they can be integrated and accepted within local communities.
- It is recognised that sub-regional competitiveness depends on a number of interrelated factors such as infrastructure, availability of capital/human resources and several ‘uncontrollable’ factors including the rate of corporation tax.

iii. Education and Innovation

The role of education and the need for innovation are viewed as a double-edged sword in propelling the NE sub-region into the 21st Century. It is accepted that Northern Ireland's education system is of a high standard but that education needs a high degree of flexibility in order to meet the challenges posed in a changing global economy. The challenge involves linking education and training initiatives to local business needs and in forming networks that can improve competitiveness. The success of the Celtic Tiger economy and the focus given to education can also provide invaluable lessons.

Universities: The University of Ulster has two campuses within the NE sub-region, however there are several question marks over the benefits incurred within the region? How can the R&D potential be exploited? What linkages exist between the further education sector, the SME sector and the universities? Is there the potential for the region to market itself on a particular specialism derived from the universities, e.g. engineering?

Institutes of Further Education: The 'RIM 21' is a cross border robotics programme being implemented by the North East Institute in conjunction with Sligo IT College. The project had secured €1.4m from the current INTERREG IIIA programme and is having a significant regional impact in the North East. In essence it is allowing NEI to position itself as a Centre of Excellence in robotics and establish strategic linkages with major employers in the engineering and manufacturing sectors. It is recognised that the merger of the existing three institutes in the NE can offer much future potential for cross border, interregional and trans-national cooperation.

Skills Gap: It is suggested that the low unemployment rates currently being experienced in the region somehow mask several realities. It is felt that a skills gap exists and that pockets of hidden economic inactivity were being ignored, for example women returners, farm families and people with disabilities. Even where job opportunities exist for women, they are predominately low paid or part time. It was suggested that there are 'real gaps' in terms of the essential needs of people in employment which impede them from furthering their careers. There may be some potential to look at programmes that assist both employees and employers by providing essential skills within the workplace?

Entrepreneurship/Business Start-Ups: There was a general perception that there is a lack of entrepreneurship within the North East. One of the reasons contributing to this is the 'risk adverse' business culture? At the other end of the scale it is suggested that the North East suffers from a lack of support at a management level. Again there may be some merit in providing specific North East management development programmes linked to cross border initiatives.

Best Practice: Business to business benchmarking needs to be supported and this could possibly be provided through cooperation and collaboration. There is broad consensus that there needs to be greater awareness within the North East

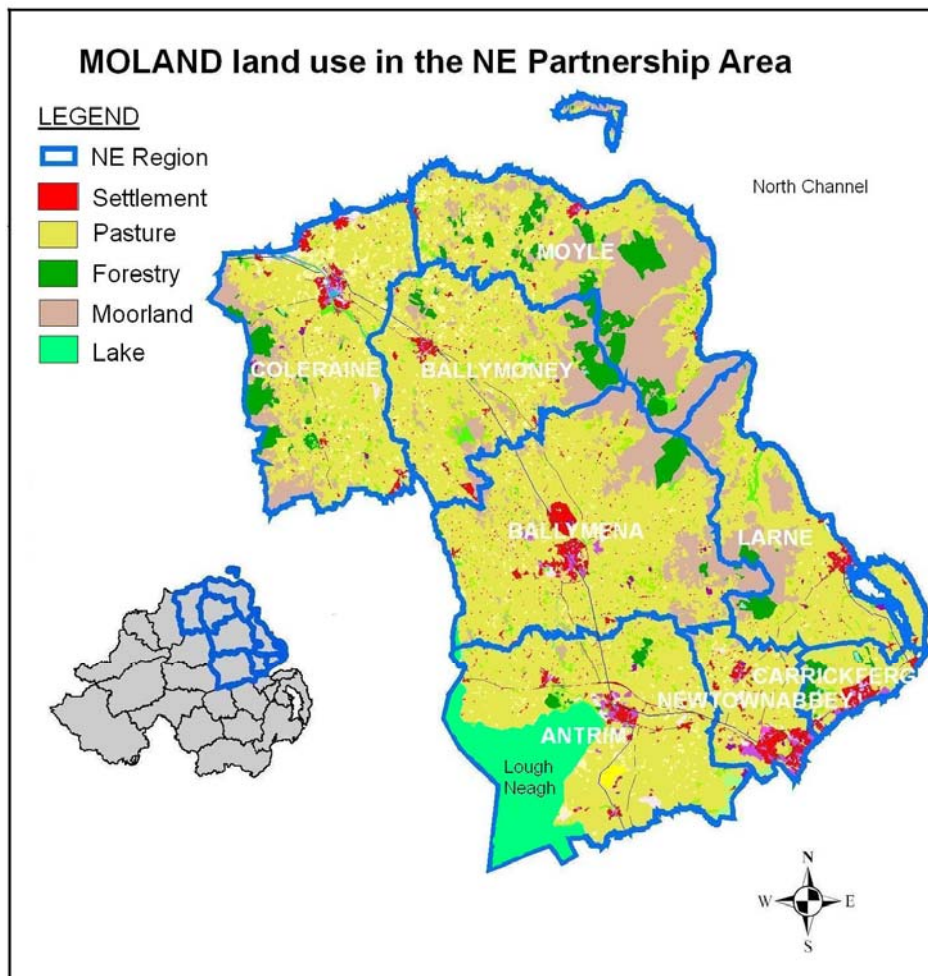
region of cross border and other collaborative opportunities for SME's, sharing of best practice etc.

B. The Environment

In recent years concerns over global warming, pollution and reliance on fossil fuels has heralded a renewed focus on the need for environmental sustainability. The disciplines of environmental management and protection are increasingly coming to the fore as key objectives at local, sub-regional, national and global levels. For example the focus of the 'Kyoto' Agreement is on reducing worldwide CO₂ emissions, while sustainability is at the core of the EU 'Gothenburg' Agenda.

The NE sub-region has a rich and varied landscape ranging from substantial urban settlements, fertile farmland, forests, moorland, rivers, loughs and coastline. Increasingly EU legislation is being imposed on a wide range of organisations to enforce management and protection. For example the nitrates initiative under CAP reform impacts on agriculture and similarly waste management legislation will impact on local council budgets and on commerce and industry.

Map 3: Land use in the NE sub-region.



(c) Reproduced by permission of Ordnance Survey of Northern Ireland - Spatial Indicators Project funded through the Interreg IIIA Ireland/NI Programme

The issue of sustainability is viewed as a key priority for the NE sub-region and is a subject area that can benefit from increased levels of cross-border, interregional and trans-national cooperation; Potential subject areas include;

- i. Agriculture and Landscape
- ii. Waste Management and Recycling
- iii. Management of Coastal and Marine Resources
- iv. Protected Area Management including Causeway World Heritage Site
- v. Adoption of Renewable Energies

Environmental Themes

i. Agriculture & Landscape

The reform of the EU Common Agricultural Policy (CAP) and in particular the proposed dramatic decline of support after 2013 affords the North East region several years to help meet future challenges. The significant farming sector in the region has experienced decline for a number of years but more recently the 'middle tier' of full-time farming families have felt the full force of this decline as costs increase and farm-gate prices reduce. In short, farm incomes have not increased in line with other sectors and many farmers have to leave the industry and/or find alternative forms of on-farm or off-farm income. In the shorter term the focus of EU funding support will support farmers for the environmental management of the landscape rather than on increasing productivity.

Programmes for Rural Development can often support this transition by offering opportunities for skills retraining, farm diversification and so forth. Interestingly, with the pending energy crisis the forestry sector may receive a welcome boost as the demand for biomass products such as rape seed and biomass may become economically attractive. Cross border projects such as the DARD led North/South 'RENEW' initiative are already investigating the potential of biomass with the farming community.

The Causeway Coast and Glens Heritage Trust (CCGHT) based in Arroy covers several local council areas in the North East and the aim of the Trust is to promote environmental management and sustainable tourism that aims to protect and enhance the unique heritage of the region. The trust has several UK, EU and worldwide partners that network to discuss good practice on a range of subjects from 'green' tourism to the management of national parks.

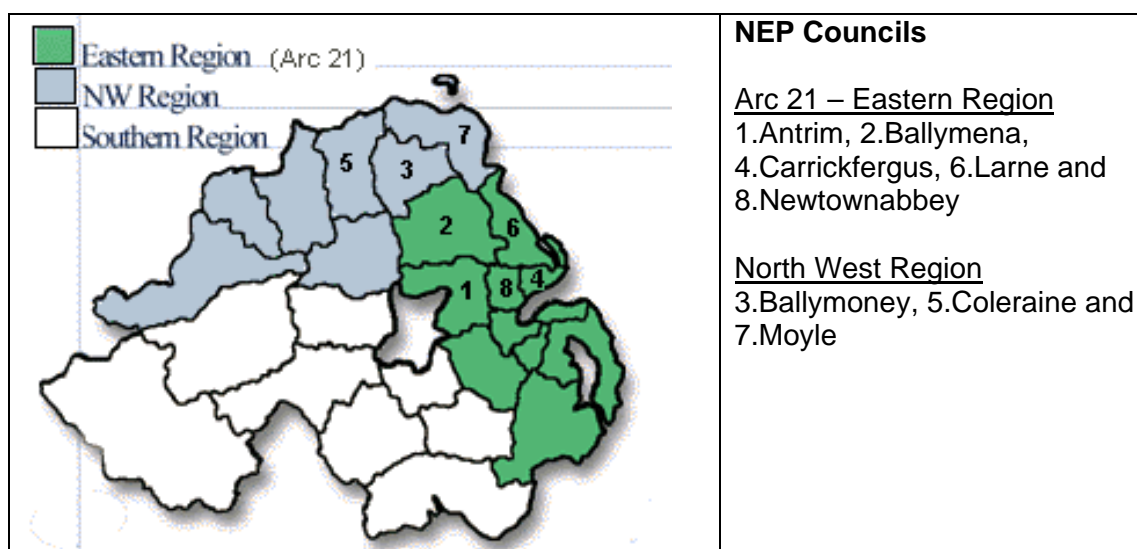
Access to the countryside for the purposes of tourism, sport and recreation is an important and often disputed subject area. There needs to be a good balance between provision for access with environmental, farming and other concerns. For example the Environment & Heritage Service (EHS) and partners have produced a management plan for the Giants Causeway - World Heritage Site (WHS).

ii. Waste Management & Recycling

Waste Management is one of the biggest and often most controversial issues facing modern economies and regions. It is also a subject where cooperation between countries and between regions is of vital importance. The management of industrial, agricultural, human and municipal waste is an expensive challenge and one with which new European legislation and directives are being faced. There are currently two waste management groupings that impact on the NE sub-region namely Arc 21 and the North West Waste Management Groupings both of which have developed detailed regional strategies for waste management and recycling.

In the case of the North West and Southern groupings there is currently strategy in place for cross border cooperation with relevant partners in the Republic of Ireland. Again there are thought to be many opportunities for the NE to benefit from the knowledge and technology of our EU partners through participation in EU networks and initiatives.

Map 4: Regional Waste Management Strategy Groupings in Northern Ireland



iii. Coastal and Maritime Management and Protection

The North East sub-region has an extensive and interesting coastline. The coastline takes in sea cliffs, glens, beaches and geological features including the world famous basalt formations otherwise known as the Giants Causeway and the raised beach that forms the bed of the Antrim Coast Road. In addition, Northern Ireland's only inhabited off-shore island Rathlin lies six miles from Ballycastle and while Antrim council has no sea coast it does have a 30 mile section of Lough Neagh 'shoreline.' The management and protection of these resources is vital to the region as they form a key ingredient of its fabric and unique features. As such the region can learn from others with regard to issues such as coastal erosion and the management of marine and natural resources. There is also thought to be much opportunity to work on common issues with partners in Counties Donegal, Sligo and Louth and with west coast of Scotland.

iv. Protected Area Management

The North East sub-region contains a number of sites of natural environmental significance. The Giants Causeway is designated as a World Heritage Site (WHS), the only such site in N Ireland and one of three on the entire Ireland. Others designated sites include the Causeway Coast & Glens Area of Natural Outstanding Beauty (ANOB) and Lough Neagh and Lough Beg are European RAMSAR sites. Again there is thought to be much opportunity to form linkages with partners in Rol, Scotland and beyond that can add value and knowledge to the various designated sites in the sub-region

v. Renewable Energy

Given the current publicity surrounding global warming and increasing energy costs it is no surprise that there is much enthusiasm for the development and adoption of renewable energy sources in the NE sub-region. The example of Antrim Area hospital installing its own 660 kilo-watt wind turbine was cited as positive progress but that much more can be achieved. Similarly, the need for an environmental balance was also recognised, such is the case with the topical proposal for an offshore wind farm at Portstewart. It was also recognised that potential partners in many of EU member states have a vast knowledge and experience of renewable technologies.

C. Tourism

It is recognised that the NE sub-region has a significant tourism 'offer' within the context of Northern Ireland and increasingly the island of Ireland. With attractions such as the Giants Causeway World Heritage Site (WHS), several traditional seaside resorts and annual events such as the North West 200 motorcycle races, tourism is estimated to be worth some £60m to the sub-region annually.

The overall strategic context for the future of tourism development in the NE sub-region is, for the exception of the Antrim Borough, identified within the Causeway Coast and Glens 'Tourism Masterplan' 2004-2013.⁸ This is an ambitious £50m plan that includes both marketing and product development. The Masterplan identifies a number of actions including the development of a strategic tourist trail linking the key tourist attractions in the sub-region with other main gateways and attractions. Notably the plan also refers to the potential for further linkages from this trail to both County Donegal and Scotland.

Since the early 2000's NITB and Failte Ireland have collaborated under the auspices of Tourism Ireland Limited (TIL) to market the island to strategic overseas markets. While one of the main objectives of TIL is to increase the number of overseas visitors to the island there is also a desire to spread the impact of visits more evenly on a north/south basis i.e. support the more fledgling NI tourism market. It is also worth noting that the Causeway Coast and Glens RTO embarked on its first cross border marketing programme in 2005

⁸ Causeway Coast & Glens Tourism Masterplan 2004-2013 April 2004 – <http://www.detini.gov.uk>

partnering with North West Tourism based in Sligo. The resultant joint marketing programme looks at spreading the benefit of the islands significant tourism industry to both the Glens and Lakeland regions.

Other notable developments that impact on the regions tourism industry included the growth in the numbers of weekend and city breaks associated with changing lifestyles, the emergence of low cost air fares and new air access routes. The need to engage with the private sector is also recognised as an important topic area that needs more future consideration and valuable lessons on this and a range of other issues could be gained through cross border and trans-national networking initiatives. Similarly the need for quality standards to permeate the entire industry is viewed as key to the future success.

There are several potential strands where sub-regional stakeholders see opportunities emerging from increased levels of cooperation and collaboration;

- i. Implementing the Causeway Master-plan
- ii. Maritime Tourism
- iii. Cultural Tourism
- iv. Green Tourism
- v. Development of Tourism Gateways
- vi. Development of Lough Neagh and Lower Bann Tourism Product

i. Implementing the Causeway Master-plan

The Causeway Coast and Glens 'Tourism Master-plan' is the key tourism blueprint for the region up until 2013. The key regional delivery organisations for the Masterplan include the Northern Ireland Tourist Board (NITB), the Causeway Coast and Glens Regional Tourism Organisation (CCG-RTO), the Causeway Coast and Glens Heritage Trust (CCGHT) and the eight local authorities in the CCG region. The Masterplan is undoubtedly an ambitious plan and the acquisition of the resources needed is a major challenge facing the delivery partners. That said much progress has been made since 2004. For example there are now plans in place to redevelop the Visitor Centre at the Giants Causeway WHS, the winning design submitted by Dublin based architects Heneghan Peng and a £750,000 investment in Visitor Trail Signage is currently being implemented by NITB.

ii. Maritime Tourism

The growing interest in sailing in Ireland and the UK and historical linkages between the North East to Scotland and the Scottish Islands are viewed as a major opportunity for maritime tourism development. For example, many sailboats currently use the Irish Channel travelling from marinas such as Bangor and Carrickfergus to Scottish islands. It is worth noting that there are significant plans to develop a marina in Stranraer now that the ferry operation has moved to Cairnryan and similarly there are a series of planned marina investments in County Donegal that can link to the NE.

There are question marks over whether other marinas in the North East region such as Coleraine and Ballycastle have the capacity to cope with more boats. Similarly the cross border 'North West Maritime' festival being held during the

summer of 2006 is viewed as a positive initiative in that it can encourage more sailing boats around the NE coastline.

iii. Cultural Tourism

There is much scope to pursue themes and events that are distinct to the North East region but that have north/south, east/west and other transnational connectivity. For example cooperation on cultural tourism related to 'Ulster Scots' heritage could see partners developing niche markets in North America. Similarly there is opportunity for tourism development linked to the ancient sea kingdom of Dalriada. The annual 'Clash of the Celtic Giants' weekend event in Glenarm Castle could also benefit from a north/south and east /west cooperation dimension.

iv. Green Tourism

The CCGHT currently plays a leading role on rural tourism development in the region. The Trust is particularly keen to develop sustainable tourism product and practice and 'green' or 'eco-tourism' as a key marketing/branding label. To this effect the Trust has helped pioneer a pilot green tourism accreditation scheme. It was highlighted that many visitors to the region say that the environment is what they like most about the North East and in particular the Antrim Glens and Rathlin Island.

v. Tourism Gateways

There is recognition that gateways play an increasingly important role in tourism. In most instances the ports and airports are the visitors main point of entry and where initial impressions are made. Similarly there is recognition that Belfast and Dublin are significant gateways given the increase in the popularity of short city breaks. In the case of Belfast the challenge is to attract visitors to spend some time in the wider NE region such as the relatively short journey to Carrickfergus Castle. Similarly the ferry routes from Larne to Scotland are seen as a vital link particularly within the concept of the strategic 'Causeway Tourism Trail'. It is also worth noting that Antrim Borough Council is currently working with the Belfast Visitor and Convention Bureau (BVCB) to develop the Belfast International Airport gateway at Aldergrove.

vi. Development of Lough Neagh and Lower Bann Tourism Product

Antrim Borough Council is the only local authority in the North East region, which borders Lough Neagh. Covering some 150 square miles it is the UK's largest freshwater lake and empties into the Atlantic Ocean via the 40-mile Lower Bann river. The council is a member of two main collaborative consortiums namely the Lough Neagh and Lower Partnerships that aim to manage the natural resources while at the same time develop the regions underdeveloped tourism potential. For example circa £1m has been invested in developing a cycling trail around the Lough in recent years, while the potential re-opening of the Ulster Canal would link both Lough Neagh and the Lower Bann to the Shannon system.

D. Sustainable Communities

Given that it has a population of some 350,000 inhabitants it is no surprise that communities are a key sub-regional priority. In defining sustainable communities the newly created UK Department for Communities and Local Government⁹

“Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.”

In accordance to the UK Department for Communities and Local Government the main components of sustainable communities are:

- Active, inclusive and safe
- Well run
- Environmentally sensitive
- Well designed and built
- Well connected
- Thriving
- Well served
- Fair for everyone

A fuller description of these components is contained in Appendix B

Sustainable Communities in the NE sub-region

The discussion around sustainable communities in the NE sub-region touched on a number of the guiding principles outlined above. It is suggested that NE sub-regional participation in cross border and trans-national initiatives can have real benefit in helping sustain communities. Potential strands that are thought to offer greatest potential for cooperation under INTERREG ‘IV’ are highlighted as follows while several cross border opportunities will undoubtedly emerge from the PEACE III programme.

- i. Local Governance
- ii. Community Development
- iii. Urban and Rural Regeneration
- iv. Environmental Initiatives
- v. Social Economy
- vi. Health and Well-Being

i. Local Governance

⁹ Dept. for Communities & Local Government (DLCG) est. May 2006 - <http://www.communities.gov.uk>

It is suggested that local authorities in particular can collaborate on initiatives focusing on common issues e.g. models of community participation such as the Scottish Community Planning model or on e-governance etc.

ii. Community Development

It is claimed that community capacity is somewhat weak across the NE region in comparison to other regions within Northern Ireland. This lack of capacity is often demonstrated in the relatively poor take-up of public and European grant support for community led initiatives. The community sector is supported through a number of networks, organisations and agencies. In terms of rural community development the Oakleaf and North and South Antrim Rural Support Networks provide a broad range of services and also lead on strategic policy development on areas such as healthcare and transport. There are also a number of urban support networks but these do not typically have the same profile and resources.

It is suggested that these groups should be encouraged to enter into more collaborative working arrangements. Likewise, the development of the social economy presents an opportunity to facilitate sustainability of the sector. Cross border and trans-national funding opportunities can further enhance relations and promote mutual understanding between communities often with differing cultures and traditions. It is also suggested that more research needs to be conducted on the profile and needs of the community sector in the North East and how the various organisations and networks can become engaged in cooperation initiatives.

ii. Urban & Rural Regeneration

Urban regeneration can be classified under two main headings namely town and village regeneration and community infrastructure. Many towns and villages have based on capital focused regeneration schemes in recent decades. For example the 'CRISP' initiative funded by the International Fund for Ireland (IFI) and partners has improved the fabric of many towns and villages through environmental improvements, creation of enterprise units and stimulation of private sector investment in redundant buildings. The Department of Social Development (DSD) has also recently led significant urban regeneration programmes targeting urban areas most in need such as the Ballysally estate in Coleraine and the Ballykeel estate in Ballymena. Other notable urban regeneration initiatives are led by a range of organisations including local councils, town centre management companies, Chambers of Commerce and village development associations.

Community infrastructure tends to focus more on the range of services available in urban centres and housing and impact on residents sense of local ownership and well being. These services range in nature from crèches, youth clubs, centres for unemployed to daycare services for the elderly. Increasingly tailored initiatives are being developed to cover a range of specific themes from healthcare to community leadership. Again there is thought to be an opportunity for the region to engage in cooperation initiatives with towns like Drogheda in the Irish Republic that face many similar socio-economic issues.

iv. Environmental Initiatives

Environmental initiatives can impact positively on community well being from the creation of community woodlands, promotion of sustainable community transport to the promotion of community based recycling schemes. Health related projects could include provision for increased levels of access e.g. for walking and cycling and for the disabled. This sub-heading is thought to offer much opportunity for cooperation between NE partners and others.

v. Social Economy

The social economy is viewed as a small but significant sector that offers much scope for the North East region. In short, the sector can facilitate local communities to meet local social and economic needs and in so doing sustain both their organisation and community. Social Economy Enterprises typically have 3 common characteristics;

- **Social Aims** – they have explicit social aims such as job creation, training and provision of local services. They also have ethical values including a commitment to local capacity building.
- **Enterprise Focused** – they are directly involved in the production of goods and the provision of local services to a market. They seek to be viable, making a surplus from trading.
- **Local Ownership** – they are autonomous organisations with governance and ownership structures based on participation by stakeholder groups or by trustees. Profits are distributed as profit sharing to stakeholders or used for the benefit of the community.

There are thought to be many lessons to be learned and transfer of knowledge from social economy projects in the Irish Republic, Scotland and elsewhere within the UK and Europe.

vi. Health and Well Being

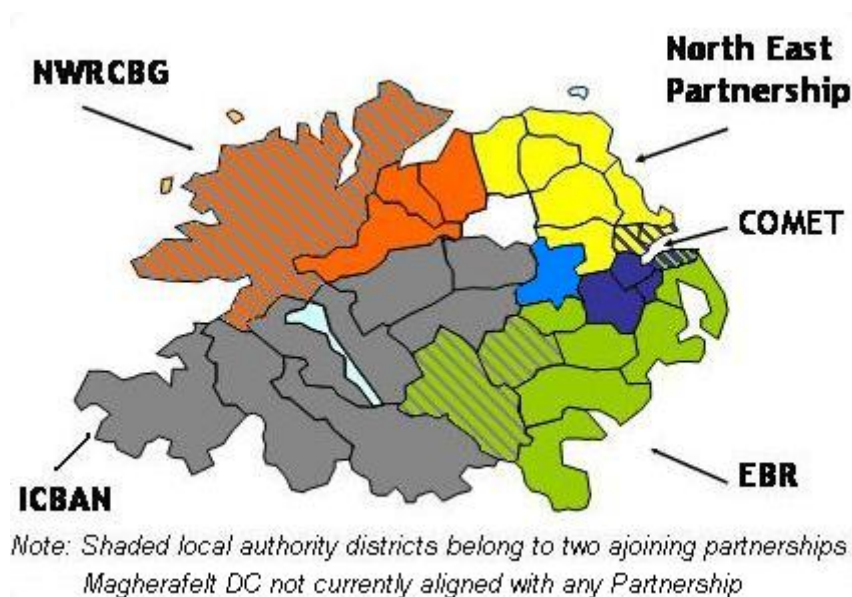
The health and well being of the communities residing in the North East is a primary concern for many stakeholder organisations. There are two primary strands namely within a rural or urban context. In this context rural development initiatives can centre on such topics as crime prevention for the elderly, education and transport projects. It is also worth noting that the cross border health initiative 'CAWT' (Cooperation & Working Together) received €10m funding but does not presently cover the Northern Health & Social Services Board (NHSSB) area that covers the NE sub-region.

Section 2: The North East Partnership

The North East Interreg Partnership was formed in 2004 to help progress many of the aims and objectives of the sub-region through cooperation with other regions. We receive financial support from the Special European Union Programmes Body (SEUPB) under the current INTERREG IIIA Ireland/Northern Ireland Programme 2000-2006 and from our eight member councils.

INTERREG¹⁰ is a European Union community initiative and the specific Ireland/Northern Ireland IIIA programme is valued at €182m. The NEP is one of five 'INTERREG IIIA Partnerships' currently co-funded by SEUPB. Three of these have cross border membership while the NEP and COMET do not.

Map 5: INTERREG IIIA Partnerships for Ireland/NI Programme



At present the geographic area we cover takes in the eight member council areas namely; Antrim, Ballymena, Ballymoney, Carrickfergus, Coleraine, Larne, Moyle and Newtownabbey. An unincorporated association, the Management Committee of 24 members consists of two main strands, half nominated from the statutory sector and half from social partner sector. The Partnership has had a full-time secretariat since late 2004 consisting of a Development Manager and an Administrator.¹¹

2.1 Context and Positioning

A detailed analysis, developed from our consultation process, of the opportunities and threats facing the region and our strengths and weaknesses in addressing them, has concluded that the North East Partnership is in a

¹⁰ Further details on the INTERREG IIIA Ireland/Northern Ireland Programme can be found on the SEUPB web site (<http://www.seupb.org>)

¹¹ Further details on the NE Partnership can be found on our website (<http://www.nepartnership.org>)

favourable strategic position to help progress regional development initiatives post 2006.

There is currently no other broadly focused regional development organisation of similar size and scope in the North East region. All stakeholders recognise the importance of our work and have indicated initial support. To exploit this strategic position successfully we need to be clear about our focus and priorities, demonstrate that our advice and support is well grounded and effective, be open, participative, and consultative in our processes and act in a spirit of partnership with the many groups and other organisations with a similar focus.

We will do this through the aims and objectives of the strategic plan and their detailed implementation. The timing of this strategy coincides with several significant developments;

- 1) The European Union budgetary period 2007-2013. While the main focus of EU regional funding policy will focus on the 'convergence' of the ten new member states there will be a number of specific cross border and transnational funding programmes that can provide benefit to the North East sub-region. Within the future EU funding framework both the Lisbon and Gothenburg Agendas¹² will play a determining role in the types of activities that the EU is likely to support. The EU member states are currently in discussions to finalise the size and shape of these programmes and the SEUPB has recently embarked on the Ireland/Northern Ireland programme consultation on behalf of UK and Irish governments.¹³
- 2) There is also a strong lobby¹⁴ emerging for a distinct Ireland/Northern Ireland/Scotland element to future Ireland/Northern Ireland cooperation programme for the period 2007-2013. This obviously affords much opportunity for the North East region given its close linkages to South and West of Scotland as well as traditional linkages to the Border Counties such as County Donegal. In short the Partnership believes it can play a pivotal role in the future development and delivery of this element of the programme and proposes to set in place a structure that can facilitate practical North-South and East-West cooperation.
- 3) Under the next round of EU structural funds the proposed Peace III Programme for Northern Ireland and the Border Counties is to be funded under the Territorial Cooperation (TC) measure. Due to the cross border nature of this funding the NEP and the other existing cooperation partnerships may be in an advantageous position to help deliver certain aspects of this programme?

¹² To meet the expectations of its citizens, the [Lisbon](#) (March 2000) and [Gothenburg](#) (June 2001) European Councils defined a broad strategy to increase the competitiveness of the EU and achieve sustainable growth.

¹³ SEUPB timeframe is to hold initial consultation on programme development by end of June 2006, followed by public consultation on proposed programme in the Autumn with a view to EC adopting these proposals in January 2007 and the programme operational by Summer 2007

¹⁴ The Scottish Parliament 'Inquiry into Possible Co-operation Between Scotland and Ireland' during 2005/2006. (<http://www.scottish.parliament.uk/business/committees/europe/reports-06/eur06-03.htm>)

- 4) There is growing recognition that on the island of Ireland cross border funding programmes and initiatives have largely concentrated on the immediate border corridor over the past two decades. Academic research¹⁵ and political feedback suggests that post 2006 the policy makers are likely to want to focus much more on both strategic and practical all-island cooperation. In a similar vein a recent report by InterTradelreland¹⁶ focuses on joint collaboration and on spatial strategies for the entire Island.
- 5) The Review of Public Administration in Northern Ireland (RPA)¹⁷ as announced in November 2005 and March 2006 outlines a series of proposed measures that impact on the delivery of public services in Northern Ireland. Among the proposals is a reduction in the number of local councils from 26 to 7 that could lead to a reduction in our member councils from 8 to 2 as illustrated below. In turn these new councils would be given more statutory responsibility and functions including sub-regional development. Under the RPA the review of roles and numbers of the various 'quangos' can also help lead to a more coordinated/integrated approach to development and delivery. Indeed the future function of our Partnership could compliment the aspirations of the RPA and our partner councils.

Map 6: New Groupings under the RPA Seven Council Model



¹⁵ For example the 'Mapping Frontiers' Project which represents a joint project between Queen's University Belfast and University College Dublin (www.mappingfrontiers.ie)

¹⁶ Spatial Strategies on the Island of Ireland – Development of a Framework for Collaborative Actions – InterTradelreland – June 2006

¹⁷ For more details on the impact of the Review of Public Administration visit (www.rpani.gov.uk)

(c) Reproduced by permission of BBC Northern Ireland

- 6) The closure of CORE, the sub-regional economic development umbrella for the North East, in late 2006 is also likely to impact on the future role of the Partnership. CORE was established in the mid 1990's as an economic development collaboration vehicle by the same eight local authorities that are currently members of the North East Partnership (Antrim, Ballymena, Ballymoney, Carrickfergus, Coleraine, Larne, Moyle and Newtownabbey). The CORE Joint Committee consisted of the eight council Chief Executives and eight elected representatives from each of the respective councils. In turn CORE initiatives were serviced by a dedicated Secretariat working to the Joint Committee and alongside the Council Economic Development Officers. Example of collaborative sub-regional projects implemented over the past decade include;
- Inward Investment Programme
 - Franchise Start Programme
 - Building/Construction Cluster
 - Craft Cluster
 - I.T. Tendering Support System
 - North-East Region Scoping Exercise
 - CANITA Project (North American links)
 - Meet the Buyer Programme
 - The creation of North East 'Interreg' Partnership was facilitated by CORE and the SEUPB.

With the closure of CORE our local authority members may wish to review the overall sub-regional development context of the Partnership? This is obviously a strategic issue and one we look forward to discussing with our partners in the near future.

2.2 Meeting Stakeholder and Partner Expectations

The North East Partnership intends to work closely with our sub-regional partners; local authorities, local business and industry, universities, colleges and schools, discipline groups and various other stakeholder organisations. In so doing we can help them maximize their participation, learning and benefit from being involved in cooperation initiatives. We will also work with the SEUPB and the governments of the UK and Northern Ireland and their respective departments and funding bodies to create the best policy environment to enable this to happen.

Organisations and Institutions can expect us to influence national and regional policy on their behalf; to provide them with tools, practical solutions and research evidence; to organise networks for managers and provide developmental support.

Disciplines and themes can expect us to organise thematic networks and to provide advice, information and resources.

Organisations and associations can expect us to support collaborative activities; to provide strategic advice in a competitive climate; to influence policy and to help build the regional capacity.

Governments and funding bodies can expect us to contribute constructively to the development and implementation of policy and practice which influences regional capacity and experience and to use effectively the funds provided to us for this purpose.

Underpinning our work is a commitment to:

- Equality and diversity e.g. section 75 of the Northern Ireland Act 1998¹⁸
- Partnership
- Sharing good practice
- Accountability
- Transparency
- Environmental sustainability as per EU 'Gothenburg Agenda' and the soon to be released N Ireland Sustainable Development Strategy¹⁹
- A European and International perspective
- Maintaining high standards of service

2.3 Mission / Strategic Aims and Objectives

The Partnership's mission is:

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

In essence the Partnership aims to stimulate and facilitate initiatives that can contribute to the economic and social well being of the North East region through the vehicles of joint cooperation and collaboration. Aligned to this mission we have identified several aims and objectives:

¹⁸ As per Section 75 the guidelines published by the Equality Commission for NI <http://www.equalityni.org/index.cfm>

¹⁹ Details of this strategy will be published on <http://www.sustainable-development.gov.uk>

Aims & Objectives

1. To be an authoritative and independent voice on EU and Government policies that influence and impact on the North East
 - a. To become a champion for the development of the North East sub-region
 - b. To become a credible provider of strategic policy advice
 - c. To establish relationships with key stakeholder bodies to advise and influence public policy related to cooperation initiatives
2. To provide hands on support to organisations wishing to become involved in cooperation programmes and initiatives
 - a. To develop programmes of support based on regional needs
 - b. To work with organisations in developing their capacity for involvement
 - c. To inform and advise organisations on issues concerning cooperation
3. To promote good practice in all aspects of cooperation and collaboration
 - a. To provide high quality information, advice and support
 - b. To be a key source of and ensure effective use of information and resources on good practice
4. To act as a focal point for any future Ireland/NI/Scotland cooperation programme
 - a. To provide a platform for north/south and east/west cooperation e.g. the establishment of a joint cooperation forum for the eligible area under the new Ireland/NI/Scotland Programme 2007-2013
5. To promote and facilitate more involvement in EU transnational and other programmes
 - a. To provide the necessary advice and support to sub-regional organisations
 - b. To work with other partners & SEUPB in collaborative actions focusing on trans-national projects
 - c. To identify other programme opportunities such as National Lottery, International Fund for Ireland and others
6. To lead the development of research & evaluation to improve regional capacity
 - a. To play a leading role in identifying research and evaluation issues relating to cooperation
 - b. To synthesise and disseminate information from research, evaluation and other sources about all aspects of cooperation
 - c. To provide high quality evaluation advice and services
7. To be a responsive, efficient and accountable organisation
 - a. To find out what sub-regional needs and support these needs
 - b. To ensure responsible use of resources
 - c. To gain recognition as a good employer
 - d. To deploy professional systems including financial/monitoring procedures
 - e. To develop and implement a marketing and communications strategy

f. To act in an environmentally responsible manner

2.4 Future Role of the North East Partnership

As stated at the outset, this strategy plan is designed to take us through to 2013, but it is not set in stone. We operate in a dynamic environment and need the flexibility to adapt to changing circumstances.

Short Term

In the short term the Partnership will continue to focus on positioning the North East Sub-region to take advantage of the opportunities presented by EU and other Programmes focused on cross-border and trans-national cooperation e.g. the Interreg 'IV' Programmes 2007-2013.

Short-Medium Term

In the short to medium term the Partnerships appreciates the need for discussion around issues pertaining to the introduction of the RPA and the closure of CORE. This discussion will primarily take place with our council partners and focus on the overall sub-regional development context and how the Partnership can fit into the planned structures. This is likely to involve a comprehensive planning phase and production of an overarching NE development strategy?

Long Term

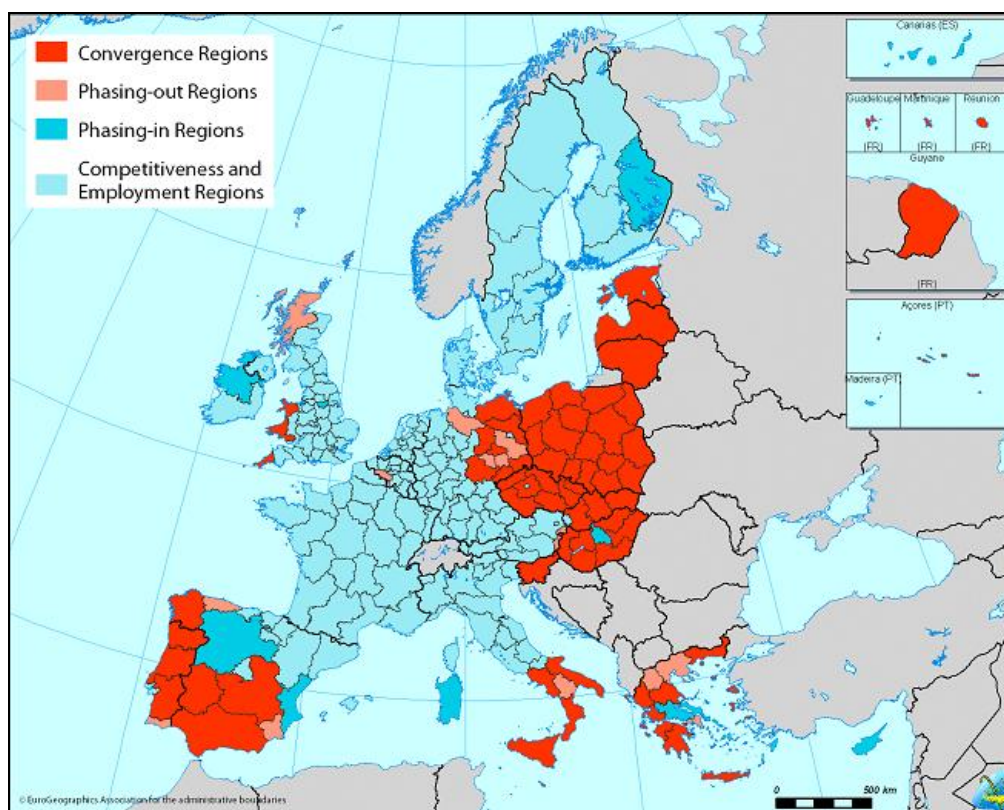
Post 2013 there is still likely to be a need for cooperation both north/south and east/west, within the EU and beyond. It is important the Partnership adapts to new challenges and horizons presented. Between 2011 and 2013 a full independent evaluation of the NEP Strategic Plan will be undertaken and a new strategy formulated accordingly.

As stated, regular review and evaluation will play an important role in helping us steer our future direction. We are confident that we can achieve real impact given the right opportunities and working in effective partnership with our sub-regional partners.

Section 3: EU Territorial Cooperation Programmes 2007-2013

With the recent expansion of the EU from 15 to 25 member states, EU regional policy between 2007-2013 will concentrate largely on the convergence of these new members states and also on existing regions and sub-regions that lag behind the EU average GDP.

Map 7: EU Regional Development Classification 2007-2013



Under the EU budgetary period 2007-2013 a total of €308 billion has been allocated for regional development and that has been sub-divided under three main objectives

1. Convergence – 82% of total funds (€252bn)
2. Regional Competitiveness & Employment – 16% (€49bn)
3. Territorial Cooperation – 2% (€6bn)

Northern Ireland has moved from Objective 1, through a transition phase and is now just an 'other' region for EU policy – competing for the 16% available under objective 2. Under Objective 3 N Ireland will have a dedicated cross border programme with parts of the Republic of Ireland and Scotland worth some €200m and will be eligible to participate in a number of trans-national programmes such as North West Europe e.g. (INTERREG IV). In addition the EU will fund a smaller and more focused 'Peace III' programme under the territorial cooperation measure e.g. worth some €300m.

3.1 INTERREG IV in Northern Ireland/Ireland/Scotland

INTERREG is a European Union community initiative which aims to stimulate interregional cooperation in the EU. It is financed under the European Regional Development Fund (ERDF).

As managing authority for the current programmes the SEUPB has been requested by the EU member states to lead on the consultation and design phases for both the new Interreg IV and Peace III Programmes²⁰ 2007-2013 with a target of having the new programmes agreed and operational by mid to late 2007.

According to the SEUPB consultation document the main provisions governing the preparation of the new TC Operational Programme include the following:

- The eligible area for the Programme will be those areas of Northern Ireland and the Border counties of Ireland that are eligible under the current INTERREG IIIA Programme and parts of the west coast of Scotland.
- The list of eligible activities to be included in the Programme includes the development of cross-border economic, social and environmental activities through joint strategies for sustainable territorial development. Any future programme may include activities under all or some of the following headings:

Enterprise – By encouraging entrepreneurship, in particular the development of Small and Medium Enterprises, tourism, culture, and cross-border trade;

Environment – By encouraging the protection and joint management of the environment;

Linkages – By supporting links between urban and rural areas;

Access – By reducing isolation through improved access to transport, information and communication networks and services, and cross-border water, waste and energy systems and facilities;

Collaboration – By developing collaboration, capacity and joint use of infrastructures in particular in sectors such as health, culture, tourism and education.

Cooperation – In addition, the ERDF may contribute to promoting legal and administrative cooperation, the integration of cross-border labour markets, local employment initiatives, gender equality and equal opportunities, training and social inclusion, and sharing of human resources and facilities for Research & Technological Development.

SEUPB also identifies that in preparing the new Operational Programme it will be necessary to take account of:

- The strengths and weaknesses of the eligible area as defined by national authorities.

²⁰ Link to SEUPB consultation web site (<http://www.seupb.org/newprogrammesconsultation.htm>)

- Policy priorities as outlined in the National Strategic Reference Framework (NSRF) and the Community Strategic Guidelines. These include increasing competitiveness, creating employment, addressing issues of social protection and the environment.
- Strategic targeted areas (both geographic and sectoral) where clearly identifiable needs exist.
- The implementation arrangements required to deliver the Programme, including provisions for management, implementation, monitoring and evaluation of the Programme.
- Policy priorities and initiatives contained in other EU funded and government funded Programmes in Ireland and Northern Ireland.
- Operations eligible for funding under the Programme will have to include beneficiaries from each of the two Member States, who will cooperate in at least two of the following ways for each operation: joint development, joint implementation, joint staffing and joint financing.

3.2 Cooperation Themes Emerging from Ireland/Nl 'Eligible' Area

It is worth highlighting that in a recent joint proposals paper²¹ commissioned by the five 'IIIA' Partnerships there was a high degree of commonality of thinking between the Partnerships on the themes that can be addressed. The following paragraphs provide an **illustrative** list of the ideas emerging from the eligible area e.g. Northern Ireland and the six border counties in the Republic of Ireland.

- renewable energy and energy conservation, wind, wave and tidal energy resources are common to the Border Region, Northern Ireland and Scotland,
- sustaining public transport on a cross border basis and tackling peripherality by investment in key hubs and gateway points to the regional transport networks, also investment in improved logistics including cross border information systems,
- development of joint spatial planning at regional and local levels, respecting the emphasis in the new Structural Fund Regulations on the roles of urban areas, rural areas and coastal areas,
- developing new joint policy processes to address common issues across the eligible region, involving social partners, elected members and officials to work together in joint cross border teams to address a range of identified issues of common concern,
- urban regeneration of market towns and traditional seaside resorts in part to improve the life of residents but also to realise their tourism potential,

²¹ Initial Proposals Paper from the Interreg IIIA Partnerships – Colin Stutt Consultants June 2006 (Note – this is available for download from the SEUPB consultation web-site.

- investment in shared service centres in rural locations to enable public service providers to share costs and networking of these centres on a cross border basis,
- development of a business incubation network across the eligible area, networking businesses and support agencies to support the growth of innovative businesses in part through encouragement to the engagement of local further education institutions with local small businesses,
- development of functional business networks on a cross border basis to improve business competitiveness. Functional networks could exchange best practice and mutual support on issues such as the effective use of ICT, HR policies (including policies for migrant workers), sales and marketing, production, waste management and exchange,
- joint approaches to 'brownfield' development in urban areas,
- investment in the built environment, making small towns and villages more attractive, examining sustainable approaches such as low environmental impact buildings,
- specific initiatives for the creative industries across the region, developing the distinctive culture(s) of the region as resources for export-led growth in the creative industries, providing professional support, engaging Universities and Colleges to support the creativity they nurture from the class room into business markets, networking creative businesses on a cross border basis throughout the region,
- rural diversification through projects such as development of aquaculture, alternative rural enterprise, support to pluri-active farm household engaged in projects such as horticulture and the production of alternative energy cross, or branded local produce and the provision of small business start up units in local towns and villages,
- joint approaches to the social economy, cooperative businesses and community business development, including exchange of experience, exchange of personnel and transfer of market opportunities between parts of the eligible region,
- cooperation in areas such as museum management and other cultural services,
- extending tourism routes from the Border Region to Northern Ireland and Scotland, with joint promotion and joint management of the process,
- joint development of tourism skills, such as welcome and language skills,
- eco-tourism initiatives – extending initiatives such as the Green Box to all of the eligible region,
- education for sustainable futures, developing mutual understanding of the principles of sustainability and sharing strategies and approaches across the eligible region,
- support for the provision of public services such as health, education, postal services on a shared basis in cross border rural areas and smaller towns and villages,

- support to the integration of migrant workers and their host communities, encouraging development of language skills and the use of common resources based on shared learning and economies of scale in provision of services on a cross border basis,
- joint planning of health and educational infrastructures on a cross border basis,
- civic engagement and citizenship programmes in schools relating the local experience to the region, to the Member State and to the wider role of the European Union, using joint material addressing issues of diversity and commonality in the Border Region, Northern Ireland and Scotland – this could include components of anti-racism and anti-sectarian training and exchanges and visits between the components of the region.

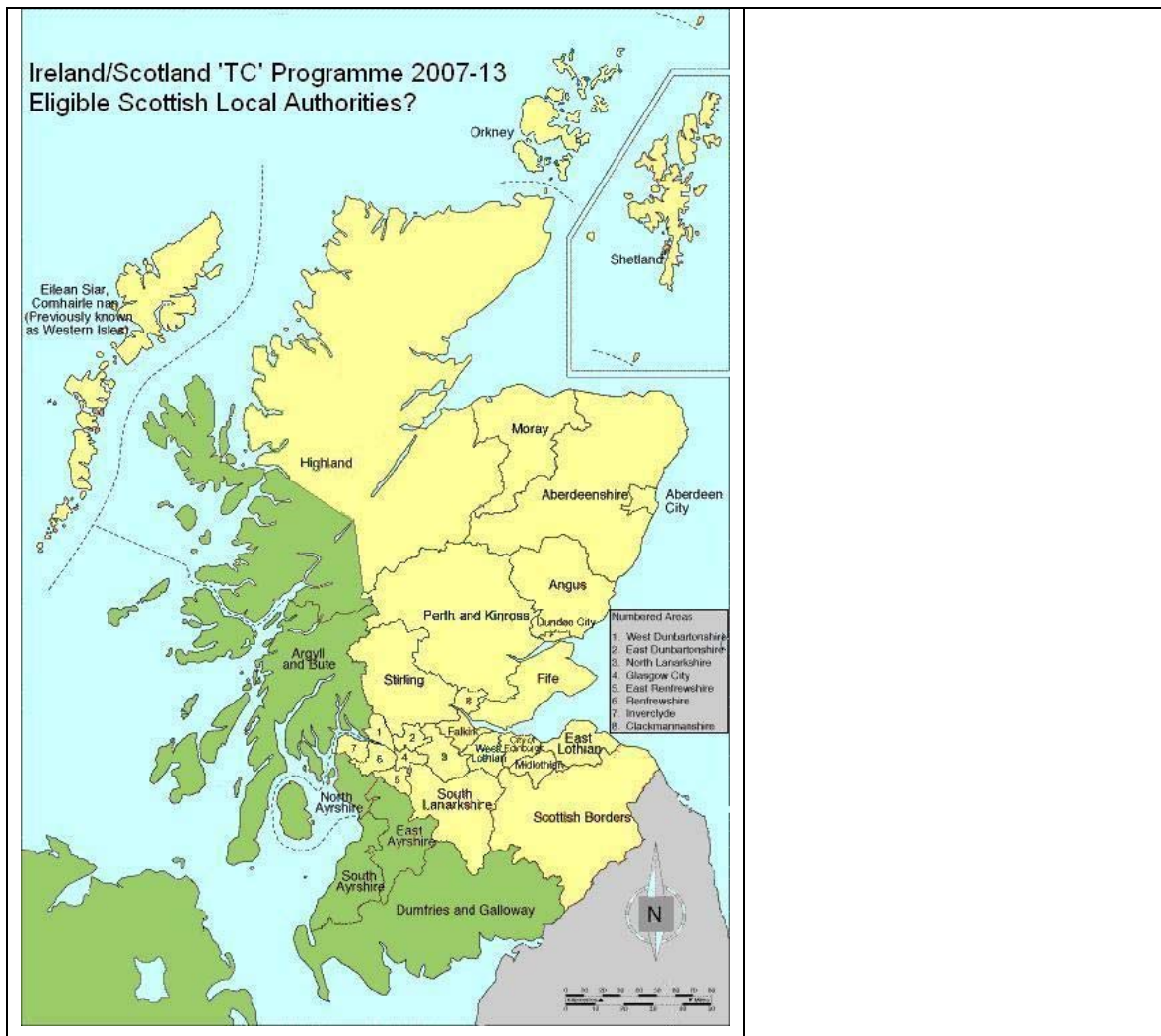
3.3 Themes emerging in the eligible area for Scotland

For its part the recent Scottish Parliament inquiry²² identified potential cross border projects in many subject areas, including the following:

- Trade
- Business development, including SME capacity building, joint business ventures and development of e-businesses
- Joint marketing
- Retail
- Transport
- Skills development
- Agriculture and rural development
- Tourism and hospitality, including niche tourism such as golfing holidays, fishing holidays and genealogical tourism
- Sectoral initiatives such as forestry, food and drink
- Energy
- Education
- Language
- Marine related activities
- Canal related activities
- Environment
- Culture
- Entertainment
- Festivals
- Heritage
- Social economy
- Communications, including ICT and website initiatives
- Sport and recreation
- Housing
- Sustainable communities
- Community relations
- Credit Unions

²² <http://www.scottish.parliament.uk/business/committees/europe/reports-06/eur06-03.htm>

Map 8: Eligible Area in Scotland Ireland Territorial Cooperation Programme?



Note – This draft map prepared by the NEP is for illustrative purposes only

Summary to section

In summary it can be stated that the range of suggestions outlined throughout the eligible area, including Scotland, have for the most part, a strong alignment with the strategic priorities for the 2007 – 2013 round of the Structural Funds, as established by the Lisbon and Gothenburg Agendas.

Undoubtedly the SEUPB consultation and planning period will also identify and develop many of these common themes.

Section 4: Partnership Action Plan

Earlier in this strategy document we outlined a series of aims and objectives for the 2006-2013 period and how we would need to effect their detailed implementation. We also stressed the need for flexibility in a constantly changing environment and to this effect has sub-divided the strategy period into three distinct phases namely;

- **Phase 1:** Positioning - Present day to March 2008
- **Phase 2:** Seizing the Opportunity - April 2008 to September 2011
- **Phase 3:** Consolidation & Forward Planning – November 2011 to Dec 2013

Each of these periods has their own succinct differences. For example the first period is about getting it right, the second about maximising the opportunities presented and the third about consolidation and planning for the future.

Similarly we indicated that the strategy was not written in stone and hence the implementation plans will constantly have to be reviewed as we evaluate progress towards our target aims and objectives. For the purposes of this present strategy document we will largely focus on the detailed implementation of the Phase 1 period.

Table 4: Summary of NEP Strategy Period 2007-2013

Strategy Phases	2007	2008	2009	2010	2011	2012	2013
Phase 1 - Development							
Engaging with Partners	◆◆	◆	◆	◆	◆	◆	◆
Thematic Working Groups North/South & East/West Forum	◆◆	◆◆	◆◆	◆◆	◆◆	◆	◆
Wider Cooperation	◆◆	◆	◆	◆	◆	◆	◆
Communications Strategy	◆◆	◆	◆	◆	◆	◆	◆
Research Programme	◆◆◆						
Training and Capacity Building	◆◆◆◆	◆◆	◆	◆			
Networking	◆◆◆◆	◆◆◆◆	◆◆◆◆				
Potential Projects	◆◆◆◆	◆◆◆◆	◆◆◆◆	◆◆			
Interim Evaluation		◆◆		◆◆			
Phase 2 - The Opportunity							
Development support	◆◆	◆◆◆◆	◆◆◆◆	◆◆◆◆	◆◆◆◆		
Implementation support			◆◆◆◆	◆◆◆◆	◆◆◆◆	◆◆◆◆◆◆◆◆	
Phase 3 - Consolidation							
Implementation support						◆◆◆◆◆◆◆◆	
Final Evaluation						◆◆◆	
Future Planning						◆◆◆◆◆◆◆◆	

4.1 Phase 1: Development: Present day to March 2008

The Partnership intends to focus on the following actions over the 15 month period to end March 2008. This period coincides with the consultation and planning periods for the future EU territorial cooperation programmes e.g. SEUPB currently targets to have the Ireland/Northern Ireland programme up and running by mid to late 2007.

1. Engaging with Partners
2. Creation of Thematic Working Groups
3. Establishment of a North/South & East/West Partnership Forum
4. Support Wider Cooperation
5. Implementation of Communications Strategy
6. Completion of Research Programme
7. Training and Capacity Building Programme
8. Networking Programme
9. Identifying Potential Projects
10. Partnership Evaluation & Consultancy

The following deliverables are summarised in Appendix C of this strategy report

Table 5: Summary of Phase 1 Deliverables over 2007-2008 period

No	Deliverable name	WP no.	Details	Indicative Cost*	Target Delivery Date
1	Engaging with Partners	a.	5 Interreg P/ships	£4,000	Feb 2007
		b.	With NEP LA's	£1,500	Ongoing
		c.	With NEP Social	£1,500	Ongoing
		d.	With Others	£1,000	Dec 2007
2	Thematic Groups	a.	Establish	£6,000	June 2007
3	NS/EW Forum	a.	Establish	£45,500	March 2007
4	Wider Cooperation	a.	EU	£27,250	Ongoing
		b.	Worldwide	£2,500	Ongoing
5	Communications	a.	Put plan in place	£12,000	Spring 2007
6	Research	a.	Targeted research	£5,000	Spring 2007
7	Training	a.	Specific initiatives	£8,000	Autumn 2007
8	Networking	a.	Support exchanges	£35,750	Ongoing
9	Potential projects		Developmental support	£0	Ongoing
10	Evaluation & consultancy	a.	Establish Programme	£14,000	Spring 2008
TOTAL				£152,500	

* These costs are additional to the employment of the NEP secretariat and the overall development and administration functions they perform.

Description: 1.a

Deliverable number	1	Engaging with Partners Creating a Strategic Fit Between Partnerships	
Action Ref.	a.	Details	Late 2006 / Early 2007
Activity Type	Report		
Funded/un-funded	Funded External Consultant(s)	Circ £25k costs split between 5 partnerships	
Start/End Date	Ongoing		
Objectives			
<p>The NEP, COMET and the three Cross Border Groups (ICBAN, EBR and NWRCBG) intend to assist with implementation of the Territorial Cooperation Programme 2007 – 2013 for Ireland, Northern Ireland including any possible Scotland dimensions. They also intend to influence priorities for other elements of the proposed programme, which have relevance to the cross border and balanced regional development agenda. Much preparatory work has already been undertaken by all five organisations in defining sub regional priorities, a basis for joint action and proposed models for delivery.</p>			
Description of work			
<p>What is now required is a bringing together of this preparatory work into a coherent proposal paper for submission to decision makers, including SEUPB and Government in both ROI and N. Ireland and that compliments the Lisbon & Gothenburg Agendas and EU TC policy objectives.</p>			
Deliverables			
<p>Completion of Joint Paper that would have two main strands, firstly a series of recommended specific, strategic short-term actions including potential projects for role out in early stages of the new programme. Secondly, contain a set of longer term priorities which would meet the changing needs of cross border development over the longer term including being responsive to changes in local government and public administration in Northern Ireland.</p>			
Milestones and expected results			
<p>Paper completed by end of June 2006 that will help clarify and define the future role and position of the cooperation/cross border partnerships in the eligible area of the Ireland/NI TC programme. The paper also to demonstrate the five Partnerships willingness to cooperate on a strategic and equitable basis.</p> <p>Other areas where the partnership may want to undertake further collaborative work is on subject areas of tourism, spatial planning and the integration of other sub-regions into eligible areas e.g. south and west of Scotland.</p>			
Projected Budget			
To March 2008 £5,000			
<u>Assumptions</u>			
<ul style="list-style-type: none"> • Partnerships currently working together on a number of common issues e.g. strategic context of P/ships and on future tourism • Requires external consultancy resource • Joint procurement principal established and that costs split 5 ways • Overall budget circa £25,000 • Able to attract technical assistance funding from SEUPB 			

Detailed Description: 1.b

Deliverable number	1	Engaging with Partners Developing Local Authority Buy In	
Action Ref.	b.	Details	Local Authority Partners
Activity Type	Strategic Workshop(s)		
Funded/un-funded	Funded External Consultant(s)	£3,000	
Start/End Date	Ongoing		
Objectives			
<p>The NEP currently represents eight local authorities in the NE region. These councils nominate elected members to the Partnership management committee and provide the match funding to allow the NEP to employ a secretariat and progress its sub-regional objectives. With the imminent closure of the LA led regional economic development umbrella organisation 'CORE' in summer of 2006 and with the future impact/repercussions of the RPA there is a clear need for the NEP to consult with the LA's to best plan future sub-regional strategy and in so doing inform relevant structure.</p>			
Description of work			
<p>The Partnership strategy committee to engage with the Chief Executive Officers of eight member councils to discuss NEP strategy. For example CORE currently nominates LA CEO representation on NEP Board. Likewise the NEP is only one of the five cooperation Partnerships that does not to have a 'strategic' council led parent body.</p>			
Deliverables			
Facilitated workshop format with series of proposals/recommendations.			
Milestones and expected results			
<ul style="list-style-type: none"> ○ Recommendations of the structure and role of the NEP. ○ Member Councils agree to form strategic development plan for overall development of NE sub-region 			
Projected Budget			
To March 2008			
<u>Assumptions</u>			
<ul style="list-style-type: none"> ● NE Partnership working with LA partners ● Requires external consultancy resource to advise NEP/Council Partners ● Budget £3k for consultancy / workshops ● Able to attract technical assistance funding from SEUPB 			

Detailed Description: 1.c

Deliverable number	1	Engaging with Partners Increasing Awareness of Social Partners	
Action Ref.	c.	Details	Social Partners
Activity Type	Dissemination		
Funded/un-funded	Un-Funded	NEP secretariat to progress	
Start/End Date	Ongoing		
Objectives			
<ul style="list-style-type: none"> To fully engage with other regional stakeholders interested in collaborative actions. To identify NE regional leaders in 'social' partner sector e.g. private and community sectors. 			
Description of work			
Much work still needs to be carried out in engaging stakeholders in the NE region in the merits of cooperation and collaboration.			
Deliverables			
<ul style="list-style-type: none"> Draft NEP strategy 2006-2013 report circulated to relevant stakeholders by end of August 2006 for feedback. Expression of Interest Form circulated to relevant stakeholder indicating indicative actions and projects. Dissemination events held in November 2006 and in late summer/autumn 2007. 			
Milestones and expected results			
Regional partners and stakeholders made more aware of the strategic context of the NEP and the role the Partnership can play.			
Also provides an opportunity for stakeholders to initiate the 'project pipeline' feeding into the next round of TC funding.			
Projected Budget			
To March 2008			
<u>Assumptions</u>			
<ul style="list-style-type: none"> NE Partnership secretariat to progress. Budget for dissemination covered under communications heading. 			

Detailed Description: 1.d

Deliverable number	1	Engaging with Partners Wider Cooperation	
Action Ref.	d.	Details	Other Partners/Stakeholders
Activity Type	Development		
Funded/un-funded	Funded	Partners to fund/part-fund pilot initiatives	
Start/End Date	Jan 2007	Dec 07	
Objectives			
The Partnership is aware of the opportunity to collaborate with a wide range of organisations that undertake and support actions complimentary to its aims and objectives. These organisations such as InterTradeIreland have special areas of expertise and resources that the Partnership can tap into.			
Description of work			
To work alongside a range of organisations including SEUPB, InterTradeIreland, Cooperation Ireland amongst others.			
Deliverables			
<ul style="list-style-type: none"> To pilot a number of specific initiatives that target NE involvement in cross border cooperation. To engage more NE participants on existing programmes and initiatives and measure these rates. 			
Milestones and expected results			
<ul style="list-style-type: none"> Up to 3 pilot cross border actions supported. Demonstrable increase in the levels of participation of NE organisations and SME's on existing programmes such as InterTradeIreland 'Micro-Trade' Programme. 			
The main purpose of the pilot period is to increase awareness of opportunities to be gained through practical cooperation.			
Projected Budget			
To March 2008 - Unspecified			
<u>Assumptions</u>			
<ul style="list-style-type: none"> NEP working with other delivery/funding partners on 100% funded projects NEP to input match-funding in kind or through contributions from NE partners 			

Detailed Description: 2.a

Deliverable number	2	Thematic Working Groups	
Action Ref.	a.	Details	Establishment of several working groups
Activity Type	Structures		
Funded/un-funded	Funded	£6,000	
Start/End Date	Established by Summer 2007		
Objectives			
In order to meet its objectives the NEP will adopt a thematic approach to cooperation and collaboration. Several thematic groups comprising relevant partners from the NE region will be formed, reporting to the Management Committee of the Partnership.			
Description of work			
By adopting this thematic approach the Partnership will ensure that the key strategic issues across all sectors, within the Region, are being dealt with in a structured, managed and coordinated manner. While these groups have a role in investigating potential funding opportunities, their primary focus is strategic e.g. in encouraging the creation of a regional dynamic.			
Deliverables			
Establishment of thematic working groups that meet on a regular basis. Identify potential initiatives and agreeing best placed lead organisation to progress.			
Milestones and expected results			
Several working groupings set up that relate to key NE TC themes and feed into the work of the NEP;			
<ul style="list-style-type: none"> • Regional Competitiveness inc. education, energy, infrastructure • Civic and Community • Tourism • Agriculture, Environment, Rural Development 			
Projected Budget			
To March 2008 - £6,000			
<u>Assumptions</u>			
<ul style="list-style-type: none"> • Creation of 4 groups with budget of £1,500 each e.g. to cover meeting venue costs, travel and subsistence were applicable and study visit(s) • Groups facilitated by NEP secretariat • Able to attract technical assistance funding from SEUPB 			

Detailed Description: 3.a

Deliverable number	3	Establishment of a North/South & East/West Partnership Forum	
Action Ref.	a.	Details	
Activity Type	Structures		
Funded/un-funded	Funded		£45,500
Start/End Date	Set up by March 2007 Meets quarterly thereafter		
Objectives			
<p>The North East sub-region has historically failed to engage, to the same degree, in north/south cooperation programmes and initiatives. The Partnership views the inclusion of others parts of the UK in a future Ireland/Northern Ireland programme as an excellent opportunity to improve future participation levels. Any future N/S TC programme is going to continue the need for partners from at least two member states. In the case of the future TC N/S programme a certain specified strand could well insist that a minimum of three partners from differing regions are required e.g. from ROI, NI & from eligible area of South & West Scotland.</p>			
Description of work			
<p>This would involve formation of a Forum including representatives from NEP and other Partnerships and include other relevant partners in NI, ROI and Scotland.</p> <p>The setting up of this Forum is likely to require the use of an external consultant to fully scope out its role and structure and further explore the likely areas of joint cooperation and potential projects.</p>			
Deliverables			
<ul style="list-style-type: none"> ○ Facilitate regional cooperation across the entire eligible area. ○ Its functions would include strategic coordination, adding value, bringing best practice to the fore, identifying areas worthy of intervention and providing a forum for communication on a north-south, east-west approach. 			
Milestones and expected results			
<p>The NEP appointed to act as secretariat to the NS EW Cooperation Forum.</p> <p>Likewise the Partnership obtains necessary resources to service the Forum including the appointment of a full-time development officer.</p>			
Projected Budget			
To March 2008 - £45,500			
<u>Assumptions</u>			
<ul style="list-style-type: none"> • Creation of forum with 40 members (16 north / 12 south / 12 Scotland) • Forum facilitated by NEP - dedicated development officer starting Jan 2007 (Senior Officer Grade 1 SP 31 -£24,708 plus 18% extra for NIC & pension) = £29,500 • Forum meets on quarterly basis • Cost breakdown – circa £30k p.a. for officer and £15k p.a. for annual running costs e.g. venue hire, travel and subsistence etc. • Able to attract technical assistance funding from SEUPB 			

Detailed Description: 4.a

Deliverable number	4	Support Wider Cooperation	
Action Ref.	a.	Details	At European Union level
Activity Type	Development		
Funded/un-funded	Funded	£10,000	
Start/End Date	Ongoing		
Objectives			
<p>There is a number of EU programmes and initiatives that support cooperation and collaboration across member states. These provide significant resources to joint networks that seek to develop a broad range of research and activity. To date there has been little or no involvement in these networks from NE stakeholders or indeed the same can be said at NI and RoI levels.</p>			
Description of work			
<p>Resources are needed to assist in developing NE participation and involvement in European activity. Typically organisations that should become involved in this activity should be of a size and scale that would enable participation in projects that can average €3m in cost. Engagement in trans-national activity is a costly and time-consuming exercise but can prove ultimately beneficial.</p>			
Deliverables			
<ul style="list-style-type: none"> ○ Employment of a dedicated European officer by the NEP on a pro-rata basis. This resource to act as both a sign-poster, advisor and facilitator of trans-national projects. ○ Support NE partner organisations develop trans-national networks. 			
Milestones and expected results			
<ul style="list-style-type: none"> ○ Increase in sub-regional awareness of the range of EU programmes and opportunities available. ○ Acceptance of at least three NE organisations into existing or new EU trans-national networks before end of 2007. 			
Projected Budget			
To March 2008 - £10,000			
<u>Assumptions</u>			
<ul style="list-style-type: none"> • NEP support for EU trans-national networking activity. • Average £1,250 support for up to eight NEP partner networking visits. • NEP to appoint Networking Officer who would also be responsible for EU activity. • Able to attract technical assistance funding from SEUPB. 			

Detailed Description: 4.b

Deliverable number	4	Support Wider Cooperation	
Action Ref.	b.	Details	International Dimension
Activity Type	Development		
Funded/un-funded Person-months	Funded	£2,500	
Start/End Date	Ongoing		
Objectives			
To identify opportunities where wider international cooperation can benefit the NE region. This is likely to be a minor objective in the overall terms of the Partnership but none the less one worth acknowledging.			
Description of work			
There are a number of international projects where NE individuals and organisations are represented e.g. the Atlantic Corridor and Canita projects involve North American partners. There may be some merit in utilising these existing networks for the purposes of investment, education and tourism.			
In addition the NEP is aware that many NE partners and in particular local authorities have a range of civic partnerships worldwide.			
Deliverables			
<ul style="list-style-type: none"> • Consolidation of existing international contacts and networks. • Investigation and creation of several new international linkages. 			
Milestones and expected results			
NEP or partner organisation involved in discussions or as a participant with at least one new international initiative.			
Projected Budget			
To March 2008 - £2,500			
<u>Assumptions</u>			
<ul style="list-style-type: none"> • NEP involvement in up to 1 international initiative during 2007. • Funding for same secured from combination of participants and sponsors/funders. 			

Detailed Description: 5.a

Deliverable number	5	Partnership Communication Strategy	
Action Ref.	a.	Details	
Activity Type	Dissemination		
Funded/un-funded Person-months	Funded	Cost £12,000	
Start/End Date	Spring 2007	Review spring 2008	
Objectives			
<p>Communication will undoubtedly become a significant subject area for the NEP. It comprises various disciplines, many of which overlap and include public relations, internal communications and corporate communications. These are aimed at different audiences and use different tools and activities to convey a message.</p> <p>The development of a clear-cut communications strategy will help ensure that the efficient use of resources and can provide milestones against which to measure future success.</p>			
Description of work			
<p>The Partnership communications strategy will be designed to cover the same period as Phase 1 of the overall strategy.</p> <p>The NEP has yet to devise professional logos and branding and this will be built into the communications strategy.</p>			
Deliverables			
<p>The development and implementation of the communications strategy will help establish the following;</p> <ul style="list-style-type: none"> • Objectives • Audiences • Messages • Tools and activities • Resources • Timescales • Evaluation and amendment 			
Milestones and expected results			
Preparation of Agreed Communication Plan by end March 2007.			
Projected Budget			
To March 2008 - £12,500			
<u>Assumptions</u>			
<ul style="list-style-type: none"> • NEP branding and stationery £4,000 • Updating NEP website £2,000 • Dissemination events £4,000 (2 events) • Promotional activity £2,000 • Able to attract technical assistance funding from SEUPB 			

Detailed Description: 6.a

Deliverable number	6	Development of Research Programme	
Action Ref.	a.	Details	
Activity Type	Development		
Funded/un-funded	Funded	Cost circa £5,000	
Start/End Date	January 2007	Autumn 2007	
Objectives			
The Partnership would like to complete relevant research on the specific regional issues that impact on the levels of participation in cross border and trans-national initiatives. Similarly research can help identify gaps and opportunities the NEP and its partners can target.			
Description of work			
Will involve working with specialist organisations and other bodies such as the Centre for Cross Border Studies, SEUPB, Co-operation Ireland, Universities, LEA's and others to design and resource specific areas of research.			
Deliverables			
Completion of a number of at least one sub-regional research study during the phase 1 target period e.g. looking at certain sectors such as SME's, community and education sectors.			
Milestones and expected results			
A Research Report produced identifying key sectoral/regional issues.			
Projected Budget			
To March 2008 - £5,000			
<u>Assumptions</u>			
<ul style="list-style-type: none"> • NEP to procure in 2007 based on identified/agreed needs/gap basis • Able to attract technical assistance funding from relevant sponsor e.g. SEUPB or other 			

Detailed Description: 7.a

Deliverable number	7	Training Provision	
Action Ref.	a.	Details	
Activity Type	Development		
Funded/un-funded	Funded	Cost circa £8,000	
Start/End Date	Feb 2007	June 2007	
Objectives			
<p>Historic evidence has demonstrated that for the possible exception of the education sector the capacity of organisations in the NE region to lead on the development and implementation of cross border and cooperation programmes is somewhat limited. Training in this area would benefit organisations in the NE sub-region.</p>			
Description of work			
<p>The Partnership is keen to devise a specific pilot training programme that would target several regional organisations and develop their knowledge and capacity to become involved in cross border and trans-national programmes. The intention would be to provide organisations with the potential and resources to effect their future involvement.</p>			
Deliverables			
<ul style="list-style-type: none"> • Retain specialist advisor to develop at minimum, one tailored cooperation training programme e.g. over 12-week period during spring/summer 2007. • Up to 15 NE organisations involved in training. 			
Projected Budget			
To March 2008 - £8,000			
<u>Assumptions</u>			
<ul style="list-style-type: none"> • NEP to procure in 2007 specialist training focusing on cross border co-operation • Able to attract technical assistance funding from relevant sponsor e.g. SEUPB or other 			

Detailed Description: 8.a

Deliverable number	8	Networking Programme	
Action Ref.	a.	Details	
Activity Type	Development		
Funded/un-funded	Funded	Cost circa £50,000	
Start/End Date	January 07	December 07	
Objectives			
Organisations in the North East region have yet to seize the opportunity to establish cross border, interregional and trans-national partners and networks compared to other regions in NI, UK and Europe.			
Description of work			
Identifying partners and establishing networks is a time consuming and often expensive exercise but it is a necessary evil if practical cooperation initiatives are to be instigated. The Partnership members undertook two network visits in 2005 and have found the linkages established invaluable.			
Deliverables			
<ul style="list-style-type: none"> • NEP to co-fund a number of outbound and inbound strategic network visits. • NEP to appoint dedicated networking officer to facilitate north/south and wider EU networking in 2007. 			
Milestones and expected results			
<ul style="list-style-type: none"> • Up to 30 outbound and inbound exchange visits supported between September 2006 and December 2007 e.g. within the eligible area for Ireland/NI/Scotland programme. • Formation of at least 10 new Partnerships/networks as part of this support. 			
Projected Budget			
To March 2008 - £50,500			
<u>Assumptions</u>			
<ul style="list-style-type: none"> • Networking officer appointed 2007 (Senior Officer Grade 1 SP 31 -£24,708 plus 18% extra for NIC & pension) = £29,500 • Maximum exchange visit assistance offered = £1,000 at maximum rate of 75% • Average NEP funding = £750 = 28 visits • NEP supported Scotland visits have to include potential RoI partner • Able to attract technical assistance funding from SEUPB 			

Detailed Description: 9.a

Deliverable number	9	Identify Project Pipeline/Supporting Projects	
Action Ref.	a.	Details	
Activity Type	Development		
Funded/un-funded	Un-Funded		
Start/End Date	Sept 2006	December 07	
Objectives			
The identification of potential joint projects that meet the strategic aims of the various programmes can help ensure that many of these joint projects can secure funding if properly researched and presented.			
Description of work			
This is an ongoing role of the Partnership and the secretariat in advising NE partners of the types of activity that can be supported through cooperation and potential partners in other jurisdictions. This activity overlaps with the networking, training and communication objectives.			
Deliverables			
<ul style="list-style-type: none"> Up to 100 potential cross border projects are identified during the period 50 of these are developed to a further stage Up to 8 potential cross border projects are identified during the period 4 of these are developed to a further stage 			
Milestones and expected results			
Range of informed potential project promoters from NE sub-region are prepared to submit project applications that should better targeted at various TC Programme 2007-20013.			
Projected Budget			
To December 2007 – £0			
<u>Assumptions</u>			
<ul style="list-style-type: none"> Costs absorbed within overall NEP budget 			

Detailed Description: 10.a

Deliverable number	10	Evaluation & Consultancy	
Action Ref.	a.	Details	
Activity Type	Development		
Funded/un-funded	Funded	Circa £14k	
Start/End Date	September 07	December 07	
Objectives			
<p>Monitoring and Evaluation are key aspects of the implementation of the Partnership strategy and as such are identified as a separate deliverable/action. The setting up of systems and procedures will help the Partnership progress its objectives and demonstrate its effectiveness to others.</p>			
Description of work			
<p>Monitoring is the regular and systematic collection of data (information), which is then used to help better manage a project or programme. The data is usually numerical and relates to finances or to other outputs and are processed to gauge progress, e.g. in relation to targets.</p> <p>Evaluation is much wider in scope than monitoring. It is to do with making an assessment of the overall achievements of a project. Evaluation will help the Partnership address several questions including;</p> <ul style="list-style-type: none"> • Have we met the original objectives of the project? • Have we achieved the outputs we intended to achieve? • How efficiently were the outputs achieved? • Could we have achieved the output in another way, more effectively or more efficiently? <p>Funding bodies such as SEUPB will have clearly defined M&E procedures for programmes where they have overall responsibility.</p>			
Deliverables			
<p>Initial interim evaluation can help establish a baseline from which NEP can measure progress to date.</p>			
Milestones and expected results			
<p>M&E system put in place for work of the Partnership. Independent evaluation undertaken Autumn 2007 on work of Partnership.</p>			
Projected Budget			
<p>2006-December 2007 - £14k</p> <p><u>Assumptions</u></p> <ul style="list-style-type: none"> • NEP to procure services of independent evaluator to evaluate work of partnership over first phase of strategy (circa £5k) • NEP to seek/procure external consultancy advice on key issues (circa £9k) 			

4.2 Phase 2: Seizing the Opportunity / Achieving Impact

This will be a critical period in the implementation of the NEP strategy as the period coincides with the next round of EU 'cooperation' funding for example the new Ireland/N Ireland/Scotland programme could be worth circa €200m. The question emerges is how can the interest generated through dissemination, networking and partnership building be translated into joint applications involving partners from the NE region? The Partnership obviously has a key role in developing sub-regional capacity in order to achieve a state of readiness as well as in identifying potential joint projects²³ but it will be down to the willingness of several organisations to actually develop partnerships, projects and ultimately apply for and secure funding.

Cross border and trans-national projects are typically more difficult to implement than stand-alone local projects. They are often more complex in terms of scope and management and require a lot of time and resources particularly of the lead partner. For example relatively few organisations in the North East presently have the resource to lead on trans-national projects averaging five partners and a budget of several million Euro.

The Partnership itself is likely to be in a position to lead on a number of smaller initiatives where there is an agreed sub-regional gap, resulting in an identified need and where no other sub-regional partner has the function and remit to do so. However, for the most part it will be down to our sub-regional partners to seize the opportunities presented by the new round of EU Territorial Cooperation Programmes when they open in late 2007. Experience for previous programmes suggests that the earlier suitable project apply for funding the better chance they will have in securing funding hence the first three years are of critical importance. The Partnership is confident that there are a number of partner organisations in the North East that can lead the way including:

Local Authorities

Presently our eight member local authorities define the Partnership catchment and this will decrease to one or two under the RPA post 2010. There is opportunity for these Councils to develop joint projects with others from outside NE or indeed to develop collective consortiums involving several NE councils similar to the 'Seaside Towns'²⁴ initiatives funded under the current INTERREG Ireland/NI Programme 2000-2006.

There is also the opportunity for the RPA shadow councils to develop joint cooperation initiatives in subject areas where they will play a future lead role. Likewise the role of local authorities will be significant in this next round of EU funding as match-funding for projects will have to come from the public purse.

²³ NEP has circulated an 'Expression of Interest' form to a range of sub-regional partners in order to elicit potential cooperation projects (see appendix 3)

²⁴ Under the 2000-2006 Programme Coleraine, Moyle and Larne Councils participated in a 'Western Seaboard' Seaside Towns Initiative led by Sligo County Council funded by ICBAN, while Moyle, Carrickfergus and Newtownabbey were involved in a similar 'Eastern Seaboard' initiative led by Ards Borough Council and funded by EBR. For more information on this and other Interreg IIIA projects visit <http://www.seupbsuccessfulprojects.org/>

Education Sector

Organisations in the education sector have traditionally been among some of the proactive partners from the NE in engaging in cross border and other forms of cooperation. For example the North East Institute of Further and Higher Education (NEI) was a partner in the cross border RIM 21 project valued at €2m, the North Eastern Education and Library Board (NEELB) was lead partner on the €200k Digital Creativity project. Similarly the University of Ulster was involved in a wide range of cross border and trans-national activity under INTERREG IIIA and other programmes.

The imminent merger of the NEI with the Causeway and East Antrim Institutes will afford much scope for future involvement in cross border and indeed trans-national projects. Similarly there are many University of Ulster cooperation projects that could have a positive impact in the NE region e.g. the Centre for Coastal and Marine Research (CCMR) at the Coleraine campus being involved in marine research or the School of Built Environment at the Jordanstown Campus on renewables under the future Ireland/NI/Scotland programme

Local Enterprise Agencies

There are presently eight local enterprise agencies (LEA's) in the North East sub-region e.g. one in each council area. Many of these such as Acorn LEA in Ballymoney have experience in developing and implementing cross border projects while others such as LEDCOM in Larne are proactively establishing cross border networks.

There is a close relationship between councils and the local enterprise agencies in most parts of NE/NI, with the enterprise agency playing an important part in the delivery of the Council's local economic development strategy and, in many cases, assisting in the delivery of other policies. Therefore the impact of the Review of Public Administration will see new relationships develop between Councils and their respective LEA.

Community & Voluntary Sector

Cross border projects are typically of a significant scale in terms of funding i.e. in excess of £150k and as such are often not relevant and accessible to the wide range of community and voluntary organisations that exist. Similarly they support specific project initiative rather than a broad range of development activity that the current PEACE II programme supports.

There are a number of established organisations and networks that have the necessary experience and resources to develop wider sub-regional involvement in cross border cooperation such as the North & South Antrim Rural Support Networks (NACN & SARN).

Rural Development

The Rural Development Programme for Northern Ireland 2000-2006 was led by DARD in conjunction with a number of delivery partners RDC, RCN, NRRTI and LAG's among others. The LEADER companies or LAG's were particularly proactive in forming cross border and trans-national partnerships as LEADER +

is a EU wide 'Community Initiative.' For example Collage the Leader company for Coleraine is a partner in North West Rural Development Limited (along with Inishowen, Limavady & RAPID Leader companies) while North Antrim Leader Ltd has co-founded Imeall Tra Teoranta Limited (Edge of the Shore) along with MFG Ltd in the Donegal Gaeltacht. Both these formal alliances have secured significant funding from the current INTERREG Ireland/NI programme for programmes of activity.

Again the impact of the RPA will impact on the structure of the next rural programme for NI but the experience gained in Coleraine and North Antrim will no doubt prove beneficial in the future territorial cooperation programmes. Similarly, the DARD funded Lough Neagh and Lower Bann Partnership Programmes may be in a position to engage in future territorial cooperation.

Tourism

The Causeway Tourism Masterplan is the blueprint for tourism development in NE (with the exception of the Antrim Borough) and identifies a range of tourism actions but not necessarily cross border actions. The key will be how creative NITB and its sub-regional development partners such as local councils and Causeway Coast and Glens Regional Tourism Partnership can be in developing cross border partnerships and networks that result in projects that meet the aims and objectives of the Masterplan. In terms of the future Ireland/NI programme a recent report was produced by BTS consultants²⁵ that suggests a much more strategic approach should be adopted in future cross border cooperation e.g. development of visitor servicing gateways such as Larne Port and Belfast International Airport.

Environment

The Causeway Coast and Glens Heritage Trust (CCCHT) can play a proactive role in future environmental management and protection cooperation activity for the NE sub-region. Similarly the Trust plays a leading role in sustainable tourism development and over recent years has established an extensive network of UK, Irish, EU and other international contacts.

The local authority led 'Arc 21' and 'North West' waste management strategy groups are also well placed to engage in future cooperation programmes.

Government Departments

It is important to note that Government Departments in Northern Ireland such as the Department of Regional Development (DRD), the Department of Environment (DOE) and the Department of Trade and Industry (DETI) are likely to continue to administer significant cross border funding for roads, energy, telecoms etc. It is imperative that these Departments view cross border cooperation in a wider context than projects impacting on the immediate border corridor and the Partnership will continue to impress this issue with them, SEUPB and others.

²⁵ Future Cross Border European Funds for Tourism - BTS Consultants -April 2006 (Report commissioned by Cross Border Partnerships, NITB, Failte Ireland & TIL.

Phase 2 - Achieving Impact: 2008-2011

The Partnership has set a target of leveraging £17.5m (€25m) direct grant assistance into the North East over the duration of this period i.e. through participation in joint projects to the value of €50m+. If this £17.5m levers on average an additional 25% match funding then the overall investment in the North East would represent circa £25m (€34m).

Table 6: Summary Funding Targets

Programme Type	No of Projects with NE Partners	Funding awarded to NE region €	% split
Cross border - Ireland/Northern Ireland*	35	17,000,000	68%
Cross border - Ireland/Ni/Scotland*	15	5,000,000	20%
All Island - other	3	850,000	3.4%
Trans-national	3	2,000,000	8%
Other worldwide	2	150,000	0.6%
TOTAL	58	€25,000,000	100%

* including government department led cross border projects

If the new Ireland/Ni/Scotland cooperation programme is worth circa €200m then €22m direct investment target for the North East from this programme identified in the table above will represent 11% of this total budget. The similar statistic for the current programme 2000-2006 is closer to €10m or circa 5% of the overall budget.

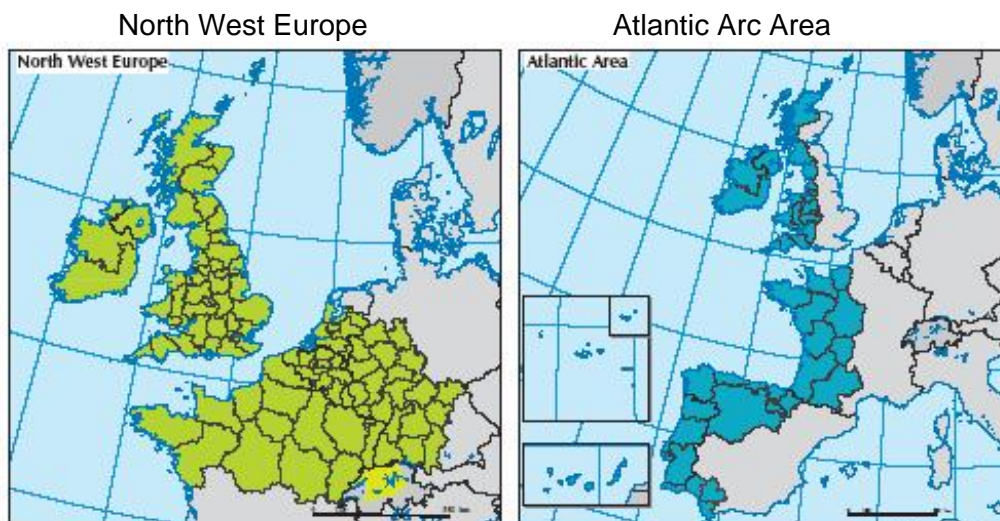
We believe this represents a realistic target given the level of willingness of organisations in the NE sub-region and the experience and knowledge many of these can bring to the table. The targets are modest given that the Investment Strategy for Northern Ireland (2005/2015) being implemented by the Strategic Investment Board equate to £16b sterling.

It is obviously somewhat difficult to fully define the list of potential projects at this point in time but they are likely to be spread across the areas of activity listed in pages 7 to 12 of this strategy report. The expressions of interest currently being garnered from organisations in the North East will help us identify more precise details. Similarly we will facilitate discussions between other sub-regions in Northern Ireland, Border Counties and Scotland on the nature of joint projects.

In relation to trans-national cooperation we are aware that organisations such as the NEI and CCAGHT are currently investigating opportunities and establishing networks to this effect. Likewise, our sister partnership COMET (Belfast Metropolitan region) has much experience in developing and implementing trans-national projects, that is likely to be particularly beneficial to Carrickfergus and Newtownabbey Borough Councils who are also members of COMET. The following series of maps helps illustrate the three main territorial cooperation

programmes under which partners from Northern Ireland will be eligible to participate in between 2006 and 2013. In addition to these there are likely to be a number of specific subject related programme opportunities e.g. for R&D, transport etc.

Map 9: Trans-national Co-operation Programmes 2006-2013



Note: in addition to the North West Europe and Atlantic Arc Programmes N Ireland will be eligible under the Northern Periphery Programme (www.northernperiphery.net)

Potential Cross Border Projects

Pages 10 to 15 of the strategy identify the broad range of themes emerging for joint cooperation particularly under the future European cross border programme under which the NE region will be eligible. In terms of NE specific projects the Partnership will continue to work with local organisations in identifying and developing suitable projects over the lifespan of the strategy. The following is again an **illustrative** and by **no means exhaustive** list of potential projects emerging from the consultation exercise to date: All of these will require considerable further consultation and discussion if they are to be fully developed.

Regional Competitiveness

- Development of market towns such as Ballyclare and Ballymoney through cross border collaboration.
- Utilising new technologies at Ports and Harbours e.g. related to marine navigation and safety.
- Trade development initiatives on both a north-south and east-west axis that would prove particularly attractive to NE based businesses.
- Education sector projects facilitating joint innovation.

The Environment

- Sharing approaches to the management of protected areas between Ireland, Northern Ireland and Scotland, e.g. Glenveagh National Park, Causeway Coast and Isle of Islay around issues such as access to the countryside, promotion, sustainability and visitor management.
- Joint projects focusing on sustainable development of offshore islands including Rathlin and Donegal and Scottish islands.

Tourism Development

- Marketing Ulster Scots and Gaelic traditions as cultural resources common to all three parts of the eligible region to international markets e.g. through festivals etc.
- Investment in inland waterways, networking the Ulster Canal, the Lough Neagh Navigation, the Lagan Navigation and the Bann Navigation with the Shannon – Erne Waterway and the rest of the waterway system in Ireland.

Sustainable Communities

- Specific cross border regional support programmes for identified groups at risk, such as people in rural areas, people with disabilities and requiring care and so forth.
- Initiatives focusing on the integration of migrant workers into the communities of the North East.

4.3 Phase 3: Consolidation & Forward Planning

The third phase in the strategy is about making sure the projects with partners from the North East region are effectively implemented. It is one issue securing funding for projects but the more important issue is often being seen to deliver. By the end of 2011 it is likely that the main EU funding budgets for cross border and trans-national cooperation will have been fully allocated and the remaining two years will focus on project implementation.

One of the note-worthy aspects of the current INTERREG Ireland/Northern Ireland Programme has been the often-used assertion '*but that organisation has no track record in cross border cooperation!*'

The new round of programmes therefore offers the opportunity for the Partnership and other NE based project implementation organisations to establish this track record. For its part the Partnership will assist in whatever way it can or is tasked and resourced to assist in helping project promoters implement their projects. Preferably this will involve hands on support enhanced by training and dissemination events.

The Partnership has earmarked resources to appoint consultants to undertake a final evaluation and help prepare a future strategy plan 2012-2013.

Section 5: Resources Required

The following table summarises the estimated resources required to implement the strategy over the three distinct phases. The Partnership currently has budget in place to take it to December 2006 (75% provided by SEUPB & 25% from eight member councils). Obviously the future of the Partnership will depend on how these key funders and others view the function and work of the Partnership.

Table 7 - Estimated Funding Required – 2007 to 2013

Ref	ITEM	Phase 1			Phase 2				Sub Total	Phase 3			Sub Total	Overall Total	%
		2007	08 (3mths)	Total	08 (9 mths)	2009	2010	2011		2012	2013				
A	NEP employment costs	£	£		£	£	£	£		£	£		£		
	Programme Manager	38,335	9,584	47,919	28,751	40,292	41,501	42,746	153,290	44,028	45,349	89,377	290,586		
	Administrator	20,475	5,119	25,594	15,356	21,089	21,671	22,321	80,437	22,990	23,680	46,670	152,701		
	sub-total	58,810	14,703	73,513	44,107	61,381	63,172	65,067	233,727	67,018	69,029	136,047	443,287	22%	
B	NEP running costs														
	heat, light & power	1,144	286	1,430	}	}	}	}	}	}	}	}	}	}	
	phone / fax	1,378	345	1,723	}	}	}	}	}	}	}	}	}	}	
	rent / rates	3,401	850	4,251	}	}	}	}	}	}	}	}	}	}	
	stationery / postage	2,080	520	2,600	}	}	}	}	}	}	}	}	}	}	
	Service Level Agreement	5,600	1,400	7,000	}	}	}	}	}	}	}	}	}	}	
	insurance	1,700	425	2,125	}	}	}	}	}	}	}	}	}	}	
	audit	1,560	390	1,950	}	}	}	}	}	}	}	}	}	}	
	<i>sub-total of above</i>	<i>16,863</i>	<i>4,216</i>	<i>21,079</i>	<i>18,750</i>	<i>25,750</i>	<i>26,523</i>	<i>27,318</i>	<i>98,341</i>	<i>28,138</i>	<i>28,982</i>	<i>57,120</i>	<i>176,540</i>		
	Recruitment	6,000	2,000	8,000	-	-	2,500	2,500	5,000	0	0	0	13,000		
	NEP travel & subsistence	7,725	1,931	9,656	5,968	8,240	8,487	8,742	31,437	9,004	9,274	18,278	59,371		
	sub-total	30,588	8,147	38,735	24,718	33,990	37,510	38,560	134,778	37,142	38,256	75,398	248,911	13%	
C	Programme costs														
1	Engaging with Partners	5,000	0	5,000	1,500	1,500	1,500	1,500	6,000	2,500	2,500	5,000	16,000		
2	Thematic Groups	5,000	1,000	6,000	4,000	5,000	5,000	5,000	19,000	5,000	5,000	10,000	35,000		
3	NS/EW Forum costs	10,000	2,000	12,000	12,000	15,450	15,914	16,391	59,755	16,883	17,389	34,272	106,027		
	NS/EW Dev Officer	22,125	7,375	29,500	22,789	31,297	32,235	33,203	119,524	34,199	35,225	69,424	218,448		

Ref	ITEM	Phase 1		Sub Total	Phase 2			Sub Total	Phase 3		Sub Total	Overall Total	%	
		2007	08 (3mths)		08 (9 mths)	2009	2010		2011	2012				2013
4	Wider cooperation EU & Worldwide	10,000	2,500	12,500	5,000	5,000	5,000	5,000	20,000	3,000	3,000	6,000	38,500	
5	Communications	10,000	2,500	12,500	10,000	12,000	12,000	12,000	46,000	6,000	6,000	12,000	70,500	
6	Research	5,000	0	5,000	5,000		5,000		10,000		5,000	5,000	20,000	
7	Training	6,000	2,000	8,000	4,000	6,000	4,000	4,000	18,000	2,500	2,500	5,000	31,000	
8	Networking	15,000	6,000	21,000	11,250	15,000	10,000	7,500	43,750	7,500	7,500	15,000	79,750	
	Dev Officer - EU + Networking	22,125	7,375	29,500	22,789	31,297	32,235	33,203	119,524	34,199	35,225	69,424	218,448	
9	Supporting Co-operation Projects											0		
	Project Officer	0	0	0	22,789	30,385	31,297	32,235	116,706	33,203	34,199	67,402	184,108	
	Finance/Admin Officer	0	0	0	17,908	24,593	25,331	26,091	93,923	26,874	27,680	54,554	148,477	
	Associated Staff Costs	0	0	0	4,875	6,695	6,896	7,103	25,569	7,316	7,535	14,851	40,420	
10	Evaluation	0	10,000	10,000	0	2,500	8,500	2,500	13,500	10,000	10,000	20,000	43,500	
	sub-total	110,250	40,750	151,000	143,900	186,717	194,908	185,726	711,251	189,174	198,753	387,927	1,250,178	63%
D	Capital Costs													
	IT equipment	3,000	2,000	5,000	7,000	0	0	5,000	12,000		6,000	6,000	23,000	
	general office equipment	2,000	1,000	3,000	5,000	0	0	3,000	8,000		2,000	2,000	13,000	
	sub-total	5,000	3,000	8,000	12,000	0	0	8,000	20,000		8,000	8,000	36,000	2%
	TOTAL PROJECT COSTS	204,648	66,600	271,248	224,725	282,088	295,590	297,353	1,099,756	293,334	314,038	607,372	1,978,375	100%

General Notes

- The estimated costs have been broken down between central NEP employment / running costs and projected programme and project based cost centres.
- The employment costs are based on NJC Pay-scales as used by the Local Authority sector in Northern Ireland. The 2006 rates are posted on the NICVA website (http://www.communityni.org/uploads/docs/nicva_NJCPayscale_160306.pdf). For purposes of staff cost centers we have added 18% to gross salary costs (12% for NICs & 6% for pensions). Basic cost of living salary increases have been averaged at 0.03%
- The Partnership is currently based within offices of Ballymena Borough Council and Council provides a range of services under a Service Level Agreement. NEP is likely to extend this SLA until March 2008 and agree in advance of this date way forward e.g. continue SLA or go alone.
- The programme costs are outlined below and explained in further detail in the detailed phase 1 action plans contained in Appendix C.

Specific Assumptions

Ref	ITEM	DETAILS
A	NEP employment costs	
	Programme Manager	Currently on NJC scale PO2 37 contract ends Aug 06 (Jan 2007 new 2 year contract on Pt 41)
	Administrator	Based on new full-time appointee Admin Scale 4 Point 20 (£17,352) = plus 18% extra for NIC & pension.
B	NEP central running costs	
	heat, light & power, phone, fax	}
	rent /rates, stationery/ postage	} These costs are based on existing SLA with Ballymena BC/SEUPB Letter of Offer – Post 2007 the NEP may decide to go into stand-alone
	Insurance, audit and	} premises / manage its own finances given expanded role. Have used baseline of £25k and increased by 3% p.a. over following years.
	Service Level Agreement	}
	Recruitment	5 new posts - advertised North / South and Scotland – average of £2.5k per person = £15k (extra £5k budgeted for staff turnover) – absorbed as project costs
	NEP travel & subsistence	Circa £7,500 - Based on current travel expenses of NEP secretariat and members – allowed annual 3% increase.
C	Programme costs	
1	Engaging with Partners	£19k over eight years – circa £2.4k p.a. to hold events specific to internal sub-regional partners (see appendix C action 1).
2	Thematic Groups	£36k over eight years – average of £4.5k to service up to 4 NE sub-region thematic working groups (see appendix C action 2).
3	NS/EW Forum	(see appendix C action 3)
	Set-up & running costs	£113k over 8 years - £14k p.a. to service Forum that meets quarterly – budget heading includes Dev officer & member travel & subsistence.
	NS/EW Dev Officer	Based on new FT appointee Senior Officer Grade 1 Scale Point 31 (£24,708) = plus 18% extra for NIC & pension – NSEW forum - coordinator
4	Wider cooperation	£38,5k invested over eight years in wider cooperation initiatives – specific initiatives to fund this activity e.g. grants from IFI, ITI, DFA etc.
5	Communications	£72.5k overall - £12.5k over next 2 years on corporate branding etc, second phase focus on promotion £12k p.a., final phase on dissemination.
6	Research	£20k over strategy period on specific issues relating to NE sub-region (see appendix C action 6)
7	Training	£33k on specific training initiatives to support development capacity of NE – front loaded over next 4 years. (see appendix C action 7)
8	Networking	£83.5k over 8 years = average of £10k p.a. to facilitate networking of target NE organisations in networking (largely eligible Interreg IV region) (see appendix C action 8)
	Dev Officer - Networking & EU	Based on new FT appointee Senior Officer Grade 1 SP 31 (£24,708) = plus 18% extra for NIC & pension. (see appendix C actions 4 & 8)
9	Supporting Co-op Projects	
	Project Officer	Based on new full-time appointee Senior Officer Grade 1 Scale Point 31 (£24,708) = plus 18% extra for NIC & pension.
	Finance/Admin Officer	Based on new full-time appointee Admin Scale 5 Point 25 (£20,235) = plus 18% extra for NIC and pension.
	Associated Staff Costs	Based on annual travel & subsistence for above two posts at £6.5k p.a. plus average 3% annual increase.
10	Evaluation / Consultancy	Allowed for £5k (2007) and £6k (2010) for independent interim NEP strategy evaluations and £8k for final evaluation in 2012. Allowed for £4k NEP consultancy 2006, £5k 2007, £10k between 2008-2011 and £20k for phase 3 (2012-13)

D	Capital Costs IT /office equipment	(Capital costs to be largely absorbed within programme/project costs). Allowed for £36k to allow for new ICT equipment, software, desking, furniture etc over eight year period – also allows for replacement of ICT
----------	--	---

Glossary of Terms

CAWT	Co-operation and Working Together
CCGHT	Causeway Coast & Glens Heritage Trust
CBI	Confederation of British Industry
COMET	Collaboration of Metropolitan councils (Shadow Interreg IIIA Partnership)
DARD	Department of Agriculture and Rural Development (NI)
DCAL	Department of Culture, Arts and Leisure (NI)
DEL	Department for Employment and Learning (NI)
DETI	Department of Enterprise Trade and Investment (NI)
DFP	Department of Finance and Personnel (NI)
DoE	Department of the Environment (NI)
DRD	Department for Regional Development (NI)
DSD	Department of Social Development (NI)
EBRC	East Border Region Committee (Interreg IIIA Partnership)
ERDF	European Regional Development Fund
EU	European Union
HMSO	Her Majesty's Stationery Office
ICBAN	Irish Central Border Area Network (Interreg IIIA Partnership)
ICT	Information and Communication Technology
ICTU	Irish Congress of Trade Unions
INTERREG	EU Community Initiative (1990) for an EU without internal frontiers. INTERREG II (A & B 1994-99, C 1997-99). INTERREG III (2000 – 06)
IT	Information Technology or Institute of Technology
LA	Local Authority
LEADER	Community Initiative for Rural Development. Leader I (1991 – 93) LEADER II (1994 – 1999), LEADER+ (2000-2006)
LSP	Local Strategy Partnership
MSP	Member Scottish Parliament
MLA	Member of Local Assembly for NI
NACN	North Antrim Community Network
NEI	North East Institute
NEP	North East Partnership (Shadow Interreg IIIA Partnership)
NEELB	North Eastern Education and Library Board
NHSSB	Northern Health and Social Service Board
NI	Northern Ireland
NISRA	Northern Ireland Statistics and Research Agency
NITB	Northern Ireland Tourist Board
NRRTI	Natural Resource Rural Tourism Initiative
NSMC	North-South Ministerial Council
NWRCBG	North West Region Cross Border Group (Interreg IIIA Partnership)
OFMDFM	Office of First Minister Deputy First Minister
PEACE	EU Programme for Peace and Reconciliation in NI and the Border Region of Ireland. PEACE (1995-1999), PEACE II (2000-2008)
VFM	Value for Money
RCN	Rural Community Network
RDC	Rural Development Council (NI)
RDP	Rural Development Programme (NI)
RDS	Regional Development Strategy (NI)
R&D	Research and Development
RoI	Republic of Ireland
RPA	Review of Public Administration (in Northern Ireland)
RTO	Regional Tourism Organisation
SARN	South Antrim Rural Network

SE	Scottish Executive, Scottish Enterprise
SEETLLD	Scottish Executive Enterprise, Transport & Lifelong Learning Department
SEPA	Scottish Environmental Protection Agency
SEUPB	Special EU Programmes Body
SFHEFC	Scottish Further and Higher Education Funding Council
SME	Small to Medium-sized Enterprise
SNH	Scottish National Heritage
TIL	Tourism Ireland Limited

Selected References/Sources of Further Information

North East Sub-Region

NEP Member Council Strategies & Publications

Antrim Borough Council	http://www.antrim.gov.uk
Ballymena Borough Council	http://www.ballymena.gov.uk
Ballymoney Borough Council	http://www.ballymoney.gov.uk
Carrickfergus Borough Council	http://www.carrickfergus.org
Coleraine Borough Council	http://www.colerainebc.gov.uk
Larne Borough Council	http://www.larne.com
Moyle District Council	http://www.moyle-council.com
Newtownabbey Borough Council	http://www.newtownabbey.gov.uk

Causeway Coast and Glens Heritage Trust <http://www.ccaght.org>

Causeway Coast & Glens Regional Tourism Organisation
<http://www.causewaycoastandglens.com>

Causeway Coast & Glens Tourism Master-plan 2004-2013, DETI , Published April 2004
<http://www.detni.gov.uk>

Planning Service (Department of the Environment in Northern Ireland)
Antrim, Ballymena & Larne Area Plan 2016 – Issues Paper, May 2002
Belfast Metropolitan Area Plan 2015 – Draft Published 2005
Northern Area Plan 2016 – Draft Published 2005
<http://www.planningni.gov.uk>

Sub-regional Waste Management Strategies

ARC 21 Grouping	http://www.arc21.com
North West Grouping	http://www.northwestwasteplan.org.uk

Cross Border – island of Ireland

Centre for Cross Border Studies <http://www.crossborder.ie>

Co-operation Ireland (Peace Building Charity) <http://www.cooperationireland.org/>

Cooperation & Working Together – CAWT (Cross Border Health Partnership)
<http://www.cawt.com>

Cross Border Partnerships
COMET <http://www.theconnectproject.co.uk>
East Border Region <http://www.eastborderregion.com>

Irish Central Area Border Network <http://www.icban.com>
North East Partnership <http://www.nepartnership.org.uk>
North West Region Cross Border Group <http://www.irelandnorthwest.com>

Initial Proposals Paper from the Interreg IIIA Partnerships – C Stutt Consultants June 2006 - available for download at <http://www.seupb.org/newprogrammesconsultation.htm>

IBEC-CBI - *Joint Business Council* <http://www.cbi.org.uk>

InterTradeIreland – *All Island Trade Development* <http://www.intertradeireland.com>
Spatial Strategies on the Island of Ireland – Development of a Framework for Collaborative Actions – InterTradeIreland – Published June 2006

North South Ministerial Council – *Overall Coordination of North South Cooperation*
<http://www.northsouthministerialcouncil.org>

Special EU Programmes Body – *Managing Authority for Ireland/Northern Ireland Peace II and INTERREG IIIA Programmes 2000 – 2006*,
Special EU Programmes Body – Update of Mid Term Evaluation of INTERREG IIIA Ireland / Northern Ireland: PricewaterhouseCoopers, Published Oct 2005
<http://www.seupb.org>

Northern Ireland / United Kingdom

Dept for Regional Development, *Shaping our Future 2025*. Published 2001.
<http://www.drdni.gov.uk/shapingourfuture>

Dept of Regional Development, *Regional Transportation Strategy for N Ireland 2002-2012*. Published 2002
http://www.drdni.gov.uk/DRDwww_Strategies/file.asp?id=121

Dept of Trade & Enterprise, *Economic Vision for N Ireland*. Published 2005
<http://www.detini.gov.uk/cgi-bin/downutildoc?id=936>

Dept of Enterprise, Trade & Investment, *NI Labour Force Survey*. Published 2006
<http://www.detini.gov.uk>

Dept of Trade & Industry, *Competitiveness White Paper*. Published 1998
http://www.dti.gov.uk/comp/competitive/wh_int1.htm

Dept of Trade & Industry, *Draft National Strategic Reference Framework*. Published 2006
<http://www.dti.gov.uk/europe/NSRFCondoc24Feb2Final.pdf>

Dept of Enterprise, Trade & Investment 2003, *Think Create Innovate The Regional Innovation Strategy for Northern Ireland*
http://www.investni.com/final_document.pdf

Economic Development Forum, *Working Together for a Stronger Economy*. 2002
http://www.delni.gov.uk/full_report.pdf

Environment & Heritage Services, *Waste Management Strategy NI*. Published 2000
<http://www.ehsni.gov.uk/pubs/publications/NIWMS.pdf>

HM Treasury, Lisbon Strategy for Jobs and Growth: The UK National Reform Programme. Published 2005

http://www.hm-treasury.gov.uk/media/E60/3D/lisbon_jobs131005.pdf

Northern Ireland Tourist Board, A Strategic Framework for Action 2004-2007. Pub. 2003

<http://www.nitb.com>

Office of the First Minister and Deputy First Minister, A Shared Future: Policy and Strategic Framework for Good Relations in Northern Ireland. Published 2005

<http://www.ofmdfmi.gov.uk/policy-strategic-framework-good-relations.pdf>

Strategic Investment Board, Investment Strategy for N Ireland 2005/2015, Pub. 2005

<http://www.sibni.org/isnifulldocument141205.pdf>

Sustainable Development Unit, NI Sustainable Development Strategy. Forthcoming

<http://www.sustainable-development.gov.uk>

Northern Ireland Executive, *Programme for Government 2006-2008*

<http://www.pfgbudgetni.gov.uk/fulldoc0608.pdf>

Republic of Ireland

Office of the Taoiseach 1999, *Ireland National Development Plan 2000 – 2006*, Stationary Office, Dublin (NDP for 2007-2013 to be launched late 2006)

<http://www.ndp.ie>

Dept of Enterprise, Trade and Employment, National Strategic Reference Framework for Ireland. Forthcoming

Dept of Transport, Transport 21, Published 2005

<http://www.transport.ie>

Environmental Protection Agency, National Waste Prevention Programme: Outline Work Plan 2004-2008. Published 2004.

<http://www.epa.ie>

Fáilte Ireland, Strategy Statement 2005-2007. Published 2005

<http://www.failteireland.ie>

Forfás, Ahead of the Curve: Ireland's Place in the Global Economy. Published 2005.

<http://www.forfas.ie/esg/index.html>

National Competitiveness Council, for Annual Competitiveness Report 2005. Pub. 2005

http://www.forfas.ie/ncc/reports/ncc_annual_05/index.html

Office for Social Inclusion, Ireland's National Action Plan against Poverty and Social Exclusion 2003-2005. Published 2003.

http://www.socialinclusion.ie/publications/napincl_plan0305.pdf

The National Spatial Strategy for Ireland 2002-2020. Published 2002.

<http://www.irishspatialstrategy.ie/pdfs/Completea.pdf>

Scotland

Argyll and Bute Council	http://www.argyll-bute.gov.uk/
Dumfries and Galloway Council	http://www.dumgal.gov.uk/
East Ayrshire Council	http://www.east-ayrshire.gov.uk/
Highland Council	http://www.highland.gov.uk/
North Ayrshire Council	http://www.north-ayrshire.gov.uk/
South Ayrshire Council	http://www.south-ayrshire.gov.uk/

Background Analysis to the Framework for Economic Development in Scotland 2004
<http://www.scotland.gov.uk/Publications/2004/09/19882/42516>

A Smart, Successful Scotland: Strategic direction to the Enterprise Networks and an enterprise strategy for Scotland 2004
<http://www.scotland.gov.uk/Publications/2004/11/20246/46568>

Green jobs strategy fulfilling Scotlands partnership agreement commitment 2005
<http://www.scotland.gov.uk/Publications/2005/06/1693437/34386>

The National Waste Plan – Scotland 1999
<http://www.sepa.org.uk/nws/guidance/>

A Sustainable Framework for Scottish Sea Fisheries 2005
<http://www.scotland.gov.uk/Publications/2005/07/07105456/54577>

Choosing Our Future: Scotland's Sustainable Development Strategy 2005
<http://www.scotland.gov.uk/Publications/2005/12/1493902/39032>

Scottish Tourism: The next Decade - a Tourism Framework for Change – March 2006
<http://www.scotexchange.net>

Scottish Enterprise - Publications
<http://www.scottish-enterprise.com>

European Union

European Commission 2004, - *A new partnership for cohesion convergence competitiveness cooperation Third Report on economic and social cohesion*, Office for Official Publications of the European Communities, Luxembourg.
http://europa.eu.int/comm/regional_policy/sources/docoffic/official/reports/cohesion3/cohesion3_en.htm

Association of European Border Regions
<http://www.aebr.net>

European Commission, Cohesion Policy in Support of Growth and Jobs: Community Strategic Guidelines 2007-2013. Published 2005
http://europa.eu.int/comm/regional_policy/sources/docoffic/2007/osc/050706osc_en.pdf

Commission of the European Communities (2005) Communication to the Spring European Council, Working Together for Growth and Jobs, A New Start for the Lisbon Strategy, COM (2005) 24.
http://europa.eu.int/growthandjobs/pdf/COM2005_024_en.pdf

Commission of the European Communities (2001) Strategy for Gothenburg on Sustainable Development

http://europa.eu.int/eur-lex/lex/LexUriServ/site/en/com/2001/com2001_0264en01

European Commission, Green Paper Volume I: The future of the common fisheries policy. Published 2001

http://europa.eu.int/comm/fisheries/greenpaper/green/volume1_en.pdf

European Commission, Implementing the Community Lisbon Programme: A policy framework to strengthen EU manufacturing – towards a more integrated approach for industrial policy. Published 2005

http://europa.eu.int/comm/enterprise/enterprise_policy/industry/com_2005/com_2005_474.pdf

European Commission, White Paper: European transport policy for 2010: time to decide. Published 2001.

http://europa.eu.int/comm/transport/white_paper/documents/doc/lb_com_2001_0370_en.pdf

Appendix A – NEP Membership & Officers - June 2006

Statutory Partners	Organisation	Social Partners	Organisation
Nominated by CORE David McCammick Alan Cardwell Geraldine McGahey Vacancy Nominated by Councils Cllr Stephen Nichol**** Ald PJ McAvoy** Cllr Frank Campbell Ald James McClure Cllr Louise Marsden Cllr Winston Fulton Cllr Oliver McMullan Cllr Victor Robinson	CEO Antrim BC	<i>Nominated by Concordia, Trade Unions & Ulster Farmers Union</i> Andrew McAlister* Jim Edmondson*** Tommy Collins**** David Alexander Kathy Wolff Gerry Bradley Lexie Scott Herbert Wilson Peter Harper Trevor Neilands Vacancy Vacancy	North Antrim Network
	CEO C/fergus BC		Ulster Farmers Union
	CEO Larne BC		COLLAGE
	Antrim BC		Coleraine Chamber
	Ballymena BC		South Antrim Network
	Ballymoney BC		Trade Unions
	Coleraine BC		Trade Unions
	Carrickfergus BC		Larne Dev Forum
	Larne BC		CCGHT
	Moyle DC		NE Institute
	N/abbey BC		NIVT
			Ulster Farmers Union

*NEP chair ** vice chair ***secretary ****treasurer *****rep on Interreg Steering Committee

NEP Secretariat

Frank McGrogan – Development Manager
 Ruth McIlwaine - Administrator

Organisation status:

Unincorporated Association with agreed Constitution and Code of Conduct

Number of Meetings:

Nine scheduled per year plus a number of ad-hoc meetings
 Also NEP members formerly invited to sit on Interreg IIIA priority 1 Assessment panels since March 2006

Constitution

As follows

North East Interreg Partnership

Constitution

1.0 Title

The organisation shall be called The North East Interreg Partnership unless otherwise decided at a special meeting of the Partnership.

1.1 **Office Address**

The administrative centre will, until reviewed, be located at -
Economic Development Unit, Ballymena Borough Council
4 Wellington Court, Ballymena, BT43 6EQ

1.2 **Aims and Objectives**

The overall aim of the North East Interreg Partnership is:

To improve the quality of life and prosperity of all within the North East region through the creation and maintenance of cross-border co-operation that will enable the regeneration and revitalisation of the North East area.

Objectives:

- To create and maintain cross-border co-operation.
- To devise and implement a strategy for the sustainable development of the North East region that will:
 - build on the various advantages and strengths of the region,
 - address the weaknesses of the region, and
 - promote the region.
- To exploit opportunities arising from the Interreg programme.
- To improve employment opportunities for all.

2.0 Membership

2.1 The Partnership shall comprise two strands each with twelve members.

Strand one shall be known as the District Council and sector comprising eight Councillors and four Chief Executives or nominated senior council officer from the subscribing District councils of:

Antrim	Ballymena	Ballymoney
Carrickfergus	Coleraine	Larne
Moyle	Newtownabbey	

Strand two shall be known as the Social Partners and comprise representation from the community voluntary sector, commerce, industry, agriculture, rural development, trade unions, arts and any other group which has a direct contribution to make to the aims and objectives of the Partnership. The structure of this sector shall be agreed with Concordia or any other group as may be appointed.

2.2 To ensure representativeness and maximum contribution to the work of the Partnership each strand may review its membership on an annual or (agreed) term basis as appropriate.

2.3 Should casual vacancies occur then they shall be filled by agreement with the appropriate strand.

2.4 Nomination will be: -

Strand 1 - District Councillors by individual Councils
Strand 2 - Social Partners in consultation with Concordia

2.5 Any member convicted on indictment of any criminal offence shall have their membership terminated immediately.

In the period from charges are made until court action is completed, membership of that individual shall be suspended.

Any individual whose membership is involuntarily terminated shall not be eligible for future nominations.

There will be no right of appeal except if the conviction is overturned.

2.6 The Partnership may from time to time co-opt licentiate members without the need for an extraordinary general meeting.

2.7 The annual cycle of meetings shall be deemed to begin with the Annual General Meeting and continue for the succeeding eleven months. If during the cycle of meetings any member shall fail to attend for a continuous period of six months regardless of an apology he/she will be deemed to have terminated their membership.

Any such person may not subsequently be re-nominated for membership of the Partnership for at least one further complete cycle of meetings.

In the event of a member participating in an approved sub group then this activity shall be accepted as an attendance.

The Partnership may from time to time deem certain activities as substitutes for attendance at cyclical meetings.

2.8 Office Bearers

The following office bearers will be appointed:

- (a) Chairperson
- (b) Vice Chairperson
- (c) Secretary if necessary
- (d) Treasurer if necessary

The office bearers will be representative of each of the two strands. The Chairperson will hold office for one year or two years subject to re-election. Members may decide to appoint sub-committees and if so each will have a Chairperson appointed by the sub-committee.

Election of office bearers will be held annually at the Annual General Meeting (AGM) of the North East Partnership. Elected officers will form the Partnership Executive Group. This AGM will be held in the month of September each year or as soon as possible thereafter.

3.0 Meetings

- 3.1 The Partnership shall meet in plenary session at least six times in the twelve months beginning with the Annual General Meeting. These shall be known as cyclical meetings.
- 3.2 Regular dates for meetings shall be fixed annually and notified to all members.
- 3.3 No meeting may proceed without a quorum consisting of three members from each strand.
- 3.4 Notice of meetings shall be issued five working days in advance.
- 3.5 Should there be no elected office bearer in attendance, those present shall nominate a member to conduct business for that meeting.

3.6 Annual General Meeting (AGM)

An Annual General Meeting shall be called by at least twenty-one clear days' notice. All other extraordinary general meetings shall be called by at least fourteen clear days' notice. The notice shall specify the time and place of the meeting and the general nature of the business to be transacted and, in the case of an annual general meeting, shall specify the meeting as such. Notice shall be given to all the members and auditors.

The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at that meeting.

No business shall be transacted at any meeting unless a quorum is present. Six persons entitled to vote upon the business to be transacted, each being a member, shall be a quorum. The decision to abandon a meeting is at the discretion of the Chair of the meeting and shall not exceed 30 minutes.

4.0 Corporate Responsibilities

- 4.1 The Partnership shall apply to the Managing Authority (Special European Union Programmes Body) hereinafter known as SEUPB for financial support towards running costs.
- 4.2 The Partnership may from time to time accept any additional sums of money from different sources at the discretion of the members. Such moneys to be paid into the bank account managed on behalf of the Partnership.
- 4.3 The Partnership shall not normally be involved in the disbursement of funds except by a decision at an extraordinary general meeting.
- 4.4 The Partnership in conjunction with SEUPB and the CORE Joint Committee define a role within the Interreg programme and prepare and deliver an appropriate operational strategy.
- 4.5 The Partnership may from time to time enter into agreement with other organisations to promote projects beneficial to the aims of the Partnership and the Northeast sub region
- 4.6 The Partnership may decide to make application to register as a project

promoter within any public funds without conflict with its agreed role.

4.7 The Partnership shall put in place monitoring procedures to ensure that communities receive the maximum benefit from such programmes.

4.8 The business of the Partnership and all decisions arising thereof shall be deemed confidential, notwithstanding any legal/legislative requirements.

5.0 Identity and Ethos

5.1 Appropriate stationery will be designed carrying the Partnership logo and title.

5.2 A web site may be designed to carry full information about the Partnership.

5.3 A publicity strategy will be put in place and managed by the senior officer of this Partnership. The Chairperson or a member with delegated authority will make statements to the media on behalf of the Partnership.

5.4 An annual report as considered appropriate by the members will be prepared following the Annual general Meeting.

5.5 All business of the Partnership will be based on the established horizontal principles stated in the operational programme.

5.6 There shall be meetings as required with the CORE Joint Committee.

6.0 Decisions & Voting

6.1 The established principle of reaching a decision by consensus will be adopted. The meeting may proceed to a vote, which shall be by a show of hands. In the event of a tied vote the Chair (or nominated Chair) shall have a second or casting vote.

6.2 Delegated authority for the Chairperson and Office Bearers shall be defined at a meeting.

7.0 Minutes

7.1 The Partnership shall ensure that the proceedings of main meetings are recorded in minutes. Delegated sub-groups will provide reports.

8.0 Financial Matters

8.1 The Partnership shall enter into a Service Level Agreement to manage the day to day running of the Partnership. The provider shall be appointed by the CORE Joint Committee and may with the agreement of the Partnership transfer this responsibility and any existing arrangements to the Partnership.

8.2 Payments shall be authorised by the Executive Group of the Partnership.

8.3 Members shall declare any personal pecuniary interests in matters discussed by the Partnership and remain in the meeting at the discretion of the members present but not participate in this item of business.

8.4 The service provider shall maintain a bank account on behalf of the Partnership and present accounts for audit.

8.5 The service provider shall submit a report as defined by the Service Level Agreement.

9.0 Expenses

9.1 Remuneration shall not be paid.

9.2 Members may claim out of pocket expenses within guidelines.

9.3 Any claim as an exception to the guidelines will be presented to the Partnership or an approved sub group.

10.0 Indemnity

10.1 The Partnership shall indemnify and keep indemnified every Officer, Member, Volunteer and Employee of the Partnership from and against all claims, demands, actions and proceedings (and all costs and expenses in connection therewith or arising there from) made or brought against the Partnership in connection with its activities, property and equipment. Members may also seek individual indemnity from their nominating organisations.

This indemnity shall not extend to liabilities arising from wilful and individual fraud, wrongdoing, or wrongful omission on the part of the Officer, Members, Volunteer or Employee sought to be made liable. The Partnership shall effect a policy of insurance in respect of this indemnity.

11.0 Status

11.1 The Partnership shall be a voluntary organisation.

11.2 Upon a resolution of the members the Partnership may become a Company Limited by Guarantee. In this case relevant Memorandum and Articles of Association will be drawn up to incorporate the above.

11.3 The Partnership may seek charitable status.

12.0 Alterations to the Constitution

12.1 No alterations shall be made unless at an extraordinary meeting of the Partnership with due notice having been given.

Signed on behalf of _____

Chairperson _____

Date of Meeting _____

The members of _____ have read and fully understand the conditions contained in this Constitution and have given approval for the Chairperson to sign it on behalf of the Partnership

Appendix B – Sustainable Communities

In accordance to the UK Department for Communities and Local Government the main components of sustainable communities are:

(1) Active, inclusive & safe - *Fair, tolerant & cohesive with a strong local culture & other shared community activities*

Sustainable communities offer:

- a sense of community identity & belonging
- tolerance, respect & engagement with people from different cultures, background & beliefs
- friendly, co-operative & helpful behaviour in neighbourhoods
- opportunities for cultural, leisure, community, sport & other activities, including for children & young people
- low levels of crime, drugs & antisocial behaviour with visible, effective & community-friendly policing
- social inclusion & good life chances for all

(2) Well run - *with effective & inclusive participation, representation & leadership*

Sustainable communities enjoy:

- representative, accountable governance systems which both facilitate strategic, visionary leadership & enable inclusive, active & effective participation by individuals & organisations
- effective engagement with the community at neighbourhood level, including capacity building to develop the community's skills, knowledge & confidence
- strong, informed & effective partnerships that lead by example (e.g. government, business, community)
- strong, inclusive, community & voluntary sector
- sense of civic values, responsibility & pride

(3) Environmentally sensitive - *providing places for people to live that are considerate of the environment*

Sustainable communities:

- actively seek to minimise climate change, including through energy efficiency & the use of renewables
- protect the environment, by minimising pollution on land, in water and in the air
- minimise waste & dispose of it in accordance with current good practice
- make efficient use of natural resources, encouraging sustainable production & consumption
- protect & improve bio-diversity (e.g. wildlife habitats)
- enable a lifestyle that minimises negative environmental impact & enhances positive impacts (e.g. by creating opportunities for walking & cycling, & reducing noise pollution & dependence on cars)

- create cleaner, safer & greener neighbourhoods (e.g. by reducing litter & graffiti, & maintaining pleasant public spaces)

(4) Well designed & built - *featuring quality built & natural environment*

Sustainable communities offer:

- sense of place - a place with a positive 'feeling' for people & local distinctiveness
- user-friendly public & green spaces with facilities for everyone including children & older people
- sufficient range, diversity, affordability & accessibility of housing within a balanced housing market
- appropriate size, scale, density, design & layout, including mixed-use development, that complement the distinctive local character of the community
- high quality, mixed-use, durable, flexible & adaptable buildings, using materials which minimise negative environmental impacts
- buildings & public spaces which promote health & are designed to reduce crime & make people feel safe
- accessibility of jobs, key services & facilities by public transport, walking & cycling

(5) Well connected - *with good transport services & communication linking people to jobs, schools, health & other services*

Sustainable communities offer:

- transport facilities, including public transport, that help people travel within & between communities & reduce dependence on cars
- facilities to encourage safe local walking & cycling
- an appropriate level of local parking facilities in line with local plans to manage road traffic
- widely available & effective telecommunications & Internet access
- good access to regional, national & international communications networks

(6) Thriving - *with a flourishing & diverse local economy*

Sustainable communities feature:

- a wide range of jobs & training opportunities
- sufficient suitable buildings to support economic prosperity & change
- dynamic job & business creation, with benefits for the local community
- a strong business community with links into the wider economy
- economically viable & attractive town centres

(7) Well served - *with public, private, community & voluntary services that are appropriate to people's needs & accessible to all*

Sustainable communities have:

- Well-performing local schools, further & higher education institutions & other opportunities for lifelong learning

- high quality local health care & social services, integrated where possible with other services
- high quality services for families & children (including early years child care)
- good range of affordable public, community, voluntary & private services (e.g. retail, fresh food, commercial, utilities, information & advice) which are accessible to the whole community
- service providers who think & act long-term & beyond their own immediate geographical & interest boundaries, & who involve users & local residents in shaping their policy & practice

(8) Fair for everyone - *including those in other communities, now & in the future*

Sustainable communities:

- recognise individuals' rights & responsibilities
- respect the rights & aspirations of others (both neighbouring communities, & across the wider world) also to be sustainable
- have due regard for the needs of future generations in current decisions & actions

Appendix C:

NEP EXPRESSION OF INTEREST: EU Territorial Cooperation Programmes 2007-2013

Based in Ballymena the North East Partnership (NEP) is a collaborative body between the eight local authorities²⁶ and representatives from various social partners including trade union, community, education and private sectors, authorities in the NE region of Northern Ireland. The NEP seeks to facilitate the development of the region through cooperation and collaboration and the upcoming round of European 'Territorial Cooperation' (TC) Programmes 2007-2013 is seen as a significant opportunity to develop joint initiatives and projects that benefit the North East e.g. involve a range of NE partners from community through to private sectors. Essentially the EU funding post 2006 will afford opportunities through;

1. A **Cross Border** Cooperation Programme between **N Ireland** and the six Border Counties in the **Republic of Ireland** (worth some €180m? – need for at least one partner in each country)
2. A **Cross Border** Programme between **N Ireland**, the six Border Counties in the **Republic of Ireland** and the South and West of **Scotland** (worth some €25m? – need for at least 1 project partner in each country)
3. **Trans-national** Cooperation Programmes within the EU member states e.g. through the North West Europe, Atlantic Arc and Northern Peripheries TC Programmes. (collectively worth some €500m? – need for at least 3 to 4 project partners from relevant EU member states)

While at present there is no clear-cut list of activities and actions that will be supported, the likely broad themes are as follows;

- Entrepreneurialism, SME's, tourism, culture and cross border trade
- The protection and joint management of the environment & coastal resource
- Improving access to transport, information and communications networks and cross border waste, water and energy systems
- Collaboration, capacity and joint use of health, cultural and education infrastructures

It is also worth noting that in addition to the above TC funding opportunities, organisations like **InterTradeIreland** and **Cooperation Ireland** will continue to provide a range of cross border development support and funding e.g. SME trade development support.

INTEREST FROM THE NORTH EAST REGION (June 2006)

The NEP is keen to gauge the potential level of interest from the NE in these cooperation programmes as well as help identify any previous experience they have in 'collaborative' projects. In so doing we would like to identify a '**pipeline**' of potential projects that can be further nurtured and developed leading up to the formal announcement of the funding programmes.

²⁶ NEP Council Area: Antrim, Ballymena, Ballymoney, Carrickfergus, Coleraine, Larne, Moyle & Newtownabbey

NEP EXPRESSION OF INTEREST FORM

Name:			
Organisation:			
Address:		Postcode:	
		Tel No:	
		Fax No:	
Email:			
Website:			
Legal Status:			

A) Please indicate which 2007-013 programme(s) interest your organisation.

No.	Programme	(✓)
1	The Cross Border Cooperation Programme between N Ireland and the six Border Counties in the Republic of Ireland	
2	The Cross Border Programme between N Ireland , the six Border Counties in the Republic of Ireland and the South & West of Scotland	
3	The Trans-national Cooperation Programmes within the EU member states e.g. through the future North West Europe, Atlantic Arc and Northern Peripheries programmes.	
4	Other All Island Cross Border Programmes supported by InterTradeIreland, Cooperation Ireland and others.	
5	Other International linkages and programmes	

B) Please briefly highlight your organisations previous experience/involvement in cross-border and trans-national cooperation projects and initiatives.

--

C) Please indicate which project idea(s) you are most interested in taking forward in partnership with others beyond NE region:

<p><i>Project Idea Number:</i> _____ (Please copy this page for each separate project idea)</p>			
<p><i>Programme</i> (✓) <input type="checkbox"/></p>	<p>NI/Rol <input type="checkbox"/></p>	<p>NI/Rol/Scotland <input type="checkbox"/></p>	<p>Trans-national <input type="checkbox"/></p>
<p><i>Theme(s):</i> (please ✓)</p>	<p>Tourism <input type="checkbox"/></p>	<p>Cross Border Trade <input type="checkbox"/></p>	<p>ICT <input type="checkbox"/></p>
	<p>Culture <input type="checkbox"/></p>	<p>Training <input type="checkbox"/></p>	<p>Environment <input type="checkbox"/></p>
	<p>Community Development <input type="checkbox"/></p>	<p>Innovation <input type="checkbox"/></p>	<p>Coastal/Marine <input type="checkbox"/></p>
	<p>Rural Development <input type="checkbox"/></p>	<p>SME's <input type="checkbox"/></p>	<p>Energy <input type="checkbox"/></p>
			<p>Urban <input type="checkbox"/></p>
			<p>Transport <input type="checkbox"/></p>
			<p>Other <input type="checkbox"/></p>
<p>Please Provide Basic Details of Project Idea</p>			
<p>Have you identified potential partners for this project? Yes _____ No _____ <i>(If Yes specify from where – please include details of other partners from within NE region)</i></p>			
<p><i>(If No would you like assistance to do so)</i> Yes _____ No _____</p>			
<p>Can you provide a current cost estimate of proposed project? Yes _____ No _____</p>			
<p>Cost for your part of joint project £_____ / Cost for potential partner(s) £_____</p>			
<p>Does the proposed project tie into any existing NE based strategy plan? Yes ___ No ___ <i>(if Yes specify which plans)</i></p>			
<p>Any Other Comment</p>			

Please return this form by _____ to the:
North East Partnership, 4 Wellington Court, Ballymena, BT43 6EQ
 T:028 25633943 F:028 25639785 E: nepartnership@ballymena.gov.uk