

DATED THIS 01 DAY OF September 2023

COLLABORATION AND FUNDING AGREEMENT

Dublin Belfast Economic Corridor (DBEC) Collaboration

This **COLLABORATION AND FUNDING AGREEMENT** is made the 01 September 2023 between the following Councils

1. Armagh City, Banbridge and Craigavon Borough Council
2. Belfast City Council
3. Dublin City Council
4. Fingal County Council
5. Lisburn and Castlereagh City Council
6. Louth County Council
7. Meath County Council
8. Newry, Mourne and Down District Council

and the following Universities:

1. Ulster University
2. Dublin City University

(together referred to as "the Collaboration", each referred to as "Collaborating members")

Definitions

Term	Meaning
Agreement	means this Collaboration and Funding agreement
Collaboration	means the DBEC Collaboration and its programmes and projects
Collaboration Budget	means the financial resources made up of contributions from Collaborating Members (excluding Collaborating Universities) and contributions from other sources such as grants
Collaborating Member or Collaborating Members / party or parties	means the Councils and Universities within the Collaboration and listed below, including the Lead Council
Programme	means any programme operated by the Collaboration
Lead Council	means Newry, Mourne & Down District Council
Collaborating Councils	<ol style="list-style-type: none"> 1. Armagh City, Banbridge and Craigavon Borough Council 2. Belfast City Council 3. Dublin City Council 4. Fingal County Council 5. Lisburn and Castlereagh City Council 6. Louth County Council 7. Meath County Council
Collaborating Universities	<ol style="list-style-type: none"> 1. Ulster University 2. Dublin City University
Political Advisory Group (PAG)	means the DBEC Council elected members nominated to sit on DBEC as described in the governance section of this agreement
Chief Executives Steering Group (CEOs Steering Group)	means the DBEC Council and University Chief Executives described in the governance section of this agreement
Directors Steering Group	means the DBEC Council and University Directors described in the governance section of this agreement

Secondment	means a voluntary transfer from a permanent employer (the Employer) for a fixed period which does not sever the employment relationship with the permanent employer, of the person seconded
DBEC Resource	Means the DBEC Programme Manager and the DBEC Partnership Officer
Action Plan	The 2022 Dublin Belfast Economic Action Plan attached at Schedule One of this agreement

1. Background

In 2018, Chief Executives from the eight Councils across the Dublin to Belfast Economic Corridor agreed to form a Partnership to explore the development of a regional proposition for economic growth. The Collaboration also includes representatives from Ulster University and Dublin City University.

The purpose of the Collaboration is to improve competitiveness and support economic growth across the region. This ambition has been reflected by governments North and South of the border who have made a commitment to support greater cooperation, connectivity, and opportunity North / South on the island.

The Collaboration aims to leverage the existing local government network and resources of the participating partners to identify areas where together, they can exert a significant positive impact and add value to the economic development of the corridor.

The Action Plan is in place setting out a strategic vision and associated actions for the Collaboration. The Action Plan sets out an ambitious plan for delivery against the strategic vision over an 8 year period.

This Collaboration and Funding Agreement sets out the detail workings of the Collaboration between the Lead Council, the Collaborating Councils and the Collaborating Universities, which will seek to build the DBEC brand as a leading investment region and economic corridor in Europe, achieving sustainable growth through the delivery of collaborative research and development, and the creation of a highly skilled workforce and enabling infrastructure. This Collaboration and Funding Agreement also sets out the obligations of the Lead Council, the Collaborating Councils and the Collaborating Universities.

2. Aims of DBEC

The ambition of the DBEC Collaboration is to become “a leading economic corridor in Europe, achieving sustainable growth through collaborative research and development, a highly skilled workforce and enabling infrastructure”.

The Collaboration wants to raise the profile of the Dublin to Belfast Corridor to be world renowned as a “major international centre in growth sectors like professional services, advanced manufacturing, ICT, life sciences and advanced agriculture”.

A number of key enablers and strategic objectives have been agreed and are outlined as follows:

DBEC Strategic Objectives against which the Collaborating Members will align on corridor specific initiatives:

1. Increase skills and training:
 - meet labour requirements, building on and expanding the existing workforce
2. Advocate for cross border infrastructure:
 - strengthen connectivity and access to markets and labour
3. Enable cross-border collaboration in research & development and innovation:
 - targeting investment in high growth sectors & green economy
4. Increase trade and investment:
 - aligning and supporting economic development partners
5. Promote sustainable & climate conscious growth:
 - aligned with Councils' development plans and wider policy objectives
6. Market the region & elevate the DBEC brand:
 - ensure the region is globally renowned as an attractive place to live and do business

DBEC Key enablers, required to underpin future economic growth of the corridor:

Key Enablers	Actions
Skills	<ul style="list-style-type: none"> • Undertake targeted research on the corridor's labour market • Develop a clear skills policy and strategy • Become an active player in skills development in priority sectors
Infrastructure	<ul style="list-style-type: none"> • Identify infrastructure gaps and map assets with development potential • Contribute to the development of business cases for corridor specific infrastructure projects
Research & development	<ul style="list-style-type: none"> • Grow DBEC's profile within the R&D community • Contribute to cross-border funding applications to grow R&D • Be a voice for the potential of the circular economy

Key enablers will have a specific focus on key growth sectors:

- Professional services and ICT
- Advanced manufacturing and agriculture
- Life sciences

3. Collaboration

The Lead Council, the Collaborating Council's and the Collaborating University's shall co-operate in accordance with the provisions of this agreement in relation to the implementation of the Action Plan.

The Collaborating Members agree that they have full legal power and authority to enter into this Agreement and are committed to jointly delivering against the strategic objectives and associated actions as defined in the Action Plan and to meet the Aims of the Collaboration as set out at Clause 2 hereof.

4. Commencement and Duration

This Agreement shall commence on the date hereof and shall terminate by agreement of the Chief Executives of the Collaborating Members or 30 days after Newry Mourne and Down District Council serves notice on the other Collaborating Members that it no longer wishes to act as the Lead Council, where no other Collaborating Member has agreed to assume the Lead Council role, whichever event occurs first.

5. Roles and Governance

The Lead Council has agreed to undertake the role of Lead Council on behalf of and with the agreement of the other Collaborating Members¹.

The Political Advisory Group (PAG), Chief Executive Officers (CEO) Steering Group and Directors Steering Group will oversee programme delivery and review performance against the DBEC Strategy and the Action Plan.

The role, functions and governance structures of the DBEC Political Advisory Group, CEOs Steering Group and Directors Steering Group are as set out in Schedule Two hereof.

The Directors Steering Group will direct the activities of the DBEC Resource, so that the Collaborating Members control the operations of the Collaboration.

The Chief Executive Officers Steering Group will direct the Directors Steering Group, so that the Collaborating Members control the strategic direction of the Collaboration.

The Political Advisory Group will provide advice and guidance to the CEOs Group to ensure political input into the strategic direction of the Collaboration.

¹ Agreed at Directors Steering Group meeting on 30th March 2022. At CEO Meeting on 20th September 2023 NMDDC agreed to retain the position of lead Council for DBEC subject to further review of DBEC Government arrangements which may need reflected in this agreement.

6. Lead Council Roles and Responsibilities

(a) Administer the DBEC Resource team

On behalf of the Collaborating Members, the Lead Council will be responsible for the recruitment, procurement (where relevant) and management of the DBEC Resource Team posts, as appropriate, that will carry out the shared functions of the Collaboration. It will assure the work of the DBEC Resource.

During the period of a secondment, the secondee remains an employee of their employing Council along with their respective terms and conditions, with the exception of those identified at the time of recruitment. As such, no employment liability is created for the Lead Council (*unless the Lead Council is the employer of the secondee*). The employing Council(s) will draw down the salaries (including mileage and subsistence) costs from the Lead Council through the DBEC finance budgets at a frequency to be agreed. The Lead Council will be responsible for the administration of payments relating to the DBEC Resource team.

(b) Financial and Audit

The Lead Council will provide accounting and financial management for the Collaboration, through its finance function. The Lead Council will provide financial information and governance documentation and any other assistance required for external audit.

The Lead Council may perform internal auditing of the Collaboration arrangements in line with the standard of the Lead Council's audit processes and make available the results of all audits to the Collaborating Members through the regular reporting mechanisms of the Collaboration governance.

(c) Insurance

The Lead Council will ensure that it maintains adequate employers' liability and public liability insurance to cover its liabilities as may arise in the course of the agreement and shall produce evidence of same upon request. For the avoidance of doubt, the Lead Council will not indemnify Collaborating Members against any losses they may sustain of any nature as a result of participating in this Collaboration.

(d) Provide Governance Support

The Lead Council, via the DBEC Resource, will request and co-ordinate input from the Collaborating Members wherever it is required.

The Lead Council, via the DBEC Resource, will ensure the governance groups are provided with such materials, reports and so on as they may require within the Collaboration arrangement.

The Lead Council, via the DBEC resource, will ensure the administration of the meetings of the governance groups described in the governance section of this agreement to ensure effective governance.

The Lead Council, via the DBEC Resource, will inform the DBEC Directors Group in a timely manner of all significant and / or untoward events especially those likely to attract media attention or become the subject of legal action which includes any circumstance which will or may affect the ability of the Collaboration to meet the targets set out by the Collaboration.

(e) Manage the Procurement Vehicles

The Lead Council will be responsible for the procurement of consulting resources and any other third-party support required, and for the payment of consulting contracts.

The Lead Council, via the DBEC Resource, will manage procurement processes according to their Council's Procurement Policy.

As the current Lead Council, Newry, Mourne and Down District Council will manage procurement processes according to their Council's Procurement Policy as amended from time to time. The Lead Council's Procurement Policy can be accessed at [Procurement Policy \(newrymournedown.org\)](http://newrymournedown.org), and may be updated from time to time.

However, other Collaborating Members's may also operate procurement processes on behalf of the Collaboration by agreement with the Lead Council.

The approval thresholds to enable procurements to proceed will be in line with the procurement policy of the Lead Council, or the Collaborating Member leading on the procurement.

All proposed expenditure is to be presented at both Directors and CEOs Steering Group meetings.

The Lead Council will take reasonable steps to attempt to keep all costs in relation to the Collaboration within the Collaboration Budget for the relevant Financial year.

7. Authority of Lead Council

Each Collaborating Member hereby agrees that the Lead Council has power to procure and award all necessary Contracts required to deliver against the Collaboration and the Strategy and Action Plan. The Lead Council shall ensure that information in respect of such Contracts are made available to the other Collaborating Members on request and as required for participation in the Collaboration and the Governance Structure.

Each Collaborating Member hereby agrees that the Lead Council has power to ask another Collaborating Member to award such contracts as are required to deliver against the Collaboration and the Strategy and Action Plan.

8. Collaborating Members Obligations

(a) Work Together in the Collaboration

The Collaborating Members will work together and actively participate in the DBEC Collaboration to support the DBEC Resource Team in achieving the Collaboration objectives.

In particular, the Collaborating Universities will seek to assist DBEC through their expertise in the delivery of evidence-based research, policy development and wider stakeholder engagement. Where relevant and appropriate, the Collaborating Universities will utilise their connections to cross-border and international research networks to advance the Strategy and Action Plan.

Collaborating Members will adhere to the DBEC governance structure and ensure that activities are delivered, and actions taken as required.

Collaborating Members will be accountable for the performance of the respective roles and responsibilities set out in this agreement.

Collaborating Members will be open and transparent and communicate openly about major concerns, issues or opportunities relating to the DBEC Collaboration and its programmes and projects.

Collaborating members will learn, develop and seek to achieve the full potential of the Collaboration. In respect of the Collaboration aims, they will share information, experience, materials and skills to learn from each other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost.

In the event that a Collaborating Member is asked to procure a contract by the Lead Council they will follow their Procurement Policy and will ensure best value for the Collaboration.

(b) Support the Governance Structure

Collaborating members will undertake all of the DBEC Collaboration responsibilities under the direction and guidance of the DBEC CEOs Group and DBEC Directors Group.

Collaborating members will support the shared activities of the DBEC Resource team and enable it to represent individual organisation interests to stakeholders, suppliers, DBEC CEOs Group and DBEC Directors Group as required and appropriate.

Collaborating members will respect the remit of DBEC Resource team, the DBEC CEOs Group and DBEC Directors Group to enforce the terms of DBEC agreement on suppliers and all Collaborating Members.

Collaborating Members will act at all times in a way that is not detrimental to the reasonable and agreed participation of other Collaborating Members.

Each Collaborating Member will have appropriate insurance in place for the duration of the agreement and can provide satisfactory documentary evidence of the insurance effected and maintained upon request by the Lead Council.

9. Costs and Payment

Collaborating Councils and the Lead Council will make financial contributions to the operation of the DBEC Collaboration.

Each Collaborating Council and the Lead Council will be responsible for the payment of the operational costs of the Collaboration. Each Collaborating Council and the Lead Council will pay the agreed percentage of the Collaboration Budget which said percentages are set out in Part 1 of Schedule 3.

The anticipated Collaboration Budget of the Collaboration in the year 2023 / 2024 is set out in Part 2 of Schedule 3 which may be varied from time to time by the Directors Steering Group and agreed by the CEOs Steering Group.

Each Collaborating Council hereby agree that in addition to the payment of the relevant percentage of the agreed Collaboration Budget (as varied from time to time) they will pay the same percentage of any Collaboration costs beyond the Collaboration Budget set out in Schedule 3 (as varied by agreement).

In the event that the Lead Council suffers or incurs a liability as a result of its role as Lead Council each Collaborating Council shall be responsible for the payment of such

liability in accordance with the proportions set out for each Collaborating Council set out in Part 1 of Schedule 3.

The Lead Council shall invoice each Collaboration Council in respect of budgeted costs in January 2024 and each anniversary thereof throughout the Term of this agreement in respect of the Collaboration Budget due for the relevant year (running from 1st January until 31st December in the relevant year) to come. In the event that the Collaboration Costs exceed the Collaboration Budget or the Lead Council incurs a Liability as a result of its role as Lead Council then the Lead Council will invoice the Collaborating Councils the following January or as and when necessary.

The Collaboration Budget shall be based on the Euro currency, however invoices can be issued in Euro or Sterling as agreed with each Collaborating Council. The value of the sterling invoice will be determined by the exchange rate on the day of invoicing.

Unless otherwise specified sums invoiced by the Lead Council are exclusive of VAT which shall be included in invoices and payable in addition to the sum invoiced.

The Lead Council will hold budgets in the currency received and can exchange budgets as required as the currency of agreed expenditure is determined. DBEC Resource will report on expenditure incurred and forecast on a quarterly basis at the meetings of Directors and CEOs Steering Groups.

Collaborating Councils shall pay an invoice issued to it within 30 days of the date of the Invoice

If a party fails to make any payment due to another party under this agreement by the due date for payment then the defaulting party shall pay interest on the overdue amount at the rate of 2% per annum above Danske Bank Limited's base rate from time to time. Such interest shall accrue on a daily basis from the due date until actual payment of the overdue amount, whether before or after judgement. The defaulting party shall pay the interest together with the overdue amount.

All amounts due under this agreement shall be paid in full without any set – off, Counterclaim, deduction or withholding (other than any deduction or withholding of tax as required by law).

10. Data Protection

Each Collaborating Member shall, at its own expense, ensure that it complies with and assists the other Collaborating Members to comply with the requirements of all legislation and regulatory requirements in force from time to time relating to the use of personal data and the privacy of electronic communications, including, without limitation, the Data Protection Legislation applicable in the relevant legal jurisdiction within which the relevant Collaborating Member or Collaborating Members are situated.

11. Freedom of Information "FOI"

Collaborating members who receive a request for information relating to the Collaboration and which the Collaborating Member is treating under as an FOI under the FOI legislation or regulations applicable in the relevant legal jurisdiction within which the relevant Collaborating Member is situated should:

- a. Notify the Lead Council of the request within two working days;
- b. Issue a 'draft response' for consideration to the Lead Council who may provide comment within 3 working days;
- c. Provide the Lead Council with a decision on whether the Lead Council's comments are accepted or rejected. If rejected include a rationale; and
- d. Provide the final response issued to the request by the Collaborating Member.

12. Indemnity

Subject to fulfilment by the Lead Council of its obligations under this agreement, the Collaborating Councils and Collaborating Universities shall on a several basis, indemnify the Lead Council against all liabilities, costs, expenses, damages and losses (including but not limited to any direct, indirect or consequential losses, loss of profit, loss of reputation and all interest, penalties and legal costs (calculated on a full indemnity basis) and all other reasonable professional costs and expenses) suffered or incurred by the Lead Council arising out of or in connection with:

- a. the breach of the UK Data Protection Legislation by one or more of the Collaborating Members or
- b. the breach of this agreement by one or more of the Collaborating Members,
- c. any claims made by staff of the DBEC Resource.

except to the extent that the liability arises as a direct result of the action or omission of the Lead Council.

If a payment due from the indemnifying party under this clause is subject to tax (whether by way of direct assessment or withholding at its source), the indemnified party shall be entitled to receive from the indemnifying party such amounts as shall ensure that the net receipt, after tax, to the indemnified party in respect of the payment is the same as it would have been were the payment not subject to tax.

Nothing in this clause shall restrict or limit the indemnified party's general obligation at law to mitigate a loss it may suffer or incur as a result of an event that may give rise to a claim under this indemnity.

13. Termination of Agreement

Without affecting any other right or remedy available to it, any Collaborating Member may terminate this agreement or with immediate effect by giving written notice to the other Collaborating Members if:

- i. any Collaborating Member fails to pay any amount due under this agreement on the due date for payment and remains in default not less than 10 Business Days after being notified in writing to make such payment
- ii. any Collaborating Member commits a material breach of any other term of this agreement which breach is irremediable or (if such breach is remediable) fails to remedy that breach within a period of 10 Business Days after being notified in writing to do so;
- iii. any Collaborating Member repeatedly breaches any of the terms of this agreement in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms of this agreement;
- iv. any other party suspends, or threatens to suspend, payment of its debts or is unable to pay its debts as they fall due or admits inability to pay its debts;
- v. in accordance with clause 15.
- vi. the Lead Council resigns from its role as Lead council, and no alternative Lead council can be appointed.

For the purposes of clause i, **material breach** means a breach (including an anticipatory breach) that is serious in the widest sense of having a serious effect on the benefit which the terminating party would otherwise derive from a substantial portion of this agreement; over any 6-month period during the term of this agreement. In deciding whether any breach is material no regard shall be had to whether it occurs by some accident, mishap, mistake or misunderstanding.

14. Consequences of Termination

On termination of this agreement in respect of any party the following clauses shall continue in force:

- i. Clause 9 (Costs and payment);
- ii. Clause 10 (Data protection);
- iii. Clause 11 (Freedom of Information)
- iv. Clause 12 (Indemnity);
- v. Clause 15 (Force Majeure);

- vi. Clause 19 (Expert Advice)
- vii. Clause 21 (Relationship of the Collaborating Members)
- viii. Clause 22 (variation)
- ix. Clause 22 (Governing law); and
- x. Clause 24 (Jurisdiction).

Termination of this agreement in respect of any party shall not affect any rights, remedies, obligations or liabilities of the Collaborating Members that have accrued up to the date of termination, including the right to claim damages in respect of any breach of the agreement which existed at or before the date of termination.

15. Force Majeure

No party hereto shall be in breach of this agreement nor liable for delay in performing, or failure to perform, any of its obligations under this agreement if such delay or failure result from events, circumstances or causes beyond its reasonable control. In such circumstances the affected party shall be entitled to a reasonable extension of time for performing such obligations. If the period of delay or non-performance continues for 8 weeks, any party not affected may terminate this agreement by giving 30 days' written notice to the affected party.

16. Entire Agreement

This agreement constitutes the entire agreement between the Collaborating Members and supersedes and extinguishes all previous drafts, agreements, arrangements and understandings between them, whether written or oral, relating to its subject matter.

Each party agrees that it shall have no remedies in respect of any representation or warranty (whether made innocently or negligently) that is not set out in this agreement. No party shall have any claim for innocent or negligent misrepresentation based on any statement in this agreement.

17. Review

This Agreement shall be reviewed on an annual basis by the Directors Steering Group.

The Chief Executive Officers Steering Group may agree to extend the scope of the Collaboration, if identified as required to progress the delivery of the DBEC Collaboration and against the DBEC Strategy and Action Plan.

The Chief Executive Officers Steering Group may agree to extend or shorten the Agreement's duration as required, and to add new members where appropriate.

The Chief Executive Officer Steering Group may agree to make changes to the terms of reference of the DBEC Governance Bodies, or to the contents of this Agreement.

Any changes to the terms of this agreement agreed after the annual review will be recorded in writing and signed by all Collaborating Members in accordance with Clause 22.

18. Rotation of Lead Council

Newry, Mourne and Down District Council is the current Lead Council. The Lead Council may rotate on a biennial basis by agreement of both DBEC Directors Steering Group and DBEC Chief Executive Steering Group. Should Newry, Mourne and Down District Council decide that it wishes to resign from its role as Lead Council, it may do so by giving the other Collaborating Members 30 days' notice of its intention. The other Collaborating members shall use their best endeavours to appoint a new Lead Council within this 30-day time period.

If rotation of the role of Lead Council is proposed and agreed by the Directors and CEOs Steering Groups, or a new Lead council is appointed in any other circumstances, a Lead Council transfer plan will be established and agreed between the outgoing Lead Council and the incoming Lead Council. The transfer plan will outline the process for the transfer of management of the DBEC Resource, DBEC finances, DBEC social media platforms, and DBEC supplier contracts. It is anticipated that any live supplier contracts would remain under the outgoing Lead Councils procurement team.

19. Expert Advice

The Lead Council shall be at liberty to procure whatever expert advice it requires, including legal, to undertake its responsibilities under this Agreement, and the costs of such expert advice shall be shared between the Collaborating Members in accordance with clause 9.

20. Dispute Resolution

In the Event of any disagreement between the Collaborating members the matter may be referred by any of the Collaborating members to a suitable independent person to be agreed by the Collaborating Members for determination, failing which to a person nominated by the President for the time being of the Law Society of Northern Ireland.

21. Relationship of the Partnership Members

For the avoidance of doubt this Agreement shall not be construed as a Partnership Agreement within the meaning of Section 1 of the Partnership Act 1980 nor is there any intention on the part of the Collaborating Members to form a Partnership.

22. Variation

Any variation to this agreement shall be in writing and signed by all Collaborating members.

23. Governing Law

This agreement and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with the law of Northern Ireland.

24. Jurisdiction

Each party irrevocably agrees that the courts of Northern Ireland shall have exclusive jurisdiction to settle any dispute or claim arising out of or in connection with this agreement or its subject matter or formation (including non-contractual disputes or claims).

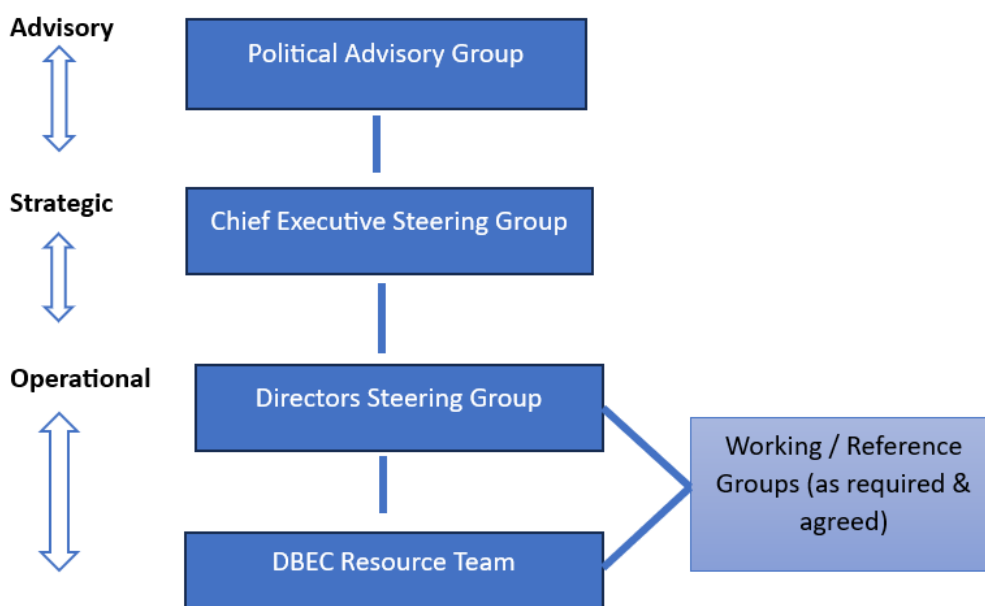
SCHEDULE ONE: DBEC Strategy and Action Plan

DBEC Strategy and Action Plan available at [Research | Dublin Belfast Economic Corridor \(dbec.info\)](https://research.dublinbelfasteconomiccorridor.com)

SCHEDULE TWO: Governance Structure

A Governance structure was agreed by Chief Executives; it was recognised that a continued high level of engagement from Collaborating Councils and Collaborating Universities at a senior level is required to achieve the ambition of the Collaboration.

The Governance Structure is shown below:



Advisory Management Level

Political Advisory Group	
Role	<ul style="list-style-type: none"> - To provide input and direction to achieve the ambitions of the Dublin Belfast Economic Corridor - To provide political support and support political engagement in pursuit of Collaboration objectives - To provide advice and guidance to the Chief Executive Officers Steering Group
Members	<ul style="list-style-type: none"> - 24 Elected Representatives in total - 3 nominated elected representatives from each Collaborating Council

Function	<ul style="list-style-type: none"> - 2 Co-Chairs will be elected, with representation North and South - The roles of Co-Chair will be elected every 2nd year. - For each meeting of the PAG, the role of the Chair will rotate between each Co-Chair
Communication Flow	<ul style="list-style-type: none"> - Directly to relevant Council committees - Correspond down to Council Chief Executives
Frequency of meetings	<ul style="list-style-type: none"> - Meetings will take place quarterly, in person. - While in person meetings are favoured, hybrid / online meetings will be facilitated were required.

Strategic Management Level

Chief Executives Steering Group	
Role	<ul style="list-style-type: none"> - To set the vision and provide strategic input and direction to achieve the ambition of the Dublin – Belfast Economic Corridor - To maintain a strategic overview of the Collaboration - To champion the aims and work of the Collaboration - To act as a communication channel into Council bodies and Department teams - To provide high level support in pursuit of the Collaboration objectives - Lead on political engagement - Review progress on delivery against Collaboration objectives
Members	<ul style="list-style-type: none"> - 8 Council Chief Executives, one from each of the Collaborating Councils - 2 senior Collaborating University representatives, 1 from Dublin City University and 1 from Ulster University
Function	<ul style="list-style-type: none"> - A Chair will be elected and rotate annually across each of the Collaborating Councils with a balance of representation north and south - The Chair, working with the DBEC Resource, will be responsible for organising meetings, setting the agenda, and allocating key action points

Communication Flow	<ul style="list-style-type: none"> - Correspond up to Political Advisory Group and directly to relevant Collaborating Council Committees - Correspond down to Directors Steering Group
Frequency of meetings	<ul style="list-style-type: none"> - Meetings will take place bi-monthly, in person. - While in person meetings are favoured, hybrid / online meetings will be facilitated where required

Operational Management Level

Directors Steering Group	
Role	<ul style="list-style-type: none"> - To provide overall operational level guidance to achieve the ambition of the Dublin – Belfast Economic Corridor as defined in the Action Plan - To develop an action plan, and manage the delivery of ambitions of the Collaboration - To provide support in pursuit of the operational delivery of the Collaboration objectives - Liaise with reference groups on specific work streams - Manage engagement with internal and external stakeholders - Review progress on delivery against Collaboration objectives - Provide strategic assurance of financial and auditing activity - Make financial decisions, and seek internal Council approvals where required and appropriate
Members	<ul style="list-style-type: none"> - 8 council Directors, one from each of the Collaborating Councils - 2 Director level University representatives, 1 from each of the Collaborating Universities - Other Director level organisational representatives, in an advisory capacity, as deemed appropriate
Function	<ul style="list-style-type: none"> - The Lead Council will assume the role of the Chair of the Directors Steering Group² - The Chair, working with the DBEC Resource, will be responsible for organising meetings, setting the agenda, taking, and allocating key action points

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- ² At Directors meeting on 30th March 2022, it was agreed that the Lead Council would also act as Chair of the Directors Steering Group.

Communication Flow	<ul style="list-style-type: none"> - Correspond up to CEO Steering Group, and directly to relevant Collaborating Council Committees and Council Departmental teams - Correspond down to DBEC Resource Team
Frequency of meetings	<ul style="list-style-type: none"> - Meetings will take place monthly, in person. - While in person meetings are favoured, hybrid / online meetings will be facilitated where required

Working Groups / Reference Groups	
Role	<ul style="list-style-type: none"> - Created as and when required, to support the strategic direction of the Collaboration - Created to provide practical advice and insights into thematic work areas, including shaping work plan development based on sector/subject area specialism. - Created based on identification of collaborative projects - Potential thematic areas, including but not limited to: <ul style="list-style-type: none"> o Skills o Research & Development o Innovation o Infrastructure o Funding o Investment o Communication and marketing
Members	<ul style="list-style-type: none"> - Representation identified and agreed at the Directors Steering Group dependant on requirement - A representative from the Director Steering Group will sit on each reference group
Function	<ul style="list-style-type: none"> - The representative Director will Chair each meeting - The Chair, working with the DBEC Resource, will be responsible for organising meetings, setting the agenda, taking, and allocating key action points
Communication Flow	<ul style="list-style-type: none"> - Correspond up to Directors Steering Group and correspond directly to DBEC Resource Team
Frequency of meetings	<ul style="list-style-type: none"> - To be agreed via ToR set for each working group / reference group

SCHEDULE THREE: Financial Model

PART 1: AGREED PERCENTAGES

	Population Nr	% Population *
Dublin City Council	592,713	27.20%
Belfast City Council	345,418	15.85%
Fingal County Council	330,506	15.17%
Armagh City, Banbridge & Craigavon Borough Council	218,656	10.03%
Meath County Council	220,826	10.13%
Newry, Mourne and Down District Council	182,074	8.36%
Lisburn and Castlereagh City Council	149,106	6.84%
Louth County Council	139,703	6.41%
	2,179,002	100.00%

- Population figures updated August 2023. Sources:
- Census 2021 Main statistics for Northern Ireland - Statistical bulletin - Demography and households (nisra.gov.uk)
- CSO.ie / Census 2022 / [Profile 1 - Population Distribution and Movement / F1004A - Population](#)

PART 2: COLLABORATION BUDGET

- Operational Budget and apportionment of costs

It was agreed at the Political Advisory Group³ that the Collaborating Council and the Lead Council from the DBEC Collaboration would jointly fund the resources to ensure there are focused resources in place to deliver against the DBEC Strategy and Action Plan. A budget as outlined below was agreed to support costs associated with the DBEC Resource, a small operational budget and overheads⁴.

It was agreed that the budget would be apportioned across the Collaborating Councils and the Lead Council based on percentage share of population. The tables below outline the budget allocation against the share of population. (Note budget allocation for 2024/25 has been updated with recent population data.)

DBEC is initially funded 100% by Collaborating Council's and the Lead Council. The total quantum of funding covered by the respective Councils does not decrease over time as the Collaboration develops; However other funding sources instead will be explored to expand the Collaborations operation.

The lead Council will invoice Collaborating Councils in January for contributions towards the forthcoming financial year. Invoices can be issued in Euro or Sterling as agreed with each Collaborating Council. The value of the sterling invoice will be determined by the exchange rate on the day of invoicing.

The Lead Council will hold budgets in the currency received and can exchange budgets as required as the currency of agreed expenditure is determined. DBEC Resource will report on expenditure incurred and forecast on a quarterly basis at the meetings of Directors and CEOs Steering Groups.

INCOME CHARGED to Partnership – 2023/24		(January 2023 / Paid)
	% of Population	Budget
Dublin City Council	27.53	€ 71,575.60
Belfast City Council	16.57	£35,805.83
Fingal County Council	14.69	£33,295.81
Armagh City, Banbridge & Craigavon Borough Council	9.91	£21,415.98
Meath County Council	9.68	€ 25,174.09
Newry, Mourne and Down DC	8.52	£18,395.97
Lisburn & Castlereagh Borough Council	6.69	£14,459.88
Louth County Council	6.4	€ 16,634.90
		€ 113,384.59
		£123,373.47

³ At the PAG held on 14th October 2022

⁴ This was considered and agreed at Sept 2022 Directors Steering Group and October 2022 CEO Steering Group. It was noted at the October 2022 Political Advisory Group

Forecast Budget Requirement – based on updated population data			
	Population Nr	% Population *	Budget
Dublin City Council	592,713	27.20%	€70,722
Belfast City Council	345,418	15.85%	€41,215
Fingal County Council	330,506	15.17%	€39,436
Armagh City, Banbridge & Craigavon Borough Council	218,656	10.03%	€26,090
Meath County Council	220,826	10.13%	€26,349
Newry, Mourne and Down District Council	182,074	8.36%	€21,726
Lisburn and Castlereagh City Council	149,106	6.84%	€17,792
Louth County Council	139,703	6.41%	€16,670
	2,179,002	100.00%	€260,000

Present when the corporate seal of the below Council was affixed hereto:

Council: Armagh City, Banbridge and Craigavon Borough Council

Signed: Chairperson (Amend as appropriate & delete red text)

Signed: Clerk and Chief Executive (Amend as appropriate & delete red text)



Present when the corporate seal of the below Council was affixed hereto:

Council: Belfast City Council

Signed: Chairperson (Amend as appropriate & delete red text)

Signed: Clerk and Chief Executive (Amend as appropriate & delete red text)



Present when the corporate seal of the below Council was affixed hereto:

Council: Dublin City Council

Signed: Chairperson (Amend as appropriate & delete red text)

Signed: Clerk and Chief Executive (Amend as appropriate & delete red text)



Present when the corporate seal of the below Council was affixed hereto:

Council: Fingal County Council

Signed: Chairperson (Amend as appropriate & delete red text)

Signed: Clerk and Chief Executive (Amend as appropriate & delete red text)



Present when the corporate seal of the below Council was affixed hereto:

Council: Lisburn and Castlereagh City Council

Signed: Chairperson (Amend as appropriate & delete red text)

Signed: Clerk and Chief Executive (Amend as appropriate & delete red text)



Present when the corporate seal of the below Council was affixed hereto:

Council: Louth County Council

Signed: Chairperson (Amend as appropriate & delete red text)

Signed: Clerk and Chief Executive (Amend as appropriate & delete red text)



Present when the corporate seal of the below Council was affixed hereto:

Council: Meath County Council

Signed: Chairperson (Amend as appropriate & delete red text)

Signed: Clerk and Chief Executive (Amend as appropriate & delete red text)



Present when the corporate seal of the below Council was affixed hereto:

Council: Newry, Mourne and Down District Council

Signed: Chairperson (Amend as appropriate & delete red text)

Signed: Clerk and Chief Executive (Amend as appropriate & delete red text)



Present when the corporate seal of the below University was affixed hereto:

University: Dublin City University

Signed: Chairperson (Amend as appropriate & delete red text)

Signed: Clerk and Chief Executive (Amend as appropriate & delete red text)



Present when the corporate seal of the below University was affixed hereto:

University: Ulster University

Signed: Chairperson (Amend as appropriate & delete red text)

Signed: Clerk and Chief Executive (Amend as appropriate & delete red text)

