



Killyhevlin Hotel, Enniskillen 29–30 January 2015



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WELCOME

Welcome to this joint conference of the International Centre for Local and Regional Development (ICLRD) and the Centre for Cross Border Studies (CCBS), *Shared Services, Shared Opportunities: New Models of Public Sector Collaboration and Partnership*. The conference is the concluding event of the Ireland/Northern Ireland Cross Border Cooperation Observatory-2 (INICCO-2) programme which is funded by the European Union's INTERREG IVA programme and managed by the Special EU Programmes Body. The theme of this year's conference is particularly topical in light of recent and imminent changes to the structure of local government in both jurisdictions, and will address the opportunities that this poses for developing new ways of cooperating across jurisdictional boundaries.

INICCO-2 is a strategic package of linked training, animation, mentoring, information and research activities, which aimed to increase and strengthen cross-border cooperation for a more prosperous and sustainable border region and more efficient delivery of public services. It has contributed to the increased social, economic and territorial cohesion of the Irish cross-border region through promoting and improving the quality of cross-border cooperation among public bodies – and between public bodies, business and civil society. A key objective of INICCO-2 has been to improve the capacity of people involved in social and economic development of the Irish cross-border region.

The conference, and the Shared Services theme to which it relates, are reflective of our shared programme of activities under INICCO-2. The Shared Services element of our work involved the establishment of a 'learning network', the creation of a website dedicated to the shared services agenda (<http://iclr.org/sharedservices>), and the publication of a research report entitled *Shared Services: Working Together for the Common Good* which is aimed at identifying the greatest potential for local government to share services across jurisdictional boundaries. As noted in this ICLR study, "The reform of public services is high on the political agenda in every EU country and reflects the constant challenge for local and national governments in meeting local service needs at a time of severe financial restraints and declining public resources" (2014: 5). This conference provides us with a much needed space to reflect on local government reform and the challenges and opportunities this presents us with in terms of working more effectively and efficiently to meet the needs of all citizens – including what role for the Shared Services agenda.

CAROLINE CREAMER

Acting Director
International Centre for Local and Regional Development

RUTH TAILLON

Director
Centre for Cross Border Studies

PROGRAMME

29th January 2015 (Afternoon), the Lisgoole Suite,
Killyhevlin Hotel

13.15 **Registration and Refreshments**

14.00 **Welcome**

Ms. Caroline Creamer, Acting Director,
International Centre for Local and Regional
Development and *Ms. Ruth Taillon*, Director,
Centre for Cross Border Studies

14.20 **Shared Services and Local Government:
A Transformative Agenda**

Mr. Brendan Hegarty, Chief Executive Designate,
Fermanagh and Omagh District Council

Session 1: Shared Services, Shared Opportunities

14.40 **Welcome by Chair and Overview of the
International Centre for Local and Regional
Development's (ICLRD) Shared Services Pilots
in the Irish Border Region**

Dr. Andrew McClelland, Research Associate,
International Centre for Local and Regional
Development

15.00

**Shared Services, Shared Opportunities:
Austerity, Reformed Local Government and
Reduced Budgets**

Prof. Greg Lloyd, Emeritus Professor at
Ulster University

15.30

**Shared Services Across Borders: Some
Lessons from Europe**

Mr. Martín Guillermo-Ramírez, Secretary General
of the Association of European Border Regions

15.50

Questions and Answers

16.05

**Launch of the Centre for Cross Border
Studies Evaluation Toolkit for Cross-Border
Projects and the Budget Toolkit for
Cross-Border Projects**

Introduced by *Mr. Martín Guillermo-Ramírez*,
Secretary General of the Association of European
Border Regions

16.15

Refreshments

Session 2: Shared Services - A Local Government Perspective

16.20

Welcome by Chair

Dr. Seán O'Riordáin, Director, Public Policy
Advisors Network



Shared Services **Shared Opportunities** New Models of Public Sector Collaboration and Partnership

16.25 **Facilitated Conversation between**
Ms. Pamela Arthurs, Chief Executive, East Border Region,
Mr. Liam Hannaway, Chief Executive Designate, Newry, Mourne and Down District Council,
Mr. David O'Connor, Senior Responsible Officer for Public Service Reform, Programme Management Office and
Mr. Paul Clifford, Director of Economic and Community Services, Monaghan County Council.

A lively discussion and debate on shared services with panel members representing local government and the cross-border networks on the island of Ireland.

17.25 **Questions and Answers**
 17.45 **Summation of Day 1**
Ms. Caitriona Mullan, Chair, International Centre for Local and Regional Development

18.00 **End Day 1**

19.15 **Reception and Launch of The Atlas of the Island of Ireland**
 Compere: *Prof. Rob Kitchin*, Professor of Geography, National Institute for Regional and Spatial Analysis, Maynooth University
 Welcome by *Cllr. Thomas O'Reilly*, Presiding Councillor, Fermanagh and Omagh District Shadow Council
 Launch by *Mr. Niall Cussen*, Principal Advisor, Department of the Environment, Community and Local Government and *Mr. Tom Reid*, Director of Transport Policy, Strategy and Legislation Division, Department for Regional Development

20.00 **Conference Dinner, the Silks Suite**
With after-dinner address by *Prof. Deborah Peel*, Chair in Architecture and Planning, School of the Environment, University of Dundee

30th January 2015 (Morning), the Lisgoole Suite, Killyhevlin Hotel

Session 3: Shared Services in Practice - Emerging Agendas for Local Government

09.00 **Registration and Refreshments**
 09.30 **Welcome by Chair**
Dr. Helen Johnston, Chair, Centre for Cross Border Studies
 09.45 **Climate Change Across Borders: Fairness, Justice and the Governance of Adaptation**
Dr. Conor Murphy, Lecturer, Department of Geography and Senior Researcher, Irish Climate Analysis and Research Units, Maynooth University

10.10 **Red Cross research – The Impact of Flooding on People’s Lives: Building More Resilient Communities and New multi-agency Initiatives in Northern Ireland**
Ms. Joanne McKenna, Senior Service Manager, British Red Cross and *Mr. Neil McKittrick*, Service Manager, British Red Cross
 10.30 **Questions and Answers**
 11.00 **Refreshments**

Session 4: Progressing Shared Services - Cooperation, Innovation and Civic Leadership

11.20 **Welcome by Chair**
Prof. Mark Boyle, Director, National Institute for Regional and Spatial Analysis, Maynooth University

11.30 **Breakout Sessions**
 Three sessions:
1. Low Carbon Agenda: Facilitated by *Mr. Pádraig O’Hora*, Senior Executive Engineer, Louth County Council with presentation by *Mr. Denis Kelly*, Senior Executive Planner, Donegal County Council on cross-border low carbon and renewables project.

2. Emergency Management: Facilitated by *Mr. Finian Joyce*, Chief Fire Officer, Leitrim County Council with presentation by *Ms. Joan McCaffrey*, Emergency Planning Co-ordinator, Western Group Environmental Health Service on the Cross Border Emergency Management Working Group and the shared services pilot with the International Centre for Local and Regional Development and the All-Island Research Observatory

3. Sustainable Transport: Facilitated by *Mr. Pádraig Maguire*, Regional Planner, Northern and Western Regional Assembly with presentation by *Mr. Gordon Clarke*, National Director for Northern Ireland and the Republic of Ireland, Sustrans on the potential development of a cross-border regional cycle route network.

12.30 **Return to Plenary: Feedback from Breakout Sessions**

13.00 **Closing Address: Place-Based Collaboration - Leadership for a changing world**
Prof. Robin Hambleton, Professor of City Leadership, Faculty of Environment and Technology, University of the West of England

13.30 **Closing Comments: Key Points**
Dr. Anthony Soares, Research and Policy Manager, Centre for Cross Border Studies
 13.45 **Close Conference / Lunch**



CONFERENCE SPEAKERS AND CHAIRPERSONS



Caroline Creamer is Acting Director of the International Centre for Local and Regional Development (ICLRD) and a Research Fellow with the National Institute for Regional and Spatial Analysis (NIRSA) at Maynooth University. A qualified town planner, her research interests include spatial planning practice and policy,

regional and local development and regeneration, collaborative and participative decision-making, and inter-territorial and cross-border development. Caroline holds a Diploma in Environmental Resources Management from Dublin Institute of Technology, an MA in Geography from Maynooth University, an MA in Town and Country Planning from the University of the West of England / Open University, and is currently a part-time PhD candidate in Maynooth University.



Ruth Taillon is Director of the Centre for Cross Border Studies (CCBS). Ruth has many years' experience as a researcher and evaluator working with a range of public and community-based organisations in both jurisdictions. Prior to joining CCBS, Ruth was Research Coordinator for Border Action, working on European funding programmes

Peace and INTERREG. She has extensive experience with the voluntary and community sector and was Director of the West Belfast Economic Forum and involved with the management of a number of community-based initiatives throughout the 1990s. She has also worked as an independent research and evaluation consultant, specialising in gender, equality, and peace and conflict issues. Ruth has also written and lectured extensively on Irish women's history, about which she has a strong personal interest.



Brendan Hegarty was appointed as Chief Executive Designate of Fermanagh and Omagh District Council on 28 January 2014 and took up his post on 1 March 2014. Prior to this, he held the post of Chief Executive of Fermanagh District Council since 1 February 2011. Brendan joined Omagh District Council as a Finance Officer in 1990

and took up a position with Fermanagh District Council as the Director of Finance and IT in 1995. Brendan qualified as a member of the Institute of Chartered Accountants in Ireland in 1989, and, prior to employment in local government, he worked as an Accountant with T F McElholme and Co and Jim Turbett and Co, Omagh. He graduated from Queen's University Belfast with a BSc (Hons) in Accounting with Economics in 1985.



Dr. Andrew McClelland is a Research Associate with the International Centre for Local and Regional Development (ICLRD). He has worked on several ICLR D projects under the Cross-Border Spatial Planning and Training Network programmes (CroSPan I and II), including most recently in 2014

when employed as a Postdoctoral Researcher at Maynooth University. He holds an MA in Town and Country Planning from the University of the West of England and was awarded his Doctorate from Ulster University in July 2014.



Prof. Greg Lloyd is Emeritus Professor of Urban Planning at the Ulster University and a Visiting Professor in the Department of Geography, Planning and International Development Studies, University of Amsterdam. He was Head of the School of the Built Environment at Ulster University, 2008 – 2014. Prior to this, he worked at the universities of Liverpool (2006-2008), Dundee (1994-2006) and Aberdeen (1978-1994). He is a Fellow of the Academy of Social Sciences and a Patron of Planning Aid Scotland. He was Ministerial Adviser to the Northern Ireland Assembly Government on its reform of land-use planning, a member of the Northern Ireland Planning Summit, and Chair of the Northern Ireland Land Matters Task Force. Prof. Lloyd has researched and published widely in the fields of strategic land use planning, regeneration and development.



Martín Guillermo-Ramírez has a Bachelor of Medicine and Surgery from the University of Alicante and a Masters in Humanitarian Medicine from the University Miguel Hernandez. After finishing his medical studies, he was elected International and Cooperation Secretary of the Socialist Youth of Spain

in 1990, representing the organisation in various international events and projects until 1995. From 1995 to 2006 he worked at the Regional Government of Extremadura. He was Chief of the Cabinet at the Regional Ministry of Health and Social Welfare, Advisor in the Cabinet of the President, and Regional Secretary for International Co-operation, having represented the regional government in different events and on national and international organisations. Since October 2006 he is the Secretary General of the Association of European Border Regions (AEBR), which represents the interests of border regions in relation to EU institutions, Member States and the Council of Europe.



Dr. Seán O'Riordáin is one of the most experienced independent public policy consultants in Ireland having worked in the area for over 30 years. He has advised on both national and local policy development in Ireland and also has considerable experience relating to local government reform across the globe, including

contributions to EU policy development. He is Executive Chairman of the Brisbane-based Sorhill Advocates Pty Ltd and a Director of the Public Policy Advisers Network in Ireland. Seán is currently advising on a number of projects addressing public service reform in both Ireland and Queensland, Australia.



Shared Services **Shared Opportunities** New Models of Public Sector Collaboration and Partnership



Pamela Arthurs is Chief Executive of the East Border Region, a local authority-led cross-border organisation covering 10 local authorities along the East Coast of Ireland and which aims to promote cross-border economic development. Pamela, who comes from the Mourne, is a graduate of Queen's University Belfast, and also has a Masters in Women's Studies from York University, England. From 1988-1991, she was a part time lecturer in Women's Studies at Queen's University Belfast and also taught in Banbridge College of Further Education. In 1991, she was employed as the first Community Relations Officer within Newry and Mourne District Council and subsequently took up post with East Border Region in 1996. As Chief Executive of East Border Region, Ms Arthurs is responsible for policy, strategy, administrative and financial matters.



Liam Hannaway is Chief Executive Designate of the Newry, Mourne and Down District Council, and was appointed to this position in April 2014. Liam was Chief Executive of Banbridge District Council since July 2007, where he was Director of Development from August 2000. Previously, Liam worked for the Northern Ireland Housing Executive, holding several positions from Principal Policy Officer to District Manager in Ballymena and North Belfast. During this time he spent 2 years on secondment with the Department of Agriculture and Rural Development, where he was involved in establishing a Rural Health Promotion Programme and Youth Programme in South Armagh. Liam is a Sociology and MBA Graduate from Ulster University and a Member of the Chartered Institute of Housing. He has held Executive positions in the Society of Local Authority Chief Executives (SOLACE) since 2008.



David O'Connor currently holds the post of Senior Responsible Officer for the Public Service Reform initiative related to local government, where he is responsible for the work of the Programme Management Office established to deliver on reform. The work comprises initiating, coordinating and managing multiple initiatives around shared services and efficiency delivery, reporting jointly to the Chief Executives of local authorities and the Department of the Environment, Community and Local Government. David held the post of County Manager in Fingal County Council in north Dublin from 2006 to 2013. An architect by qualification, he has spent the majority of his career in local government.



Paul Clifford was appointed Director of Economic and Community Services at Monaghan County Council in 2014. He holds a BA and an MA in Public Administration. Prior to his current position he was Director of Planning Services at Monaghan County Council since 2001.



Caitriona Mullan is Executive Chairperson of the International Centre for Local and Regional Development. She is an experienced specialist in change management and leadership, strategic planning, transboundary/interagency working and cross-border programme design and delivery. In recent years, as Programme Manager with the Irish Central Border Area Network (ICBAN), she led the design and initiation of a regional spatial planning initiative for the Central Border Region, including facilitating the first cross-border working group for professional planners. Caitriona moved to Cooperation and Working Together (CAWT) in 2010, where she delivered a major change programme focused on alcohol culture, civic and community health promotion and early intervention. In 2013 she took up post as a Transformation and Reform Manager with the Western Health and Social Care Trust.



Cllr. Thomas O'Reilly is Presiding Councillor for the Fermanagh and Omagh District Shadow Council. He was elected, on behalf of the Sinn Féin party, to the Shadow Council in 2014, and will also serve as a member of Fermanagh District Council up to 31 March 2015 when the existing 26 councils will cease to exist. Cllr. O'Reilly currently serves on a number of Committees and Partnerships, including the Policing and Community Safety Partnership, Peace III Partnership and Fermanagh Lakeland Tourism, and he was formerly Chairman of Fermanagh District Council. His interests include archery, canoeing and youth work.



Prof. Rob Kitchin is a professor and European Research Council Advanced Investigator in the National Institute of Regional and Spatial Analysis (NIRSA) at Maynooth University. He has published widely across the social sciences, including 23 books and over 140 articles and book chapters. He was the editor-in-chief of the 12-volume *International Encyclopedia of Human Geography*, and is editor of the international journals, *Progress in Human Geography* and *Dialogues in Human Geography*. He is currently a Principal Investigator on the Programmable City Project, the Digital Repository of Ireland, the All-Island Research Observatory and the Dublin Dashboard. Prof. Kitchin was the 2013 recipient of the Royal Irish Academy's Gold Medal for the Social Sciences.



Niall Cussen is currently Principal Adviser (Planning) in the Water and Planning Division of the Department of the Environment Community and Local Government. Niall has particular responsibility for national spatial planning and regional development matters, addressing unfinished housing developments, the Dublin Housing Task Force and also in progressing both the Departments and the wider Government business agenda in so far as they relate to planning and related



Shared Services *Shared Opportunities* New Models of Public Sector Collaboration and Partnership

matters. Before joining the Department in 2000, Niall worked in a number of planning posts in the previous 11 years in local authorities such as Clare, Meath and Dublin City, in addition to An Bord Pleanála where he was a Senior Inspector. Mr Cussen possesses qualifications in economics, regional and urban planning and environmental engineering from Maynooth University, UCD and TCD, and is a member of the Irish Planning Institute.



Tom Reid is Director of Transport Policy, Strategy and Legislation in the Department for Regional Development. He is responsible for the *Regional Development Strategy*, the *Regional Transportation Strategy* and for taking forward the Department's transport legislative programme and engagement with the European Union. In addition,

Tom is also responsible for policy and legislation in relation to Northern Ireland's air and seaports. A key element of Tom's role is placing the *Regional Development Strategy* within the wider North-South and East-West context through the Spatial Planning strand of the British Irish Council, which DRD chairs. Previously, Tom was Head of the Programme for Government Unit and the Policy Innovation Unit in the Office of the First Minister and Deputy First Minister.



Prof. Deborah Peel is Chair of Architecture and Planning at the University of Dundee. She studied French at the University of Reading. On graduating she worked in cultural affairs and marketing in France before becoming a planner in local government in England. She studied town planning and higher education as a

postgraduate, and has been an academic since 1999. Deborah worked at the universities of Westminster, Dundee and Liverpool before joining the School of the Built Environment at Ulster University in 2008. Whilst in Northern Ireland, she undertook joint research with ICLRD in relation to cross-border working, civic leadership and shared services. Deborah returned to Scotland in August 2013 to take up the Chair of Architecture and Planning at the University of Dundee. She continues to research with the reform and modernisation of land use planning and to undertake comparative work on community planning and regeneration across the devolved UK.



Dr. Helen Johnston is currently Chair of the Centre for Cross Border Studies. She is Senior Social Policy Analyst in the National Economic and Social Council (NESC). She has worked on issues of well-being and social reporting, social regulation and standards, and on the social consequences of the crisis. Helen was previously Director

of the Combat Poverty Agency and before that worked at the National Disability Authority and the Equality Authority. A native of Northern Ireland, Helen has previous experience working in the Northern Ireland Civil Service. Dr Johnston has qualifications in Environmental Science and Town and Country Planning, a Masters in Business Administration, and a Doctorate in

Governance, where she examined the implementation of mental health policy in Ireland.



Dr. Conor Murphy is a Lecturer in Geography and a senior researcher with the Irish Climate Analysis and Research Units (ICARUS) at Maynooth University. His research interests include assessment of climate change impacts on hydro-climatic extremes and understanding the dynamics of adaptation to climate change, particularly in the area of flood risk. Conor is currently Principal Investigator on a European project TRANS-ADAPT, which seeks to understand how new approaches to flood risk management might be facilitated in responding to increased risk. He has written 20 peer reviewed papers, including two in *Nature Climate Change*.



Joanne McKenna is Senior Service Manager in the British Red Cross. Joanne joined the Red Cross six years ago as Senior Services Manager for Emergency Response and Recovery. She manages a wide range of ER services that provide additional resources, including people, vehicles and equipment, to statutory

emergency responders in large and small-scale emergencies. Joanne, and her team, work in partnership with emergency planners across Northern Ireland in planning for emergencies, and more recently has been a member of new multi-agency Regional Community Resilience Group as part of a programme of community engagement to improve preparedness for future flooding events. Joanne has managed two Red Cross research projects that examine the complexity and long-term impacts of flooding on people's lives in both urban and rural settings.



Neil McKittrick is Service Manager in the British Red Cross. He has been with the Red Cross for six years as a Service Manager supporting Red Cross Emergency Response and Community Resilience activities in Northern Ireland.



Prof. Mark Boyle is Professor of Geography at Maynooth University and, from 2013, has served as Director of the National Institute of Regional and Spatial Analysis. He holds a PhD in Geography from the University of Edinburgh, and, between 2007 and 2012, served as Head of the Department of Geography at Maynooth

University. He was a member (2012 to 2014) of the Project Advisory Board of the Gathering 2013, and is a Board member of the Irish Social Science Platform (Deputy Director) and the International Centre for Local and Regional Development (ICLRD). He is author of *Metropolitan anxieties: On the meaning of the Irish Catholic adventure in Scotland* (2011, Ashgate), and *Human Geography: A short introduction* (2015, Wiley), has edited five special editions of journals, and has published over 60 papers (including 30 in peer reviewed journals).



Shared Services **Shared Opportunities** New Models of Public Sector Collaboration and Partnership



Padraig O'Hora is a Senior Executive Engineer in Louth County Council's Cross Border and European Relations and Sustainable Energy Section. Padraig is a Chartered Engineer (Engineers Ireland) and he leads the Council's new Sustainable Energy Team. He received his BE degree in Civil Engineering from University College

Cork (UCC) in 1986 and obtained a Masters of Business Administration (Local Government) in 2007. Padraig commenced work in 1987 as a site engineer and has worked on a variety of engineering projects, taking up the position of Senior Executive Engineer with Louth County Council in 2000. He has worked in the private and public sectors in Ireland and abroad and has a wide breadth of experience in civil engineering and environmental management. Padraig was a member of the Council's Energy Committee before commencing with the Energy Team.



Denis Kelly is a Senior Executive Planner within Donegal County Council and has overall responsibility for the Forward Planning, Policy Research and Heritage Office Division. He has extensive experience of the operation of all aspects of the development control and development

plan systems through working in Northern Ireland, England and at all levels in the planning service in the Republic of Ireland. Between 2006 and 2012, he held the position of Senior Planner, with responsibility for Development Management in Donegal. His current role also includes guiding the development of regional and cross-border policies and strategies in the North West. Denis holds a BA (Hons) Degree in Urban and Regional Planning and a Postgraduate Degree in Town Planning. He is a Corporate Member of the Irish Planning Institute and a member of the Loughs Agency Advisory Forum.



Finian Joyce is a Chartered Engineer, having graduated from University College Galway with a BE (Civil) Degree and successfully completed his MBA in Dublin City University in 2003. He has been Chief Fire Officer in Leitrim County Council since 2002. He was lead coordinator of the Leonardo da Vinci "Multicom 112

Extension" project, which won the European Language Label award in 2011, and was a member of the Steering Group of the INTERREG IVA funded cross-border 'Driving Change' project with Northern Ireland Fire and Rescue Service, which aimed to improve response times to road traffic collisions in the Irish border region. Finian has been Secretary of the European Association of Chief Fire Officers (FEU) since 2010 and was recently elected Joint Chair of the Cross Border Emergency Management Working Group, established in 2014.



Joan McCaffrey is employed as an Emergency Planning Co-ordinator for the Western Group Environmental Health Service. Her post covers the five council areas in the West of Northern Ireland, namely the Limavady, Derry, Strabane, Omagh and Fermanagh councils. Prior to her current position, Joan project managed

a cross-border health protection project with Cooperation and Working Together (CAWT). She is a member of the Business Continuity Institute and the Emergency Planning Society. Joan qualified in 1997 with a 1st Class Honours degree in Environmental Health and recently completed an MBA. As the Northern Ireland Chair of the Cross Border Emergency Management Working Group, she has endeavoured to provide direction and commitment to the area of cross-border emergency planning.



Pádraig Maguire is a Regional Planner with the Northern and Western Regional Assembly, with responsibility for the review and implementation of the *Regional Planning Guidelines*. He began his career in 1998 with the Environment and Heritage Service as a Scientific Officer, and subsequently joined the Northern Ireland

Planning Service in 2000, working in development management in the Omagh and Enniskillen offices. Pádraig studied at Queen's University Belfast for an MSc in Environmental Planning and subsequently joined Monaghan County Council as an Executive Planning Officer in 2005, prior to his secondment to the Border Regional Authority. There, he project managed the review of the *Regional Planning Guidelines* in the Border Region, which were adopted in September 2010. Pádraig is involved in numerous cross-border projects and is a member of the International Centre for Local and regional Development's (ICLRD) Advisory Board.



Gordon Clarke is Sustrans National Director for both Northern Ireland and the Republic of Ireland. Previously, from 2009-2012, he was a voluntary Trustee/Director of the organisation. A Landscape Architect by profession, Gordon's entire working life has been based in Ireland. Joining Ferguson McIlveen in 1977, he became a partner

in 1989 and led the development of the Glasgow and Dublin offices. He was later the Director responsible for Planning and Landscape in Ireland and Scotland at Scott Wilson, and subsequently the Director of Environment and Planning for the UK and Ireland in the URS Corporation of America. A particular career interest is the development of tourism and leisure projects, and Gordon was responsible for the redevelopment of Lough Key Forest Park in County Roscommon, the new Tralee Wetland Centre, and the development of proposals for Lough Derg on the Shannon.



Prof. Robin Hambleton is Professor of City Leadership at the Faculty of Environment and Technology, University of the West of England, Bristol. He worked in local government in England for four different local authorities before becoming an academic. He has been an Adviser to UK local government ministers, a consultant

to Select Committees of the UK House of Parliament, and has worked on change management with local authorities in many different countries. He has worked in four universities – Bristol, Cardiff, West of England and Illinois at Chicago, was the Dean of the College of Urban Planning and Public Affairs at the University of Illinois (2002-07) and also the founding President of the European Urban Research Association (EURA). Author of eleven books and over 300 articles, Prof. Hambleton was Special Adviser to the Royal Commission on the Governance of Auckland (2008/09). His latest publication is *Leading the Inclusive City: Place-based innovation for a bounded planet* (Policy Press, 2015).



Dr. Anthony Soares is the Research and Policy Manager at the Centre for Cross Border Studies (CCBS). His role includes the development and advocacy of policies at regional, national and European levels that support cross-border and transnational cooperation. He has been leading CCBS's contribution to a European

collaborative effort (through the Transfrontier Euro-Institut Network) to produce a *Toolkit for Intercultural/Cross-Border Project Management*, as well as the development of two further toolkits: on cross-border budget management and cross-border evaluation. Anthony was previously the Director and founder of the Postcolonial Research Forum at Queen's University Belfast, where he was the coordinator of the BA in Spanish and Portuguese Studies. During his time there, he authored a range of publications focused on the development of national identities and the process of nation building in the context of the Portuguese-speaking world.

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