BUSINESS PLAN 2014

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CHIEF EXECUTIVE'S FOREWORD

I am proud to present the Special EU Programmes Body's Business Plan for 2014. This plan sets out our strategic and business objectives for the coming year. Essentially, it is an operational tool through which we are able to review our performance against the targets set within the SEUPB's Corporate Plan, 2014-2016.

We consider the plan to be a 'working document' and as such it may be subject to amendment throughout the year to react to changing circumstances, specifically the outcome of the 2013 staffing review of the SEUPB. As in previous years we have used the 'Balanced Scorecard' model to report on our main business outputs. The information contained within this 'Scorecard' is therefore reflective of the work of all our individual teams.

We are now in full implementation mode of the current programming period for both the EU's PEACE III and INTERREG IVA Programmes. As of 31st August 2013, 217 PEACE III projects have been approved for funding by the Steering Committees responsible; therefore using the current exchange rate the Programme is fully committed.

Also as of 31st August 2013, 87 projects have been approved by Steering Committees under the INTERREG IVA Programme. Therefore using the current exchange rate the Programme is fully committed.

We can now start to look back, in earnest, over the achievements of both of these programmes and recognise the positive effect that they have had on the lives of hundreds of thousands of citizens living across Northern Ireland, the Border Region of Ireland and Western Scotland.

The legacy of both programmes is becoming more and more apparent as they continue to support an extremely diverse range of projects whose impact will be felt for many decades to come. Some good examples of this, within the PEACE III Programme, include the 'Peace Bridge' in Derry-Londonderry, which has become a highly celebrated part of the very fabric of the city and continues to encourage greater levels of cross-community engagement. The Bridge has been the focal point for many of the events taking part in the city as part of the programme during the 2013 City of Culture.

Other high profile projects include the construction of a €7.8 million funded sports facility called the 'Peace Link', in Clones. To be completed in 2014 the project will encourage young people to come together through a shared interest in sport. The new facility has been designed to celebrate many

different types of cultural sporting activity and will foster greater levels of respect and tolerance within all who use it.

Other major projects of note, under the PEACE III Programme, include a recently launched and innovative 'Respecting Difference in the Education Sector' initiative led by children's advocacy group Early Years. 2013 also saw the official launch of the SS Nomadic project, which has created a safe, neutral place where people of different background's can learn about their shared history.

The impact of the PEACE Programme was also highlighted at a major conference, held at the start of the year on the 31 January, in the Charlemagne Building, Brussels. As part of the conference SEUPB were invited by Johannes Hahn, the European Commissioner for Regional and Urban Policy, to bring across three projects which represented some of the excellent peace and reconciliation work that is being funded across the region.

These projects included the 'Theatre of Witness', 'Groundwork NI' (with Belfast City Council) and 'Football for All'. All three initiatives provided a detailed account of their work to an audience of, approximately 200 delegates from right across Europe. The First and deputy First Minister of Northern Ireland Peter Robinson, MLA and Martin McGuiness, MLA spoke at the event alongside the Irish Minister for Public Expenditure and Reform, Brendan Howlin, T.D.

The EU's INTERREG IVA Programme has also provided support to a number of equally impressive projects and initiatives, which are helping to create a more prosperous and sustainable region. Many of these projects are now coming to an end, but a significant amount are still active or are just beginning their main implementation phase.

For example, the €28 million worth of funding for a series of cross-border healthcare programmes, managed by CAWT (Co-operation and Working Together) continues to make great improvements in the standards of care for citizens across Northern Ireland and the Border Region of Ireland. Key amongst this work includes initiatives designed to tackle obesity, eating disorders and diabetes; the provision of support for people with disabilities as well as care for the elderly.

The INTERREG IVA Programme has also been used to fund a number of cross-border tourism projects including €2.5 million to develop a new all-Island tourist trail within five operational lighthouses, based in County Donegal, County Down and along the Antrim coast.
These facilities will be added to the six sites already operating in Ireland with the eventual plan being to have between 15 and 20 lighthouses operating as part of a tourist trail all around the Irish coast.

The €7.4 million Sail West project is also progressing well with the recent launch of a pontoon in Girvan, South Ayrshire, Scotland. The pontoon forms part of a larger marine leisure development strategy for the North West which links Sligo, Donegal and the maritime counties of Northern Ireland to the west coast of Scotland. Throughout 2014 we will be focused on successfully closing many of the projects supported by both the PEACE III and INTERREG IVA Programmes as well as ensuring that EU receipts are maximised, for both Member States, by ensuring the maximum verified expenditure is claimed from the EU.

Another key priority for next year will be the continuation of the consultation on the new programming period and the development of new operational programmes for 2014-2020. This process was started in late 2012 when we, in line with our legislative remit, were requested by the UK and Irish Member States, to prepare the content of the new programmes. Over 1,000 participants were involved in a consultation exercise with the general public and a sizeable number of written submissions were received by the SEUPB from a wide-range of key stakeholders.

It is anticipated that the consultation process will be concluded by early 2014 with draft operational programmes, ready for review by representatives of the UK and Irish Member States in early 2014. Work on the actual delivery of the programmes is anticipated to begin later in that year, pending final budget approval by the European Commission. The implementation arrangements for the programmes will have to be agreed and developed to facilitate a timely implementation.

In conclusion, I would like to formally recognise the continued hard work and dedication of all those involved in the delivery of the PEACE III and INTERREG IVA Programmes. This involves the support of the members of our Monitoring and Steering Committees, Accountable Departments, North and South, the Scottish Government, and of course our own Sponsor Departments, the Department of Finance and Personnel in Northern Ireland and the Department of Public Expenditure and Reform in Ireland. I would also particularly like to express my admiration and continued gratitude to all of my colleagues within the SEUPB as they strive to meet all of our Business Plan objectives for 2014.

Pat Colgan
Chief Executive, Special EU Programmes Body

SECTION ONE

Overview of the work of the SEUPB

SEUPB Mission Statement:

"To effectively manage and implement funding programmes on behalf of the two Governments aimed at delivering social and economic improvements to the people in Northern Ireland, Ireland and parts of Western Scotland through cross-border, transnational and inter-regional co-operation."

SEUPB Vision Statement:

"The SEUPB will work as a trusted agent of both Governments and the European Commission in the management and delivery of programmes that contribute to the economic and social well being of the region. Its work will be imbued by the values of openness, transparency and accessibility."

Our Guiding Principles:

These describe the essence of how we work. They define our culture and core beliefs and are firmly embedded within the strategic and business objectives outlined within this Business Plan. Our guiding principles have been developed through consultation with staff members and consideration of the dynamic environment within which we operate.

- *Financial Integrity*
- *Customer / Stakeholder Focused*
- *Equality in opportunity and accessibility for all*
- *Efficiency and value for money*
- *Transparency and openness in governance*
- *Collaboration, Sharing and Learning*
- *Respect for all*

Introduction

In accordance with its Financial Memorandum, the Special EU Programmes Body (SEUPB) is required to prepare a three year Corporate Plan and annual Business Plan which is subject to the approval of the North South Ministerial Council (NSMC), including the two Sponsor Ministers (the Minister of Finance and Personnel in Northern Ireland and the Minister for Public Expenditure and Reform in Ireland.

The SEUPB intends to use this 2014 Business Plan as an operational tool to review performance in 2013 and to detail how we plan to deliver in 2014, the strategic objectives and targets set out within the Corporate Plan 2014-2016.

The budget for 2014 is driven by the operational activity targets identified and by the need to achieve value for money in the current challenging economic environment. The Business Plan will be a working document that will be developed throughout the year to react to any challenges that may arise particularly in relation to the agreed outcome of the 2012 Staffing Review of SEUPB.

Governance Structures and Statutory Obligations

The Special EU Programmes Body is a North South Body, established under the Agreement between the Government of Ireland and the Government of the United Kingdom of Great Britain and Northern Ireland (the Agreement) on 8 March 1999. The Agreement stipulates that the SEUPB will implement the policies directed by the NSMC as specified by the North South Co-operation (Implementation Bodies) (Northern Ireland) Order 1999 and the British-Irish Agreement Act 1999, as amended.

The Body operates within a complex legislative and financial environment and as the governmental sponsors of the SEUPB departmental responsibility rests with the Department of Finance and Personnel (DFP) in Northern Ireland and the Department of Public Expenditure and Reform (DPER) in Ireland. The Body carries out its functions in compliance with the provisions of the Financial Memorandum and any other agreements with these Departments. The Financial Memorandum is designed to ensure the proper use of public monies and sets out financial procedures and accountability arrangements which govern the operating and financial relationships between the SEUPB and the NSMC, DFP and DPER in their roles as both Sponsor and Finance/Public Expenditure Departments.

The SEUPB also reports to an Audit and Risk Committee, with independent Chair and Membership. The Audit and Risk Committee supports the Chief Accounting Officer in issues of risk, control and governance and associated assurance issues.

The SEUPB receives grants of money voted by the Northern Ireland Assembly and Dáil Éireann. The NSMC will, with the approval of the Finance/Public Expenditure Ministers, make recommendations as to the amount of such grants. The SEUPB will also receive monies directly from the EU Commission, for the designated programme advance and interim payments. However, these interim payments will be returned to the Governments who provided the grant on which this EU income received has been earned.

Organisational Structure

The Chief Executive of the SEUPB is appointed by the NSMC. The Chief Executive is the Accountable Person for the SEUPB with responsibility for all matters of financial propriety and regularity and for all considerations of prudent and economic administration of the organisation.

In relation to Human Resources, Sponsor Departments commissioned a staffing review of the SEUPB in 2010 where it was agreed SEUPB could continue with 65 staff for the remainder of 2011 and 2012. A further staffing review was carried out in 2012 to confirm precise staffing numbers going forward. The recommendations of this staffing review were for 60 staff in 2013 and 57 staff in 2014. Ministers and Sponsor Departments are currently examining the recommendations in consultation with SEUPB and have currently agreed on a staffing number of 60 for 2013. A determination for 2014 staffing numbers is still to be agreed.

The SEUPB's Headquarters is located in Belfast and a further two offices are situated in Omagh and Monaghan.

Key Organisational Roles

The primary role of the SEUPB is to manage cross-border European Union Structural Funds Programmes in Northern Ireland, the Border Region of Ireland and parts of Western Scotland.

Current Programmes (2007-2013)

The two current programmes (2007-2013) are the European Union's Programme for Peace and Reconciliation (otherwise known as the PEACE III Programme) and the European Union's Cross-Border Programme for Territorial Co-operation (INTERREG IVA Programme).

PEACE III

The EU Programme for Peace and Reconciliation for Northern Ireland and the Border Region of Ireland 2007-2013 (PEACE III) has an overall financial allocation of €333 million, including €225

million EU ERDF funds. The Programme's main objective is aimed at reinforcing progress towards a peaceful and stable society and promoting reconciliation.

INTERREG IVA

The Cross-Border Territorial Co-operation Programme 2007-2013 (INTERREG IVA) has an overall financial allocation of €256 million which includes €193 million EU ERDF funds. The main aim of this Programme is to support strategic cross-border co-operation for a more prosperous and sustainable region.

The SEUPB via the numerous Programme steering committees has now approved funding to projects, to the full value of both programmes and SEUPB continues to monitor the implementation of projects to ensure they meet expenditure targets and deliver the agreed outputs. At this stage in the programme life cycle some projects are complete and the SEUPB is now preparing these projects for the closure process.

In managing the PEACE III and INTERREG IVA Programmes, SEUPB's work is divided into four main areas:

1. Managing Authority - which has overall responsibility under EU regulation EC 1080/2006 for the management and implementation of the Operational Programmes. It has a number of ongoing responsibilities which include:

- Guiding the work of the Monitoring Committee and providing it with documents required to allow it to complete its functions
- Establishing and monitoring procedures to ensure that project expenditure has been properly and legally incurred, claimed and paid;
- Verifying the legality and regularity of expenditure and ensure that proper audit trails are maintained
- Maintaining systems to store data on all aspects of programme implementation including financial management, audit, monitoring and evaluation;
- Ensuring proper evaluation of the programmes;
- Preparing annual and final reports on implementation; and
- Ensuring that information and publicity requirements established by European Regulations are met.
- Commencing the closure process for the Programmes to ensure maximum EU receipts are drawn down for the Member States.

2. The Joint Technical Secretariat (JTS) - which oversees the day-to-day implementation of the PEACE III and INTERREG IVA Programmes, supporting both the Managing Authority and Lead Partners in the monitoring of projects.   The Programme Support Unit was responsible for project assessment; provision of secretarial services to the Steering Committees; issuing contracts to successful applicants; and currently their focus is on project monitoring.

3. Corporate Services - which incorporates a range of different roles which support the implementation of the programmes. The SEUPB's Communications, ICT and HR teams all lie within Corporate Services. A key part of the directorate is the **Certifying Authority**.

The Certifying Authority has responsibility for the certification of all expenditure claims submitted to the EU Commission ensuring eligibility with EU National Rules. It also controls the cashflow of the programme, including making payments to lead partners, drawdown of funds from the European Commission and subsequent reimbursement to each Member State.

INTERREG IV Transnational and Inter-regional
In addition to the above, the SEUPB had a role in maximising North/South participation in the following INTERREG IVB and IVC Programmes:

- The North West Europe Programme
- The Atlantic Area Programme
- The Northern Periphery Programme
- The INTERREG IVC Inter-regional Programme

Currently the SEUPB continues to be involved with these programmes by monitoring and verifying the expenditure of projects based in Northern Ireland.

Developing Future Programmes Post 2014

The SEUPB has been tasked, by way of its governing legislation, with advising the North/South Ministerial Council (NSMC) and the Governments of Northern Ireland and Ireland on the preparation of future EU Programmes. The SEUPB received a formal request from DFP and DPER to begin the work of programme development on a future INTERREG cross border programme and a future PEACE Programme.

The SEUPB will continue to fulfil the role of managing authority and certifying authority for the new programmes however the delivery structures for implementation are still to be finalised. SEUPB will undertake the role of establishing the administration arrangements for both programmes including,

specifying, possibly procuring, developing and implementing the funding database, guidance to applicants, application and assessment guidance and associated paperwork.

SECTION TWO

Progress against 2013 Business Plan Targets

Our Performance In 2013

This section of the Business Plan will report briefly on outputs delivered against the SEUPB's Balanced Scorecard as contained within the 2013 Business Plan. A summary of the scorecard is presented below.

SEUPB Summary Balanced Scorecard for 2013

Business Results	Customer Requirements
BR1: Ensure the efficient and effective delivery of the 2007-2013 PEACE III and INTERREG IVA Programmes by ensuring the highest standards of probity, accountability and financial management of the Programmes **BR2:** Provide leadership, direction and management to ensure a portfolio of high quality projects in accordance with programme regulations and objectives. **BR3**: Promote North South Co-operation in all Transnational and Inter-regional INTERREG IV programmes and contribute to shaping future transnational and interregional programmes. **BR4:** Establish a Closure process for PEACE III and INTERREG IVA in line with the EU Commission guidance.	**CR1:** Manage the implementation of high quality projects in both the PEACE III and INTERREG IVA Programmes. **CR2:** Ensure compliance with the new regulations for information and publicity for the Programmes and meet any information and reporting requirements as stipulated within SEUPB's Financial Memorandum and other governing documents. **CR3:** Manage the consultation process and drafting of the Operational Programmes for presentation to the Northern Ireland Executive and the Irish Government by July 2013 for formal submission to the European Commission during the third quarter of 2013.
Internal Business Processes	**Growth and Learning**
IP1: Within the framework of Governance and Accountability, implement effective Financial, Administration, IT, HR and Communication Strategies to enhance business performance. **IP2:** Ensure the effective and strategic use of the Body's resources and therefore public expenditure through the development and implementation of appropriate systems, procedures and strategies.	**G1:** Continually develop internal skills and capabilities to achieve maximum results in delivering business services. **G2:** Continually develop internal processes to improve the efficiency and effectiveness of the SEUPB. **G3:** Share the experience of the PEACE Programmes with other EU Regions and relevant stakeholders.

The actions outlined within this balanced scorecard represent the strategic objectives of the organisation and assigned to these, are a number of specific activities. Data was collected from target owners, within SEUPB, on the progress against these targets at the annual corporate and business planning day in June and a detailed breakdown of progress against these is outlined within Annex D.

A summary of the key outputs delivered in 2013 is provided overleaf.

Summary of Key Outputs Delivered in 2013

The SEUPB has comprehensively delivered against its targets, as outlined within the 2013 Business Plan. A summary of the key outputs are outlined below.

KEY OUTPUTS

PEACE III and INTERREG IVA Programme Implementation

As of 31st August 2013, 217 **PEACE III** projects worth approximately €326.6m have been approved for funding, a commitment rate of 99.3%. Using current exchange rates the PEACE III Programme is now fully committed.

Also as of 31st August 2013, 87 **INTERREG IVA** projects worth €250.7m had been approved for funding, a commitment rate of 98%. Using current exchange rates the INTERREG IVA Programme is now fully committed. However, one project offer cannot be fully accepted until all necessary match funding is secured. Should this project not be considered deliverable within the timeframes of the Programme, this may result in funding of €17m, being available for recommitment to other projects in 2014.

The tables below and overleaf outline progress for each of the Programme Themes as at 31st August 2013.[1]

PEACE III	Allocation €M	Commitment €M	Expenditure €M	% Commitment	% Expenditure
1.1 – Building Positive Relations at the Local Level	147.37	144.71	100.27	98.19	68.03
1.2 – Acknowledging and Dealing with the Past	45.59	43.33	29.25	97.58	64.14
2.1 – Creating Shared Public Spaces	82.47	74.80	35.93	104.08	43.57
2.2 – Developing Institutional Capacities	34.64	34.09	9.24	98.39	26.68
Technical Assistance	18.88	17.44	13.46	92.39	71.30

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[1] Please note the commitment figures presented include all approved projects, projects with a Letter of Offer issued, accepted and all completed projects.

INTERREG IVA	Allocation €M	Commitment €M	Expenditure €M	% Commitment	% Expenditure
1.1 - Enterprise	41.70	33.35	16.71	79.96	40.06
1.2 - Tourism	25.47	22.59	6.58	88.68	25.85
2.1 - Collaboration	101.80	108.04	34.06	106.13	33.46
2.2 - Infrastructure	75.00	76.77	57.58	102.36	76.77
Technical Assistance	12.06	9.98	7.02	82.76	58.20

There are currently 234 live projects that all require management support from the case officers in SEUPB, and also monitoring to ensure the projects are complying with the Letters of Offer with regard to objectives, conditions of funding and financial targets.

N+2 Targets

For the PEACE III Programme, the cumulative N+2 target for 2013 is €193.1m. As at 31st August 2013, the PEACE III Programme has achieved cumulative expenditure of €188.1m, leaving a remaining expenditure target of €4.98m.

In respect of the INTERREG IVA Programme, the cumulative N+2 target for 2013 is €146.4m. As at 31st August 2013, the INTERREG IVA Programme has achieved cumulative expenditure of €121.9m, leaving a remaining expenditure target of €24.5m. There is a risk that the target may not be fully achieved.

The 2013 Business Plan targets for both Programmes were assessed and revised downwards on 1 August 2013. The PEACE III Programme target is now €56.6m, from €67m and as of 31st August 2013 cash payments of €22.5m have been achieved. The 2013 Business Plan target for the INTERREG IVA Programme is now €43.7m, previously €49.7m, and as of 31st August 2013 €16.1m has been achieved.

Probity, Accountability and Financial Management

In ensuring the highest standards of probity, accountability and financial management of the programmes, the SEUPB must ensure that all governance and accountability requirements of all key stakeholders and policy instruments are met. This includes: the European Court of Auditors, the European Commission, the Member States (specific requirements regarding the management

of public money), the Accountable Departments in Northern Ireland and Ireland, (fourteen in total), the provisions contained in the Operational Programme for each of the Programmes, the provisions contained in all guidance notes, the implications of SEUPB's own Financial Memorandum and the standards and expectations of the Northern Ireland Audit Office and the Comptroller and Auditor General in Ireland. The SEUPB has continued to adhere to all requirements throughout 2013.

The SEUPB also ensured that all projects were selected and implemented in accordance with the objectives, regulations and guidelines associated with the Programmes. Two Programme Monitoring Committees took place during 2013.

The Monitoring and Evaluation Working Group revised their schedule of meetings to a minimum of 2 meetings per year to review Monitoring & Evaluation Plans. The Working Group has met twice to date in 2013 to review the Management and Control System (Article 71) for the programmes.

Representatives of SEUPB participate in the Systems 2007 Database User Monitoring Group to consider change requests to the systems and monitor the integrity of the information supplied from the database.

The SEUPB continues to realise the importance of ensuring that the maximum receipts are drawn down from the EU in 2013 and in carefully managing the associated cash flow process.

In terms of the verification of claims, the target lead time from receipt of Lead Partner declaration to payment authorisation is 7 working weeks. The verification team have met this internal target.

INTERREG IVB and IVC Transnational and Inter-regional Programmes
The SEUPB has continued to promote and maximise North/South participation in the INTERREG IVB and IVC Programmes. The SEUPB is currently working with 54 projects and has secured 67 project partners across the four relevant programmes. The additional ERDF which these projects bring to Northern Ireland totals over €11 million as at the end of 2012. A wide range of organisations are involved, including local authorities, universities, government departments and community and voluntary organisations.

Of these 54 projects, 35 have a North/ South partnership. There are 4 projects with Lead Partners from Northern Ireland. The SEUPB has been working closely with the two Regional Assemblies in Ireland to promote the remaining opportunities in the programmes and to highlight the successes of the programmes.

The SEUPB continues to manage the First Level of Control process for Northern Ireland partners in the transnational and interregional programmes and is continuing to carry out vouching and verification visits for the 67 project partners. In addition, the SEUPB is carrying out the 'On the Spot' checks on all transnational projects.

The NPP Programme has issued letters of offer to 8 Preparatory projects which have Lead Partners/ Partners based in Northern Ireland. These Projects are preparing for the call for the New Programming period, due in March 2014, and will require verification and monitoring by SEUPB.

Preparation of the development of the NEW EU Programmes 2014 to 2020
In late 2012, the SEUPB began the work of programme development on a future INTERREG cross border programme and a future PEACE Programme. In line with the requirements of both DFP and DPER, the SEUPB established a single Programme Development Steering Group which is made up of a range of key stakeholders. The role of the group is to manage and discuss the programme development process and review draft findings and documents. This group met 3 times during 2013. SEUPB intend to have final operational programme documents prepared by late 2013.

Corporate Governance and Services
The SEUPB is complying fully with its Corporate Governance requirements. The Annual Report and Accounts 2011 have been approved by NSMC and the 2012 Annual Accounts are in the process of signature by the Comptroller and Auditor General, Northern Ireland and Ireland. The 2011 Annual Report and Accounts were laid before the NI Assembly and the Houses of the Oireachtas in December 2012.

The SEUPB has also worked diligently throughout 2013 to ensure that workplace efficiencies are achieved in line with those outlined within its Efficiency Savings delivery plan and are delivering on the 3% efficiency target and prompt payment targets. Further detail on efficiency savings achieved in 2013 can be found in Section Four.

Staff turnover during 2013 remains low at less than 10% and absence levels are on target with less than 2% of total available days lost.

Communications Activity in 2013

PEACE III Programme

On the 3 January 2013 the SEUPB helped to co-ordinate a major conference for the European Commission in the Charlemagne Building in Brussels. The event called "Bringing Divided Communities Together" highlighted the impact and success of the EU's PEACE Programme within Northern Ireland and the Border Region of Ireland. The centre piece of the conference involved a number of innovative project testimonies from PEACE III funded projects including the Theatre of Witness, Football for All and Groundwork NI.

INTERREG IVA Programme

To help promote the enterprise priority of the INTERREG IVA Programme the SEUPB part-sponsored one of the biggest international innovation conference in Northern Ireland this year, alongside NORIBIC (Northern Ireland Business and Innovation Centre). The three day event from 29th to 31st May was used to highlight the innovation strengths and the SMART specialisation of the host region and to attract specialists and practitioners in world-class innovation best practice.

Information Technology Services

Significant work has been achieved and further work ongoing to enhance the IT systems within the SEUPB. The ICT Team is embracing new and challenging technologies to benefit SEUPB, technologies such as Hyper-V Virtual Services of key systems, allowing multiple services to be run on one physical or clustered server minimising hardware costs and power consumption which helps SEUPB comply with Government Standards for Green IT.

Improvement of the body's telecommunications infrastructure services such as office interconnectivity (Wide Area Network) and Internet connectivity including the implementation of two SIP trunks in our Head Office is a key target for 2013. The improvement of this technology will now enable the implementation of a centralised data centre in our Head Office and remove the need for segmented systems (email etc.) in each of the remote office, this facilitates the body in reducing a carbon footprint, fewer servers needed to perform a similar task, centralises services and thus improves system maintenance capabilities, improves performances and allow applications to move to much more improved hosting platform as mentioned above.

It is part of our plans for 2013 to implement robust information security systems and processes. These systems and processes will be backed up by information management policies, such as Information Security Policy, Email Management Policy, Records Management Policy, Laptop and Mobile device security policy. SEUPB will use NICS structures around information security

management as best practice and implement a similar structured system in 2013; an information audit will take place and will be reviewed at the end of 2013.

SECTION THREE

SETTING TARGETS FOR THE 2014 BUSINESS PLAN

Setting Strategic Objectives and Goals for 2014

In setting the strategic objectives for the both the 2014-16 Corporate Plan and the 2014 Business Plan consideration was given to:

- The Vision and Mission of the SEUPB;
- The SEUPB's performance during 2013;
- The operational environment within which the SEUPB will be required to operate during 2014; and
- Alignment with the objectives and targets of the SEUPB's Sponsor Departments.

Mission, Vision and Guiding Principles

The Mission, Vision and Principles of the SEUPB are outlined within the introductory section. These statements and principles embody the essence of how we work. They define our culture and core beliefs and are firmly embedded within the strategic and business objectives outlined within both our Corporate and Business Plans. Our Mission, Vision and Guiding principles have been developed through consultation with staff members and consideration of the dynamic environment within which we operate. Our business targets and key activities have been developed in line with this approach.

Economic and Public Expenditure Context

Undoubtedly the major challenge facing the SEUPB, as with all public bodies in both Northern Ireland and Ireland, is the challenging economic and public expenditure context within which we will be required to operate.

As both UK and Irish Governments deploy policies to aid economic recovery and address significant budget deficits, there will be considerable impact on the resources available for the planning period.

The economic challenges facing the NI economy are significant. It continues to feel the impacts of the downturn in the global economy and it will be some time before economic performance and employment returns to pre-recession levels. The UK Government has embarked on a path of fiscal consolidation to address the fiscal deficit and it published its Spending Round 2013 in June 2013. Given that Northern Ireland economy's reliance on the public sector, the region has been impacted significantly by the UK Government reductions in public spending, with the Spending Round 2013 reducing the resources available to the Executive. According to the NI Economic Strategy (published 2012) the total fall in the Executive's DEL over the current budget period is 2.9%, with resource spending remaining relatively flat and capital spending falling by more than one-third. The public expenditure reductions will have a potentially significant impact on economic activity and

employment in both the public and private sectors. However the Executive has taken the important step of making the economy the top priority in their Programme for Government. Indeed in this vein the vision outlined in the Northern Ireland Economic Strategy is that the economic vision for 2030 is *'an economy characterised by a sustainable and growing private sector, where a greater number of firms compete in global markets and there is growing employment and prosperity for all'*.

Despite the low but positive growth over the last few years, the significant deterioration in the economic environment from around 2008 has had a serious impact upon the public finances in Ireland. Budget 2014 is the latest in a series of budgetary adjustments aimed at stabilizing the public finances and returning sustainability to the fiscal position over the coming years. The Irish Government is committed to continuing with this process of budgetary consolidation in order to reduce the deficit to below 3% of GDP by 2015. In this vein, the Government is continually examining how public services are delivered, making major efficiency gains while ensuring the protection of essential services as far as possible.

Corporate Objectives contained within this plan are therefore to be considered within a context of spending cuts and increased pressures on departmental budgets for decision makers in Great Britain, Northern Ireland and Ireland.   A robust and effective Efficiency Savings Delivery Plan is also required to demonstrate the SEUPB's continued commitment to deliver value for money and adjust to the changing public expenditure environment.

European Context

The cohesion policy (or regional policy) of the European Union provides a framework for financing a wide range of projects and investments with the aim of encouraging economic growth in EU member states and their regions. The policy is reviewed by the EU institutions once every seven years. The next round of programmes is to be launched in 2014.

In March 2010 the European Commission published *Europe 2020 – A Strategy for Smart, Sustainable and Inclusive Growth*. The Strategy was approved by the European Council in June 2010. The document sets out concrete targets to be achieved within the next decade in areas such as employment, education, energy and innovation in order to overcome the impact of the financial crisis and put Europe back on track for economic growth. This Strategy has become the cornerstone of all EU policies and programmes. Preparation of operational programmes for the period 2014 to 2020 must take account of this strategy and contain proposals that will contribute to the attainment of the targets set out in Europe 2020.

In November 2010 the European Commission published the Fifth Report on Economic, Social and Territorial Cohesion *Investing in Europe's Future*. This report contained proposals for Cohesion Policy for the period 2014 to 2020. During 2011 the Commission conducted widespread consultation on these proposals. This culminated in the publication in October 2011 of a legislative package of draft Regulations and a draft budget for the period 2014-2020, referred to as the Multi Annual Financial Framework (MFF).

The Cohesion Policy Legislative Package for the 2014-2020 period comprises six regulations; a common provisions regulation, fund specific regulations for the European Regional Development Fund (ERDF), European Social Fund (ESF), and Cohesion Fund, and regulations for European Territorial Cooperation (ETC) and European Grouping of Territorial Cooperation (EGTC). The adoption of the package is subject to agreement through the co-decision procedure between the Council and the European Parliament. Significant progress was made during Ireland's Presidency of the European Union in advancing the dossier with agreement on four of the six regulations. The progress made under the Irish Presidency is facilitating the conclusion of discussions by the Lithuanian Presidency. Political Agreement on the MFF was also achieved under the Irish Presidency on the 27th June 2013. The allocation for Cohesion Policy in 2014-2020 will be €325.1 billion.

Alignment with Sponsor Departments

The SEUPB is very aware of the importance of ensuring that agreed targets are in alignment with those of its Sponsor Departments.

Objectives have been considered in light of Departmental targets. The SEUPB will continue to monitor its objectives in line with those of its Sponsor Departments upon finalisation of the plans.

Relevant objectives for the period as outlined with the DFP's CFG Balanced Scorecard 2012-13 include:

R1:   *To support the Minister and the Executive in the securing, allocation and effective use of available resources.*

R3:   *To promote proper governance and financial management and to ensure resources are properly accounted for.*

Within the Department of Public Expenditure and Reform's Statement of Strategy 2011-14, the following objectives are outlined:

- *To manage public expenditure at more sustainable levels in planned, rational and balanced manner in support of Ireland's economic performances and social progress.*

- *To have public administration and governance structures that are transparent, efficient, accountable and responsive.*

Priorities for SEUPB in 2014

Throughout the process of establishing the corporate objectives for 2014, SEUPB carefully considered its key regulatory functions which were bestowed upon it, by way of statutory legislation and EU regulations for the management of EU funding Programmes. The work activities currently ongoing within SEUPB were appraised against a backdrop of the regulatory functions and the resources available to SEUPB, and decisions were taken with regard to activities and services that SEUPB could undertake and deliver in 2014.

The key functions for SEUPB are set out below and the scope of the work activities for 2014 is summarised for each function:

1. To act as the Managing Authority, Certifying Authority and First level of Control (verification) within the current PEACE III and INTERREG IVA Programmes.   The current Programmes are in full implementation mode, and therefore the funded projects require support from SEUPB to enable them to fulfil the objectives of the letter of offer, meet the required expenditure targets set for each project, and undertake their activities in line with EU and Member State regulations. if the projects deliver what they have been funded to do, the overall objectives of the programmes will be met; however this requires consistent monitoring and intervention from SEUPB to assist the projects in that delivery. This remains a significant role for SEUPB in 2014, and almost €100 million must be verified for eligibility from funded claims to maximise the EU receipts in 2014 alone.

2. SEUPB has a corporate team for key functions including finance, human resources, communications and IT. SEUPB has a significant role in ensuring that the highest standards of public accountability and financial management are adhered to meet the expectations of its many stakeholders.

3. JTS provides services in relation to project assessment (largely complete) and support to projects. This role of supporting and assisting projects to deliver their objectives is inextricably linked to the Managing Authority role set out above, and JTS will assist projects in effective closure processes throughout 2014. The JTS unit is established by the Managing Authority and the work directly face to face with projects that they undertake, has been delegated by the Managing

authority to the JTS unit. The role of JTS in the new Programmes has yet to be agreed and therefore activities have not been included within this current business plan for funding calls etc.

4. Support to projects applying to and implementing transnational programmes. The role undertaken by SEUPB in assisting projects access funding within the Transnational Programmes has always been considered as a key role for the organisation. SEUPB have an ongoing commitment with regard to the verification of the 67 funded projects within these Programmes for those projects based in Northern Ireland, and this role must continue until those projects are complete.

5. SEUPB has also been requested by the Member States to develop, draft and implement the New Programmes 2014-2020. This role in 2014 will involve a significant work load to ensure that the 2014-2020 programmes will be ready for the first applications in late 2014. In 2013 the SEUPB carried out the first consultation process across the eligible area for both programmes, and is in the process of drafting the programme documents. SEUPB must complete the drafting of the Operational Programmes, the SEAs and the EQIAs, and have these ratified and approved by the Northern Ireland Executive, the Irish Government, the Scottish Government (INTERREG only) before formal submission to the European Commission for approval. Running co-terminously alongside this activity is the essential development of the architecture of the Programmes delivery mechanisms, administrative and governance arrangements. The funding database must be specified, procured, developed and implemented by late summer 2014. This in itself is a significant task, given that the delivery mechanisms, and administrative arrangements are still in the process of development and discussion with sponsor departments.

The delivery mechanisms must be agreed, and possibly procured, to ensure that the application and assessment process, including all funding guidance and associated administration arrangements will be ready for late 2014, to ensure the timely implementation of these programmes. It is anticipated that the first applications will be made to these programmes for funding, in August/September 2014.

Taking all of the above into consideration, the SEUPB have established 5 corporate objectives for 2014, which reflect the essential elements of the role and functions of the organisation.

Overarching Corporate Objectives

Five overarching Corporate Objectives have been identified for the 2014-16 period. These are outlined below.

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CORPORATE OBJECTIVE 1

Effectively achieve the objectives of the PEACE III and INTERREG IVA Programmes, by providing guidance and support to the approved projects to enable them to maximise their contribution to society.

CORPORATE OBJECTIVE 2

To ensure that funded projects are provided with support and guidance to enable their functioning in accordance with EU and Member State Regulatory Framework.

CORPORATE OBJECTIVE 3

To ensure effective business processes for closure are implemented for the 2007-13 Programmes which will result in a maximisation of EU receipts for both Member States.

CORPORATE OBJECTIVE 4

Enhance business performance of SEUPB and its staff through the implementation of effective and efficient administrative processes within a corporate governance framework designed to meet accountability requirements.

CORPORATE OBJECTIVE 5

To ensure the development of effective administrative structures and processes which will facilitate the implementation of future Programmes for the period 2014-2020, in accordance with the regulatory frameworks of the EU.

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SEUPB Balanced Scorecard 2014

The SEUPB will continue to use a balanced scorecard to assist with Business Planning for 2014. The Balanced Scorecard allows the SEUPB to incorporate strategic and business objectives and their associated activities into resource allocation processes, therefore increasing the understanding of the SEUPB Corporate Vision and strategy to both internal and external stakeholders. The Balanced Scorecard is divided into a four-perspective view comprising Business Results; Customer Results; Internal Business Processes and Growth and Learning.

The summary balanced scorecard is outlined below and detailed activities to be undertaken to achieve these objectives, are outlined on the following pages

SEUPB Summary Balanced Scorecard for 2014

BUSINESS RESULTS	CUSTOMER REQUIREMENTS
BR1: Ensure the efficient and effective delivery of the 2007-2013 PEACE III and INTERREG IVA Programmes. **BR2:** Ensure effective business processes for closure are implemented for the 2007-13 programmes. **BR3**: Ensure programmes are functioning in accordance with EU and member state Regulatory Framework. **BR4:** Develop effective processes to facilitate the implementation of future programmes.	**CR1:** Manage the implementation of high quality projects in all Programmes. **CR2:** Ensure projects are provided with the support and guidance to meet the demands of their Letter of Offer. **CR3:** Ensure projects are provided with the support to enable their functioning in accordance with EU and member state Regulatory Frameworks. **CR4:** Ensure compliance with the new regulations for information and publicity for the programmes. **CR5**: Meet any information and reporting requirements as stipulated within SEUPB's Financial Memorandum and other governing documents. **CR6:** Consult extensively in the development of the new Operational Programmes.
INTERNAL BUSINESS PROCESSES	GROWTH AND LEARNING
IP1: Ensure good corporate governance and effective management of resources. **IP2**: Continually develop internal processes to improve the efficiency and effectiveness of SEUPB.	**GL1:** Develop the skills, capabilities and knowledge of staff to achieve the organisational objectives. **GL2:** Train staff on the implementation of the new regulations and administrative arrangements for the new programmes.

Balanced Scorecard 2014

	CORPORATE OBJECTIVE 1			
	Effectively achieve the objectives of the PEACE III and INTERREG IVA Programmes, by providing guidance and support to the approved projects to enable them to maximise their contribution to society.			

Corporate Scorecard	Measure/Strategic Action	Target	Actions	Owner
BR1	Monitor and achieve cumulative N+2 expenditure targets for 2014 for PEACE III and INTEREG IVA Programmes.	Programme targets: - PEACE III = €56,901,439 - INTERREG IVA = €44,580,992	Establish and maintain regular contact with all Lead Partners to offer project implementation guidance and support to ensure financial expenditure targets and project objectives are fulfilled. Facilitate Audits from European Commission, Article 62, Managing Authority, Northern Ireland Audit Office and Internal Audit Distribute expenditure report to key stakeholders on quarterly basis.	MA/CS/JTS
		Achieve full commitment across both programmes.	Monitor commitment levels on a monthly basis and take any remedial action required if necessary.	MA/CS/JTS
	Monitor the delivery of programme objectives.	Organise two Programme Monitoring Committee meetings for both PEACE III and INTERREG IVA Programmes in 2014.	Organise and provide secretariat support for two meetings per programme annually. Write and distribute relevant meeting papers, a minimum of 10 days prior to the meetings.	MA
		Organise and attend three meetings of the Monitoring and Evaluation Working Group (MEWG) in 2014.	Organise and provide secretariat support for the MEWG meetings. Review the monitoring and evaluation plans for both programmes. Conduct relevant research and evaluation to comply with regulations in line with the Monitoring and Evaluation plan for both programmes. Monitor delivery standards and targets set for programme	MA

BR3/CR4	Ensure both programmes are functioning in accordance with the EU and Member States Regulatory Frameworks.		implementation.	
		All regulatory reports submitted by dates specified by the European Commission during 2014.	Produce Annual Implementation Reports for both PEACE III and INTERREG IVA Programmes by specified deadline of 30th June 2014.	MA
		Implement effective suite of external communications activity in line with Communication Strategy 2014.	Organise at least one major communication event/conference per Programme per year.

Produce 'Your EU' Magazine three times a year and public affairs bulletin 'euroPA' on a bi-annual basis as a minimum.

Maintain interactive and vibrant website with regular input of new material from programmes and projects.

Co-ordinate media relations activities. | CS |

		CORPORATE OBJECTIVE 2		
		To ensure that funded projects are provided with support and guidance to enable their functioning in accordance with EU and Member State Regulatory Framework		
Corporate Scorecard	**Measure/Strategic Action**	**Target**	**Actions**	**Owner**
BR3/CR1/CR2	Work with applicants and other relevant organisations to deliver high quality projects for all programmes.	Manage up to a total of 270 live projects in 2014 ensuring projects are functioning in accordance with all conditions and financial requirements as set out in Letters of Offer. • 153 PEACE III projects • 81 INTERREG IVA projects • 36 Transnational and Inter-regional projects	Monitor the implementation of the Letters of Offer including considering one annual budget change request per project, deal with requests for extension and issue Addenda as required. Review 4 progress reports per annum for each live project against targets and work plans and ensure the data on the database is maintained. Co-ordinate at least one monitoring visit per project per annum. Set targets for each project with regard to expenditure, and monitor project expenditure on a quarterly basis against annual and cumulative targets, proactively managing all variances. Reallocate funds that become available through slippage or project failure. Provide secretariat to a minimum of 4 meetings between CPD and SEUPB, per annum. Attend at least one Bi-Lateral with Accountable Departments per annum. Review 1 Annual Assurance Statement per live project in year. Issue 1 spend target memo per live project in January 2014 and monitor in year. Initiate and disseminate 1 Work Plan per live project. Monitor each project against the work plan via the progress report. Attend those project launches, and other project events that are considered priority.	JTS/MA

CR5		Ensure the provision of information and support to key stakeholders.	Develop & implement 2014 Lead Partner Training Programme. Run a minimum of 20 seminars by end of 2014. Timely provision of reports and information to key stakeholders. Timely resolution of queries and complaints from key stakeholders. Ensure transparency and accessibility of information through reporting and update of website.	MA
CR3	Ensure the highest standard of financial accountability with regards to the implementation of programme funds.	Carry out First Level Control vouching and verification of expenditure for all PEACE III and INTERREG IVA approved projects in line with the internal guidelines for each programme during 2014.	Quarterly pre-payment verification of Lead Partner expenditure claims. 75% of claims to be authorised within 7 working weeks of receipt of LP declaration. Lead Partner eligibility of funding check prior to issue of Letter of Offer. Process valid advance requests received from the JTS within 10 working days. Review and accept/reject post payment irregularities submitted by the JTS, Consortium and other bodies within 5 working days of receipt. Maintain an up-to-date irregularity database and issue within 3 working days of each month end.	MA MA/CS
		67 Project First Level of Control vouching and verifications carried out twice per year, in line with Transnational and Inter-regional programme timetables and in line with programme rules.	Provide support to project partners on programme and national rules organising meetings / seminars as required. Participate in the network of first level of controllers as required by each programme.	MA

		On the spot checks carried out across all transnational and interregional programmes, in line with agreements for each programme.	Provide onsite training on practical submission of claims and on the spot checks.	
CR3	Ensure adherence to EU Member States Regulatory Framework by all funded projects.	Ensure project compliance with publicity requirements as outlined within the Communications Strategy.	Conduct quarterly reviews of project communication outputs. Organise four communication and network meetings with project communication leads, on annual basis.	CS

		CORPORATE OBJECTIVE 3		
	To ensure effective business processes for closure are implemented for the 2007-13 Programmes which will result in a maximisation of EU receipts for both member states.			
Corporate Scorecard	**Measure/Strategic Action**	**Target**	**Actions**	**Owner**
BR2	Ensure a framework of closure procedures is established.	Ensure adequate guidance is in place to facilitate closure in line with regulatory and programme requirements.	Draft programme closure timetable. Finalise Closure Plan and implement by January 2014. Review and issue programme guidance on project completion in accordance with regulatory and member state requirements. Establish quarter end reconciliation procedures and audit processes. Ensure 98 projects are closed by 2014 across both programmes.	MA MA/CA/JTS

CORPORATE OBJECTIVE 4

Enhance business performance of SEUPB and its staff through the implementation of effective and efficient administrative processes within a corporate governance framework designed to meet accountability requirements.

Corporate Scorecard	Measure/Strategic Action	Target	Actions	Owner
IP1/IP2	Effective financial strategies implemented to improve business performance.	Pay over 95% of invoices within the 30 day statutory timeframe, and over 75% within 10 days.	Make payments to Suppliers on a prompt basis – over 95% within 30 days, and over 75% within 10 days.	CS
		Pay Lead Partner payment requests received from the MA on a prompt basis.	Make payments to lead partners within 8 working days of a valid payment request.	
		Conduct a review annually of internal apportionment policy, to identify opportunities for Technical Assistance to be used effectively as part of the efficiency delivery exercise.	Achieve year on year cost efficiencies in line with Efficiency Savings identified for current and previous years.	
		Ensure that all procurement is in accordance with regulation and best practice.	Centralise all major procurement responsibility within Corporate Finance Team.	
		Prepare at least four expenditure claims to be completed in line with necessary procedure and regulations annually for each Programme.	Certify 5 PEACE III and 5 INTERREG IVA claims and submit to the EU Commission for reimbursement per annum.	
		Provide a recovery statement by project with each claim to satisfy both EU and Member State	To be completed in line with completed claims.	

		requirements.		
		Implement improvements and efficiencies in the area of budget responsibility and workflow management (purchasing)	During 2014 carry out 1 improvement exercise in respect of budget responsibility and work flow management.	
IP1/IP2	Effective internal control and management of organisational risk.	Ensure that Risk Register is maintained and update Business Continuity Plan during 2014.	Monitor all Directorates updates to Risk Register on monthly basis, and co-ordinate an overall Corporate Risk Register quarterly for Audit & Risk Committee.

Complete annual disaster recovery testing of the Business Continuity Plan.

Update Business Continuity Plan as necessary in line with post testing review and recommendations and best practice.

Quarterly review of SLAs and update 'Schedule 1' budget following each budget exercise or monitoring round.

Embed the systems around information management which were designed and implemented in 2013. | CS |
| | | Ensure all relevant SLAs and agreements are in place with all Accountable Departments and reflect accurate and up to date budgets following each monitoring round. | Monthly monitoring of cash balances by Accountable Departments including variance analysis against project cash forecasts.

Arrange a meeting with key Accountable Department prior to each monitoring round in Northern Ireland and budget exercise in Ireland to ensure sufficient budget cover against forecasts. | CS |
| CR5 | Meet all information and reporting requirements as stipulated within the Financial Memorandum and governing documents. | Complete an annual business plan in line with NSMC deadlines.

Prepare and publish an Annual Report. | Develop 2015 Business Plan within stipulated timeframe.

Prepare 2013 Annual Report by September 2014 and ensure SEUPB provide the auditors with all information that would facilitate the | CS |

			accounts being signed off by 30 June 2014.	
		Prepare Annual Accounts for each year of the planning period and submit to the NIAO for Audit.	Prepare Financial Statements for 2013 by 31 March 2014.	
		All requests for information to be answered within agreed timeframes.	Provide accurate and timely information for all responses to NSMC meetings, Assembly Questions, Parliamentary Questions, Ministerial Briefings, Departmental Requests and Committee briefings.	
		Adhere to the Freedom of Information Code of Conduct for all North South Bodies.	Manage the FOI process and respond to all requests in line with the Code of Practice.	
		Implement effective corporate complaints procedures.	Answer all complaints satisfactorily within specified deadlines.	
	Effective IT strategy and equipment to service the needs of the organisation.	Ensure the ICT Department provides an effective IT management and support service.	Implementation of necessary improved technologies such as WAN, LAN, Server Virtualisation and Clustering, and Workstations by December 2014. Complete annual testing and review of ICT Business Recovery Plan. Update ICT Business Recovery Plan as necessary in line with findings. Create a centralised email system for all offices by December 2014.	CS
IP1	Fulfil all requirements of the Communications Strategy 2014.	Maintain and enhance corporate communications activity as identified within the Communication Strategy during 2014.	Staff electronic newsletter to be produced on a quarterly basis throughout 2014.A staff Corporate Day to be held once a year. Maintain Facebook and Twitter accounts on a daily basis, and ensure prompt messages are uploaded. Pro-actively issue 15 press releases per programme on an annual basis [to highlight achievements and raise profile of Programmes Create and issue 3 Your EU publications per year	CS

			Co-ordinated one major annual communications activity per programme.	
			Issue 2 public affairs (euroPA) bulletins on an annual basis.	
			Co-ordinate an annual stakeholder perceptions survey to assess the effectiveness of the Communications Strategy.	
IP1	Legislation compliance control.	Complete annual progress report to Equality Commission.	Conduct activities as outlined within revised Equality Scheme. Produce Disability Action Plan and report to Equality Commission.	CS
		Maintain a working environment which is health and safety compliant for both staff and members of the public.	Conduct risk assessments biannually. Update health and safety risk register. Manage PPM Facilities Contract in line with Service Agreement.	CS
		Full compliance with Data Protection principles.	Implement and review appropriate measures to observe Data Protection principles.	CS
IP2	Appropriate systems in place to enable the effective audit of SEUPB business services.	SEUPB Audit & Risk Committee to meet 3 times during 2014. Ensure recommendations are implemented, appropriate recommendations register is completed and articulated to relevant areas. Register to be updated on an ongoing basis, and reviewed quarterly in keeping with	Schedule and facilitate at least 3 meetings of the SEUPB Audit & Risk Committee. Maintain appropriate systems to enable the effective audit of SEUPB business services by ensuring processes and procedures are reviewed and updated on a quarterly basis. Review, update and issue the Audit Recommendations Register within 3 working days of each month end. Prepare summary information for Audit information for Audit and Risk Committee on a quarterly basis.	CS

		Audit & Risk Committee Schedule.		
IP1	Efficient delivery of organisation's key targets.	Ensure effective monthly monitoring and evaluation of overall Business Plan and Corporate Plan targets.	Each business area to report and discuss Business and Corporate Plan targets at Senior Management Team Meetings. Manage ERDF cashflow including the reimbursement of EU receipts to Member States within 4 weeks of receipt and provision of annual forecast to the EU Commission by 30th April.	ALL
IP1/IP2	Processes in place to allow organisation to fulfil all budgetary requirements.	Ensure expenditure of at least 98.5% of budgeted amounts. Ensure 4% per annum minimum cumulative cash releasing efficiency savings over the period 2014-16 in accordance with Business Planning guidance issued by the Finance/Public Expenditure Departments.	Preparation of month end financial analysis within 3 working days to enable the Managing Authority to monitor N+2 expenditure, Business Plan and commitment levels against targets. 2014 budget to be set at level which allows required 4% efficiency savings to be met. Monthly review of expenditure to maintain within budget, including introduction of additional efficiencies.	CS
IP2	Achieve results in delivering business services through appropriately trained staff.	Maximise staffing resources within agreed staffing compliment levels to ensure full utilisation of staffing numbers: - Effective recruitment strategies - Retention policies - Managing attendance policies	Maintain staffing levels throughout the period in line with the agreed staffing complement, based on recommendations of the 2012 Staffing Review and agreement between Ministers. Achieve a Turnover Rate of less than 20% Achieve absence levels of less than 3%	CS

			Develop annual training plan for the body that prioritises training and development activities to support the achievement of business objectives. - Through staff appraisal system. - Individual and organisational TNA. - Continuous review of staff training. - Utilisation of EU experts /specialists to enhance EU specific knowledge.	Prepare Training Plan by 31 August 2014. Employees to attend an average of 3 training events over 12 months.	CS
GL1/GL2					
IP2			Achieve Investors in People (IIP) status by 31 December 2014.	Implement development plan to achieve IIP status.	CS

CORPORATE OBJECTIVE 5

To ensure the development of effective administrative structures and processes which will facilitate the implementation of future Programmes for the period 2014-2020, in accordance with the Regulatory Frameworks of the EU.

Corporate Scorecard	Measure/Strategic Action	Target	Actions	Owner
BR4/GL1/IP1/CR5	Provide leadership on the implementation of the new programmes.	Ensure the programmes are established and functioning appropriately in accordance with EU and Member State regulatory frameworks by end of 2014.	Develop programme rules in line with EU Regulations.	MA
			Establish Programme Monitoring Committees and Working Groups.	
			Establish the arrangements for the delivery mechanisms as instructed by the Departments of Finance/Public Expenditure, and implement the agreed arrangements.	MA/CS
			Ensure timely implementation of calls for pipeline projects, for the new programmes in late 2014.	
			Development of robust and comprehensive Monitoring System for 2014-2020 and ensure online applications are available by August 2014.	
			Commence preparation of the Management and Control Statement for submission to EU.	
			Produce and implement SLA with JTS, Audit Authority and Internal Audit.	JTS
			Develop and implement Lead Partner training programme completing a minimum of 5 seminars by the end of 2014.	
			Establish programme Steering Committees.	
			Development of project application and assessment documentation, and funding guidance. Development of programme letters of offer and standard conditions of grant.	

	Ensure the highest standards of financial accountability are applied to the implementation of programme funds.	Economic appraisal of new programme applications. TA budgeting. Database interface with general ledger.	Design procurement process for economic appraisals. Prepare multi annual budgets for Technical Assistance for each programme. Design interface between database and accounting system to capture all required information.	CS
BR4		Develop new procedures for Article 13 checks. Develop the second level of control checklists and procedures for the certifying authority to use on the first level functions.	Draft procedures for Article 13 checks (prepayment verification, eligibility for funding & on the spot, including checklists and sampling methodology; Input to development of MIS-replacement for System 2007). Draft procedures required for second level control environment, when the delivery mechanisms have been agreed.	MA CA

SECTION FOUR

Resourcing the Plan and Delivering Efficiency Savings

Resourcing the Plan

This section sets out the resources and budget required for 2014 and discusses the efficiency savings delivered to date and those achievable within the 2014 Business Plan period.

In light of the current economic position, there continues to be a need for all North South Bodies to examine urgently and robustly their programme objectives with a view to delivering them with the most efficient and effective use of resources during 2014. The North South Bodies have been asked to achieve 4% per annum cumulative cash releasing efficiencies in the years 2014-2016 against the 2013 baseline. Therefore for 2014, the administration budget will reflect a 4% reduction upon the 2013 baseline (a 12.6% reduction against the 2010 baseline). It is important to consider that the SEUPB is also required to ensure that all available income from the European Union is earned over the 2007-2013 and 2014-2020 Programming Periods.

Administration / Operating Costs of the SEUPB

Financial resources in respect of the administration/operating costs of the SEUPB are provided annually via an agreed budget from its Sponsoring Departments.

Annex A outlines operating costs for the 2014 Business Plan period, and Annex B is the Efficiency Savings Delivery Plan.

These savings should be viewed alongside the context of the much larger savings that have been identified which continue to be implemented within the Technical Assistance budgets. Further detail on these savings is outlined in the Technical Assistance Efficiencies section below.

The SEUPB will continue to work closely with its Sponsor Departments to ensure that the approved level of resources meets its requirements to deliver the broad range of services which the SEUPB is mandated to provide.

Delivering Efficiencies within the Administration / Operating Cost Budget

The SEUPB operates within the framework of public reform and is committed to pursuing a pro-active approach to maximise both cash and non-cash releasing efficiency savings. Previous business plans identified a series of measures within both the Administration/Operating Costs of the SEUPB as well as Programme Expenditure. These have resulted in very real and significant savings from 2010 to 2013. During 2014, and throughout the 2014-16 period covered by the Corporate Plan, the SEUPB will consolidate these savings, and continue to look for further changes to work processes which can deliver further reductions.

Efficiencies already delivered within the Administration / Operating Cost Budget up to and including 2013 include:

Recruitment – Reduced use of printed media, electronic application process. Recruitment advertisement costs reduced from £29k in 2011 to £20k in 2012 – a reduction of 31%. The cost of recruitment in 2013 is forecast to be close to zero, due mainly to the moratorium on staff recruitment. It is clear however that in going forward, the average cost per post for staff recruitment will be minimised.

Travel Costs – Minimisation of official travel (both external and intra-site), use of video-conferencing, car-sharing promoted. Policies have been amended to reduce the staff time input required to make travel bookings, whilst remaining compliant with procurement requirements. During 2013 specifically, the SEUPB has adopted a new approach to staff training, by bringing key speakers/trainers in-house to deliver training to SEUPB staff and Lead Partners. The cost of this approach is significantly outweighed by the savings on training course booking fees, and importantly travel & subsistence costs which would have been incurred to send even a small number of SEUPB staff to attend EU-based courses during the year. The core travel budget has reduced by 67% between the baseline year of 2010, and 2013 (from £60k to £20k).

Facilities – The office premises budget was £334k in the 2010 baseline year. Efficiencies have resulted in a decrease of £34k (10%) to £300k in 2013. Some specific actions during 2013 relate to the use of NICS Framework contracts where possible, to unlock economies of scale. This has applied to areas such as paper, stationery, facilities management and cleaning. As an example, the cost of cleaning for the Belfast office has reduced by approximately 42% from its 2010 level.

Staffing – During 2013 the use of temporary staff has been significantly reduced, as contracts are brought to an end. By the end of 2013, the number of temporary staff contracted is one.

Capital Costs – Replacement/upgrade of equipment is limited, to support the achievement of a 25% reduction in capital costs from 2010 to 2013.

Moving forward, during 2014, the above efficiency measures will continue to yield results. In addition, SEUPB will implement further measures as below to ensure that the required 2014 budget reduction can be achieved:

Procurement – following the centralisation of all procurement activities within the Corporate Finance Team, SEUPB will seek to drive efficiencies and value for money in procurement through economies of scale, competition and best practice.

Staffing – the combination of headcount reductions, staff replacements at lowest point of salary scales, and review of apportionment between Core and TA budget streams, is expected to deliver a 5% reduction in the core staff cost in 2014.

Programme Expenditure

The Programme expenditure figures are based on the value of Euro funds required by the Central Payments Unit within the SEUPB to make payment requests to projects to cover both the annual N+2 targets set by the EU Commission under the Operational Programme and in addition to this, any advance payments required. As this expenditure earns EU income, it is not subject to the requirement for 4% cumulative year on year efficiency savings.

The figures included in Annex A reflect the ERDF and match contribution for Ireland and Northern Ireland for PEACE III and INTERREG IVA and the ERDF contribution for Scotland (INTERREG IVA only).

Delivering Technical Assistance Efficiency Savings

The Commission allocated amounts within each European Programme for programme administration costs which includes the management, monitoring and evaluation of the Programmes and information and publicity. These allocations are termed Technical Assistance.

At a meeting of the North South Ministerial Council in September 2009, both the Northern Ireland and Ireland Finance Ministers requested that the SEUPB consider Technical Efficiency Spend on each of the Programmes to identify and deliver all possible efficiency savings. Such savings would subsequently be reallocated to enable higher expenditure on projects.

The SEUPB in conjunction with its Sponsor Departments have always been committed to delivering services efficiently as demonstrated within past business plans. Most significantly, when developing the programme implementation structures for the 2007-2013 Programmes, the structures were significantly rationalised compared with those for the 2000-2006 Programmes, with a reduction in the number of external implementing bodies from 72 to just 2 with the SEUPB assuming greater internal responsibility. This rationalisation has already resulted in an annual

efficiency saving estimated at £1.44m that will be ongoing throughout the life of the 2007-2013 Programmes and over the seven year period will total approximately £10m.

In addition, many of the individual efficiency savings identified in the administration section above will apply equally to both the core and TA budgets.

At the time of writing, some €7m has been identified across both Programmes' TA budgets for potential re-allocation into 'front line' measures. This represents some 20% of the total TA budgets allocated for the administration of the programmes.

SECTION FIVE

Monitoring, Evaluating and Communicating the 2014 Plan

Monitoring and Evaluating the 2014 Business Plan

Implementation of the objectives outlined within the 2014 Business Plan will be monitored and evaluated through a series of both internal and external measures.

Internal measures

The Senior Management Team consider and report on progress against Business Plan Targets at monthly meetings. A comprehensive register is maintained to identify potential areas of risk associated with the delivery of the objectives and targets of the Body.

The SEUPB considers the Business Plan to be a working document and the Annual Business Planning Day allows the opportunity for all staff members to discuss progress against the Business Plan targets. This also provides the SEUPB with the opportunity to amend and discuss targets in light of changing operational environments.

External Measures

In line with best practice, the Chief Accounting Officer has established an Audit and Risk Committee to support him in his responsibilities for issues of risk, control and governance and associated assurance issues. Membership of the Committee is independent and includes representation from both Sponsor Departments. The Committee meets at least three times per annum and completes activity in accordance with stipulations outlined within its agreed Terms of Reference.

The SEUPB meets several times a year formally with its' sponsor departments and reports on progress.

In addition, the SEUPB provides progress reports on implementation of the Programmes and Objectives outlined within the Corporate and Business Plan to the North South Ministerial Council and Sponsor Departments as required. It is also subject to appearance before Northern Ireland Assembly and Oireachtas Scrutiny Committees as and when required.

Communicating the 2014 Business Plan

The SEUPB is very aware that strong and visible leadership by all SEUPB managers will be required in order to deliver the 2014 Business Plan within the context of the current challenging environment. As outlined above, the SEUPB Senior Management Team is committed to communicating the Plan to both staff and stakeholders alike.

An annual business planning event enable objectives and targets to be communicated to all staff members and upon approval of the plan, it will be published and issued to all members of staff.

The plan will also be published on the SEUPB website and in line with standard procedure, will be available in alternative formats to ensure accessibility by all.

The SEUPB will also avail of other opportunities to promote and communicate the vision, mission and principles outlined within the plan and the associated targets and activities. This will include the posting of key messages in communal areas within the three SEUPB premises and notification that the Business Plan has been published in existing external and internal publications.

ANNEX A

Proposed 2014 Budget Allocation (£ and €)

Business Plan Summary - Proposed 2014 Budget Allocation (Sterling)

North South Body	Agreed Budget 2013			Proposed change +/-			Proposed Revised Budget 2014		
€1 = £0.82 in 2013, and £0.86 in 2014	Current	**Capital**	**Total**	**Current**	**Capital**	**Total**	**Current**	**Capital**	**Total**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Programme Costs									
Peace III	36,866	**18,119**	**54,985**	**12,283**	**(18,119)**	**(5,836)**	**49,149**	**0**	**49,149**
Northern Ireland	23,499	11,549	35,048	7,828	(11,549)	(3,720)	31,327	0	31,327
Ireland	13,368	6,570	19,937	4,454	(6,570)	(2,116)	17,822	0	17,822
									0
Interreg IVA	26,356	**14,404**	**40,761**	**2,622**	**9,011**	**11,633**	**28,979**	**23,415**	**52,394**
Northern Ireland	19,847	11,478	31,326	2,276	6,154	8,430	22,124	17,633	39,756
Ireland	6,509	2,926	9,435	346	2,857	3,203	6,855	5,783	12,638
Total Programme Expenditure	63,223	**32,523**	**95,746**	**14,905**	**(9,108)**	**5,797**	**78,128**	**23,415**	**101,543**
Pay Costs	1,290	0	1,290	(88)	0	(88)	1,202	-	1,202
Pension Costs	7	0	7	0	0	0	7	-	7
Non Pay Administration Costs	566	45	611	17	(5)	12	583	40	623
Total Jointly Funded Administration costs	1,863	**45**	**1,908**	**(71)**	**(5)**	**(76)**	**1,792**	**40**	**1,832**
(ii) Costs Funded by North Only									
Pay Costs	110	0	110	(7)	0	(7)	103	0	103
Pension Costs	33	0	33	1	0	1	34	0	34
Total Administrative Costs Funded By North Only	143	0	143	**(6)**	**0**	**(6)**	**137**	**0**	**137**
Total Administrative Costs	2,006	**45**	**2,051**	**(77)**	**(5)**	**(82)**	**1,929**	**40**	**1,969**
Overall Total Expenditure (programmes & Administration)	65,229	**32,568**	**97,797**	**14,828**	**(9,113)**	**5,715**	**80,057**	**23,455**	**103,512**
Proportion payable by NI	68%	71%	69%				**68%**	**75%**	**70%**
Proportion payable by IRL	32%	29%	31%				**32%**	**25%**	**30%**
Existing/Projected Staff Numbers			60			(3)			57

<u>Narrative to support expenditure figures:</u>

- **All figures in £'000 Stg and a planning rate of €1=£0.86 has been used.**
- **The administration costs are funded Northern Ireland 53% and Ireland 47%**

The following planning assumptions have been used in relation to the Budgeted total Programme Expenditure:

- The figures included in Annex A reflect ERDF and match contribution for Ireland and for Northern Ireland and the ERDF element only for Scotland, where projects provide their own match funding (that will not flow through SEUPB).
- The budget request is based on an analysis of the approved and anticipated approved projects forecasts of expenditure, including consultation with project lead partners. These forecasts are then adjusted by SEUPB to allow for collective slippage on Project expenditure, and to include the cash flow implications of granting advance payments of expenditure to projects to facilitate activity. The Programme expenditure target imposed by the Commission is the overarching consideration.
- Programme costs for PEACE III & INTERREG IVA include assumption that the unallocated funds for the programmes will be spent evenly over 2014 & 2015.

Admin costs incorporate 12% efficiency savings over 3 years, against the 2013 baseline.

Business Plan Summary - Proposed 2014 Budget Allocation (Euro)

North South Body	Agreed Budget 2013			Proposed change +/-			Revised Proposed Budget 2014		
€1 = £0.82 in 2013, and £0.86 in 2014	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000
Programme Costs									
Peace III	**44,959**	**22,096**	**67,055**	**12,191**	**(22,096)**	**(9,905)**	**57,150**	**0**	**57,150**
Northern Ireland	28,657	14,084	42,741	7,770	(14,084)	(6,314)	36,427	0	36,427
Ireland	16,302	8,012	24,314	4,421	(8,012)	(3,591)	20,723	0	20,723
Interreg IVA	**32,142**	**17,566**	**49,708**	**1,554**	**9,661**	**11,215**	**33,696**	**27,227**	**60,923**
UK	24,204	13,998	38,202	1,521	6,505	8,026	25,725	20,503	46,228
Ireland	7,938	3,568	11,506	33	3,156	3,189	7,971	6,724	14,695
Total Programme Expenditure	**77,101**	**39,662**	**116,763**	**13,745**	**(12,435)**	**1,310**	**90,846**	**27,227**	**118,073**
Pay Costs	1,573	0	1,573	(175)	0	(175)	1,398	0	1,398
Pension Costs	9	0	9	(0)	0	(0)	8	0	8
Non Pay Administration Costs	690	55	745	(12)	(8)	(21)	678	47	724
Total Jointly Funded Administration costs	**2,272**	**55**	**2,327**	**(188)**	**(8)**	**(197)**	**2,084**	**47**	**2,130**
(ii) Costs Funded by North Only									
Pay Costs	134	0	134	(14)	0	(14)	120	0	120
Pension Costs	40	0	40	(1)	0	(1)	40	0	40
Total Administrative Costs Funded By North Only	**174**	**0**	**174**	**(15)**	**0**	**(15)**	**159**	**0**	**159**
Total Administrative Costs	**2,446**	**55**	**2,501**	**(203)**	**(8)**	**(212)**	**2,243**	**47**	**2,290**
Overall Total Expenditure (programmes & Administration)	**79,547**	**39,717**	**119,264**	**13,542**	**(12,443)**	**1,098**	**93,089**	**27,274**	**120,363**
Proportion payable by NI/UK	**68%**	**71%**	**69%**				**68%**	**75%**	**70%**
Proportion payable by IRL	**32%**	**29%**	**31%**				**32%**	**25%**	**30%**
Existing/Projected Staff Numbers			**60**			**(3)**			**57**

Narrative to support expenditure figures:

- **All figures in £'000 Stg and a planning rate of €1=£0.86 has been used.**
- **The administration costs are funded Northern Ireland 53% and Ireland 47%**

The following planning assumptions have been used in relation to the Budgeted total Programme Expenditure:

- The figures included in Annex A reflect ERDF and match contribution for Ireland and for Northern Ireland and the ERDF element only for Scotland, where projects provide their own match funding (that will not flow through SEUPB).
- The budget request is based on an analysis of the approved and anticipated approved projects forecasts of expenditure, including consultation with project lead partners. These forecasts are then adjusted by SEUPB to allow for collective slippage on Project expenditure, and to include the cash flow implications of granting advance payments of expenditure to projects to facilitate activity. The Programme expenditure target imposed by the Commission is the overarching consideration.
- Programme costs for PEACE III & INTERREG IVA include assumption that the unallocated funds for the programmes will be spent evenly over 2014 & 2015.

Admin costs incorporate 12% efficiency savings over 3 years, against the 2013 baseline.

ANNEX B

EFFICIENCY SAVINGS DELIVERY PLAN

NORTH/SOUTH BODY: Special EU Programmes Body

This Delivery Plan describes the measures Special EU Programmes Body will implement to achieve its target savings for 2014 – 2016.

Efficiency Programme

The Body will realise total efficiencies of **£'000s / €' 000s** from 2014-2016 as shown in the Total Efficiency Table below.

	Sterling				Euro				
Total Efficiency Targets (4% p.a., 12% cumulative)	**Baseline & Total Efficiencies**	**2014 Efficiency Savings**	**2015 Efficiency Savings (Cumulative)**	**2016 Efficiency Savings (Cumulative)**	**Total Efficiency Targets (4% p.a., 12% cumulative)**	**Baseline & Total Efficiencies**	**2014 Efficiency Savings**	**2015 Efficiency Savings (Cumulative)**	**2016 Efficiency Savings (Cumulative)**
	£`000s	£`000s	£`000s	£`000s	€`000s	€`000s	€`000s	€`000s	€`000s
Baseline (2013 approved budget)	*2,051*				Baseline (2010 approved budget)	*2,385*			
Total Efficiencies Required	*246*	*82*	*164*	*246*	Total Efficiencies Required	*286*	*95*	*191*	*286*

The areas that have been targeted as a means of realising cash releasing efficiencies are summarised in the first column of the table below and the monitoring arrangements and measures that will be put in place to ensure efficiency savings are delivered without impacting on targets and service delivery are detailed in the final column.

EFFICIENCY PROGRAMME SUMMARY TABLE - exchange rate used throughout for planning purposes - €1 = £0.86

	Sterling	Euro		
Details of efficiencies	2014 Savings £`000s	2014 Savings €`000s	Responsible Officer	Monitoring arrangements / measures to ensure forecast level of savings are delivered without a detrimental impact on priority services.
(a) Admin				
1. Staff costs	72	84	P Colgan	Apportionment policy amendments
2. Premises	(8)	(9)	P Colgan	Unavoidable increased in rates, service charges etc
3. Office costs	(2)	(2)	P Colgan	Minor inflationary increases anticipated in telecoms etc
4. Other costs	15	17	P Colgan	Revised apportionment policy will reduce core contribution to certain costs
(b) Resource				
1.	-			
(c) Capital				
1.	5	6	P Colgan	Reduction in funding allocated to IT hardware investment/renewals
2.				
Total Savings	82	96		
Savings-NI contribution	43	50		
Savings– Irish contribution	39	46		

ANNEX C

DETAILS FOR NORTHERN IRELAND BUDGET REQUIREMENTS

DETAILS FOR NORTHERN IRELAND BUDGET REQUIREMENTS

NI sponsor departments are required to provide some additional budgetary information on North South Bodies. The following table is required to complement the North South Bodies Budgetary information contained within the Business Plan Budgets. This information ensures that the full Budget costs to their departments are approved by Northern Ireland Executive Ministers.

SPECIFIC REPORTING REQUIREMENTS FOR NI BUDGETS

	2014		
	Current	Capital	Total
Northern Ireland Non Cash Costs	£320,000	£0	£320,000
Northern Ireland AME Costs	£140,000	£0	£140,000

NI Sponsor departments must complete this Annex in conjunction with their North South Bodies and must include this annex in any submission to Northern Ireland Executive Ministers to ensure that Ministers are aware of, and approve the full budget implications.

Note – The Non Cash Costs above include the estimated NI element of Depreciation and Current Service Cost for the pension scheme.   AME Costs include the estimated NI element of the Interest on Scheme Liabilities.

As the 2013 pension scheme calculations for 2013 will not be received until February 2014, the figures used above are based on the most recent (2012) calculations, and therefore subject to significant variation. The extent to which the current service cost and interest figures will be impacted by the proposed change in contribution rates (which will be implemented in 2014) is also unclear.

ANNEX D

PROGRESS AGAINST 2013 TARGETS

1. BUSINESS RESULTS

BR1: Ensure the efficient and effective delivery of the 2007-2013 PEACE III and INTERREG IVA Programmes by ensuring the highest standards of probity, accountability and financial management of the Programmes.							
Activity	Measure and Targeted Actions	Target Date	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target	Relevant to 2014?
Achieve financial targets for 2013 for PEACE III and INTERREG IVA Programmes.	PEACE III N+2 Target - €193m INTERREG IVA N+2 Target - €146m	Dec 2013	MA/CS/JTS	PEACE III on target INTERREG IVA at risk		PEACE III €171.4m (88%) INTERREG IVA €109.7m (75%)	Yes
	Monitor funded projects to ensure that full commitment across both Programmes will be maintained.	Dec 2013	MA/CS/JTS	PEACE III Achieved INTERREG IVA on target (pending project approval) One project approval outstanding for Isles 2.		PEACE III €340.7m (104%) INTERREG IVA €255.4m (99.9%)	Yes
Comply with all EU Regulations regarding the PEACE III, INTERREG IVA,B & C Programmes	All regulatory reports submitted by dates specified by the European Commission during 2013. Meet all requirements of the programme as outlined in EU regulations EC1080/2006 and EC1083/2006 during 2013.	Dec 2013	MA	On Target		2x Annual Implementation Report approved by MC, requires submission to EU Commission by 30 June 2013	Yes

	BR2: Provide leadership, direction and management to ensure a portfolio of high quality projects in accordance with programme regulations and objectives.							

Activity	Measure and Targeted Actions	Target Date	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target	Relevant to 2014?
Ensure all INTERREG IVA and PEACE III Programmes aims and objectives are achieved.	Organise two Programme Monitoring Committee meetings for both PEACE III and INTERREG IVA Programmes in 2013.	Dec 2013	MA	On Target		1x PEACE III and 1x INTERREG IVA PMC held in April 2013. A further PMC for each Programme is planned for later in June 2013	Yes
	Organise and attend two meetings of the Monitoring and Evaluation Working Group in 2013.	Dec 2013	MA	On Target		2x sub group meetings held (1x per programme). Full working Group meeting scheduled June 2013	Yes
	Carry out First Level Control vouching and verification of expenditure for all PEACE III and INTERREG IVA approved projects in line with the internal guidelines for each programme during 2013.	Dec 2013	MA	At Risk	No	66.1% of claims paid as at 31 May 2013, have achieved the 7 week turnaround target	Yes

BR3: Promote North/South Co-operation in all Transnational and Inter-regional programmes.							
Activity	Measure and Targeted Actions	Target Date	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target	Relevant to 2014?
Improved participation in the INTERREG IVB & C Programmes within Northern Ireland and the Border region of Ireland.	Work with a range of external organisations and Government Departments to ensure that there are a total of 55 approved projects with Northern Ireland partners across INTERREG IVB and IVC programmes in the 2007-2013 funding period.	Dec 2013	MA	Achieved	N/A	Exceeded	No- New targets to be set up for 2014-2020
Ensure Northern Ireland involvement in the shaping of future transnational and interregional programmes.	Seek opportunities for collating and disseminating Northern Ireland input into draft operational programmes of future transnational and interregional programmes during 2013.	Dec 2013	MA	On Target	N/A	Participating in Northern Periphery Programme Planning Group; Input provided to NPP; Plan to participate in event, in conjunction with DFP, to promote the new IVB and IVC programmes	Yes – First half of 2014
Efficient and effective financial controls for all Northern Ireland partners in INTERREG IVB and IVC programmes	67 Project First Level of Control vouching and verifications carried out twice per year, in line with programme timetables and in line with programme rules On the Spot checks carried across all transnational and interregional programmes, in line with agreements for each programme.	Dec 2013	MA	On Target On Target	N/A N/A	On Target On Target	Yes Yes

	BR4: Complete any necessary duties for the effective closure of the PEACE II and INTERREG IIIA Programmes.						
Activity	**Measure and Targeted Actions**	**Target Date**	**Owner**	**A** **Achieved/On** **Target/At Risk**	**B** **Amendment** **Required**	**C** **Progress** **Against Target**	**Relevant to 2014?**
Establish a closure process for PEACE III and INTERREG IVA in line with EU Guidance	Ensure adequate guidance is in place to facilitate closure in line with regulatory and programme requirements. Ensure closure of projects in line with EU Commission guidelines. Procedures are in place to ensure the integrity of financial and audit information at the end of the programming period.	Dec 2013	MA/CS /JTS	On Target		Guidance note & Closure checklist issued (subject to change per Commission Guidance and streamline of JTS/FCU processes). Ongoing monitoring of project closure, closure plan in development & proposed SEUPB closure Working Group to be established.	Yes

2.0 CUSTOMER REQUIREMENTS

CR1: Manage the implementation of high quality projects in both the PEACE III and INTERREG IVA Programmes.							
Activity	**Measure and Targeted Actions**	**Target Date**	**Owner**	**A Achieved/On Target/At Risk**	**B Amendment Required**	**C Progress Against Target**	**Relevant to 2014?**
Manage the implementation of high quality projects.	Manage up to 205 projects ensuring projects are functioning in accordance with all conditions and financial requirements as set out in Letters of Offer.	Dec 2013	JTS			Letters of offer still pending issue/acceptance for Narrow Water Bridge, Spire, Isles 2, All Island Lighthouse and Girdwood. Project management and engagement including site visits are ongoing. Annual work plans have been agreed with each project and are placing greater emphasis on project activity. A spend target memo has been issued to every project. New templates have been issued for project quarterly reports. Audit facilitation is ongoing and input has been given to AIR reports.	

| | | | | | | Four Lead Partner training seminars have been delivered and JTS input has been provided at other sessions such as verification, capital project management, procurement etc.

Regular meetings being held with CPD and a proactive programme of meetings has been offered and co-ordinated with accountable departments. | |
|---|---|---|---|---|---|---|---|

	CR2: Ensure compliance with the new regulations for information and publicity for the Programmes and meet any information and reporting requirements as stipulated within the SEUPB's Financial Memorandum and other governing documents.						
Activity	**Measure and Targeted Actions**	**Target Date**	**Owner**	**A Achieved/On Target/At Risk**	**B Amendment Required**	**C Progress Against Target**	**Relevant to 2014?**
Required information for the European Commission and to the Monitoring Committee produced in accordance to regulations.	Produce Annual Implementation Reports for both PEACE III and INTERREG IVA Programmes by specified deadline of 30 June 2013. Produce EU receipts forecasts by April 2013. Declare certified EU expenditure claims to meet N+2 by Dec 2013.	June 2013 Apr 2013 Dec 2013	MA/CS	On Target		2 x AIR's approved by Monitoring Committee, awaiting submission to EU Commission	Yes
Implement effective suite of activity in line with Communications Strategy as approved by EU Commission in 2008 within agreed deadlines.	Organise at least one major communication event/conference per Programme per year. Produce 3 issues of 'Your EU' Magazine on one public affairs bulletin 'euroPA' per year. Maintain interactive and vibrant website with regular input of new material from programmes and projects. Co-ordinate briefings with key media contacts on a quarterly basis. Ensure project compliance with publicity requirements conducting at least 5 spot checks on a monthly basis. Organise four communication and network meetings with project communication leads.	Dec 2013	CS	Achieved On target On target On target Achieved			Yes. New Comms Strategy to be developed 2014

	CR2: (CONTINUED)
	Ensure compliance with the new regulations for information and publicity for the Programmes and meet any information and reporting requirements as stipulated within the SEUPB's Financial Memorandum and other governing documents.

Activity	Measure and Targeted Actions	Target Date	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target	Relevant to 2014?
Develop 2014 Business Plan and the Corporate Plan 2014-2016.	Complete in line with NSMC deadlines and in accordance with requirements stipulated within Financial Memorandum and other Business Planning Guidance.	Sept 2013	CS	On target		BP 2013 was completed and submitted to departments in August 2012, in line with NSMC guidelines. Awaiting approval by NSMC,at a sectoral meeting in June. The department and Ministers have given their approval CP 2014-16 started.	Yes
Prepare 2012 Annual Report and Accounts.	Prepare and publish report in line with conditions as set out in Financial Memorandum.	Sept 2013	CS	On target		Drafted. Pending departmental approval and graphic design/translation	
Prepare Financial Statements for 2012 on a timely basis.	Prepare Annual Accounts by 31st March in each year and submit to NIAO for Audit.	March 2013	CS	A	No	Fully met	Yes (with ref to 2013 accounts)
Provide accurate and timely information for responses to all NSMC Meetings, AQs/PQs, Ministerial Briefings, Departmental Queries and Committee Briefings as required.	All responses to be answered within agreed timeframes in accordance with relevant procedures.	Dec 2013	CS	On target			
Implement Freedom of Information policy and procedure.	To be implemented in accordance with internal FOI Policy and Procedure as outlined within Code of Practice.	Dec 2013	CS	On Target			

CR3: Manage the consultation process and drafting of the Operational Programmes for presentation to the Northern Ireland Executive and the Irish Government by July 2013 for formal submission to the European							
Activity	Measure and Targeted Actions	Target Date	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target	Relevant to 2014?
Manage the consultation process with stakeholders across the eligible area for the new programmes 2014 – 2020.	Collate all consultation responses and produce a summary of the responses, together with details as to what will be taken forward in the outline Operational Programmes. Between January 2013 and end March 2013, the SEUPB will draft the detailed content of the Operational Programmes.	March 2013	MA/CS	Achieved	Consultation response produced in February 2013. Detailed content of Operational Programmes being drafted between February and August 2013.	N/A	No
	Manage the second, statutory consultation on the final draft of the Operational Programme, together with the final draft of the Strategic Environmental Assessment, the final draft of the Equality Impact Assessment in April 2013.	April 2013		Amend	Negotiations on EU budget and EU regulations affecting timetable. Second consultation to be held in Sept 2013.		No
Chair the Programme Development Steering Group on Future EU funding.	Hold the statutory consultation on the draft Operational Programmes, the Strategic Environmental Assessments and the Equality Impact Assessments for 12 weeks, from April to June 2013.	June 2013		Amend	September 2013		No
	Ensure Ex Ante, SEA and EQIA findings are used to inform the development of new Operational Programmes for PEACE and INTERREG.			Ongoing			Yes
Draft the Operational Programmes taking	Continue to manage the stakeholder consultation process by holding Steering	Ongoing				3 PDSG meetings held, 2 subgroup	Yes

into consideration the views of the stakeholders and the results of the EQIA and the SEA.	Group meetings, as required for input into programme development.					meetings held, 50 individual meetings held.	
	Ensure the partnership Agreements of UK and Ireland reflect the priorities of the ETC programmes.	Third Qtr 2013			Sept 2013	Submitted information on ETC programmes.	No
	Ensure draft Operational Programmes are developed by second quarter of 2013.						
	Carry out a formal statutory consultation on the draft Operational Programmes, the SEAs and the EQIAs in second quarter of 2013.						
	Undertake Communications activity to inform key stakeholders of formal statutory consultation process.	Ongoing					
	Present Operational Programmes to the NI Executive and the Irish Government by July 2013.	July 2013		Amend	January 2014	On target	Yes
	Formal submission to the European Commission will take place, in conjunction with the Partnership Agreements of both Member States. Both the UK and Irish Partnership Agreements are likely to be submitted in September 2013.	Third Qtr 2013		Amend	Early 2014	On target	Yes
	Negotiate the content of new programme with the European Commission during third quarter of 2013.			Amend	Early 2014	On target	Yes

2.0 INTERNAL BUSINESS PROCESSES

IP1: Within the framework of Governance and Accountability, implement effective Financial, Administration, IT, HR and Communication Strategies to enhance business performance.							
Activity	**Measure and Targeted Actions**	**Target Date**	**Owner**	**A Achieved/On Target/At Risk**	**B Amendment Required**	**C Progress Against Target**	**Relevant to 2014?**
Pay over 95% of invoices within the 30 day statutory timeframe, and over 75% within 10 days.	Make payments to Suppliers on a prompt basis – over 95% within 30 days, and over 75% within 10 days.	Dec 2013	CS	At Risk (10 day aspect only)	No	30 day – 97% 10 day – 67%	Yes – with revised targets
Pay Lead Partner payment requests received from the MA on a prompt basis.	Make payments to lead partners within 8 working days of a valid payment request.	Dec 2013	CS	On Target		98.91% paid within 8 Working days.	On Target
Conduct a review annually of internal apportionment policy, to identify opportunities for Technical Assistance to be used effectively as part of the efficiency delivery exercise.	Achieve year on year cost efficiencies in line with Efficiency Savings identified for current and previous years.	Dec 2013	CS	On Target	No	Ongoing review. On target to fully utilise TA and Core budgets	Yes – as part of the 2014-20 budget setting process
Ensure that all procurement is in accordance with regulation and best practice	Centralise all major procurement responsibility within Corporate Finance Team.	Dec 2013	CS	On Target	No	Clear guidance now in place to allow both the Accountant and FO to lead on procurement exercises	Yes – not the centralisation but continuing to ensure regulations met.
Prepare at least four expenditure claims to be completed in line with necessary procedure and regulations annually for each Programme.	Certify 5 PEACE III and 5 INTERREG IVA claims and submit to the EU Commission for reimbursement.	Dec 2013	CS	On target		Two IIVA Submitted Two Peace Submitted One Peace WIP	On target

| Provide a recovery statement by project with each claim to satisfy both EU and Member State requirements. | To be completed in line with completed claims. | Dec 2013 | CS | | | | |

IP1(continued): _Within the framework of Governance and Accountability, implement effective Financial, Administration, IT, HR and Communication Strategies to enhance business performance._							
Activity	**Measure and Targeted Actions**	**Target Date**	**Owner**	**A Achieved/On Target/At Risk**	**B Amendment Required**	**C Progress Against Target**	**Relevant to 2014?**
Ensure that Risk Register is maintained and update Business Continuity Plan during 2013.	Monitor all Directorates updates to Risk Register on monthly basis, and co-ordinate a Corporate Overall Risk Register quarterly for Audit & Risk Committee. Complete annual disaster recovery testing of the Business Continuity Plan. Update Business Continuity Plan as necessary in line with post testing review and recommendations and best practice.	Dec 2013	CS	On Target	No	Registers monitored and provided to ARC	Yes
Ensure all relevant SLAs and agreements are in place with all Accountable Departments and reflect accurate and up to date budgets following each monitoring round.	Quarterly review of SLAs and update 'Schedule 1' budget following each budget exercise or monitoring round. Monthly monitoring of cash balances by Accountable Departments including variance analysis against project cash forecasts. Arrange a meeting with key Accountable Department prior to each monitoring round in Northern Ireland and budget exercise in Ireland to ensure	Dec 2013	CS	On Target		All SLA's are with or returned from the Accountable Departments . Meetings have taken place to-date with DFP, DETI,DPER DCENR DECLG awaiting confirmation of	

	sufficient budget cover against forecasts.					date with the AD.	
Complete ICT annual testing and review findings.	Complete annual testing and review of ICT Business Recovery Plan. Update ICT Business Recovery Plan as necessary in line with findings.	Dec 2013	CS	On Target	Systems to be tested in line with new Virtual technology. Update of ICT Plan	Ongoing in line with new systems	Yes Yes

<table>
<tr><td colspan="8">IP1(continued):
Within the framework of Governance and Accountability, implement effective Financial, Administration, IT, HR and Communication Strategies to enhance business performance.</td></tr>
<tr><td>Activity</td><td>Measure and Targeted Actions</td><td>Target Date</td><td>Owner</td><td>A
Achieved/On Target/At Risk</td><td>B
Amendment Required</td><td>C
Progress Against Target</td><td>Relevant to 2014?</td></tr>
<tr><td>Maintain staffing levels throughout the period in line with agreed staffing complement based on recommendations of 2012 Staffing Review and agreement between Ministers.</td><td>Ensure staffing levels are sufficient to allow the organisation to meet its corporate objectives.</td><td>Dec 2013</td><td>CS</td><td>On target.</td><td>The recommendation of the 2012 staffing review is still awaiting a decision by both Finance Ministers.</td><td></td><td></td></tr>
<tr><td>Achieve Stability index of above 90%; Achieve turnover rate below 20% and Achieve absence levels below 2%.</td><td>Achieve staff retention, turnover, targets through implementing effective recruitment and retention policies and monitoring Staff exit interviews.

Achieve absence targets through monthly monitoring and reporting of absence levels together with implementation of effective 'Managing Attendance' policies.</td><td>Dec 2013</td><td>CS</td><td>On target.</td><td>No</td><td></td><td></td></tr>
<tr><td>Maximise the use of online recruitment - 85% to be recruited through online recruitment.</td><td>Develop more cost effective methods of recruiting staff through increased awareness and use of the Body's on-line e-recruit system.</td><td>Dec 2013</td><td>CS</td><td>*No recruitment in 2013 to date.

Recruitment across all</td><td>No

Resources to sit as Independent panel members</td><td></td><td></td></tr>
</table>

Maximise the use of independent panel member pools through sharing resources with other North South Bodies.				North/South Bodies has been limited. SEUPB continues to offer HR resources.	on recruitment exercises of other North/South Bodies		
Provide Training and support to staff, Implementing Bodies and Accountable Departments regarding Programme Finance.	Attend quarterly round table meetings with each Accountable Department and prepare agenda in items relating to Business Plan and budgets. Arrange 2 internal financial management seminars with JTS, Consortium and Managing Authority to include training on month end reporting and forecasting.	Dec 2013	CS				
Implement effective Corporate Complaints Procedures adhering to specified deadlines.	Answer any Complaints satisfactorily within deadline.	Dec 2013	CS/MA	Achieved.	Strengthen Targeted Actions. Does "answer" mean resolution of issue? What is a deadline (i.e. 2 weeks)?		Yes. Adhering to procedure.
Maintain and enhance Corporate Communication activity as identified within Communications Strategy during 2013.	Staff newsletter to be produced on a quarterly basis. A staff Corporate Day to be held once a year. Intranet to be updated as required. Pro-actively issue 20 press releases per programme on an annual basis. Create and issue 3 Your EU publications per year. Co-ordinated one major annual communications activity per programme.	Dec 2013	CS	On target At risk On target On target On target On target On target	Amendment		Yes Yes Yes Yes Yes Yes

Issue 2 public affairs (euroPA) bulletins on an annual basis.		Amend	Amendment - issue 1	Yes
Co-ordinate an annual stakeholder perceptions survey to assess the effectiveness of the Communications Strategy.		On target		Yes

IP1(continued): Within the framework of Governance and Accountability, implement effective Financial, Administration, IT, HR and Communication Strategies to enhance business performance.							
Activity	Measure and Targeted Actions	Target Date	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target	Relevant to 2014?
Complete Annual Progress Report to Equality Commission on Section 75 and Disability Discrimination duties within deadline of 31st August 2013.	Conduct activities as outlined within revised Equality Scheme. Produce Disability Action Plan and report to Equality Commission in accordance with stipulated timeframes.	Aug 2013		On target	No	Annual progress report will be submitted to Equality Commission by deadline of 31/08/13.	Progress reported annually.
Maintain a working environment which is health and safety compliant for both staff and members of the public.	Conduct risk assessments biannually. Update health and safety risk register. Manage PPM Facilities Contract in line with Service Agreement.	Dec 2013		On target	No	Belfast office fire risk assessment completed May 2013. Risk registers updated accordingly. PPM contracts in Belfast & Omagh managed in line with service agreement.	Yes ongoing.

IP2: Ensure the effective and strategic use of the Body's resources and therefore public expenditure through the development and implementation of appropriate systems, procedures and strategies.							
Activity	Measure and Targeted Actions	Target Date	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target	Relevant to 2014?
SEUPB Audit & Risk Committee to meet 3 times during 2013.	Schedule and facilitate at least 3 meetings of the SEUPB Audit & Risk Committee.	Dec 2013	CEO/CS	On Target	No	2 meetings held to date, and 2 more planned for 2013	Yes
Ensure recommendations are implemented, appropriate recommendations register is completed and articulated to relevant areas. Register to be updated on an ongoing basis, and reviewed quarterly in keeping with Audit & Risk Committee Schedule.	Maintain appropriate systems to enable the effective audit of SEUPB business services by ensuring processes and procedures are reviewed and updated on a quarterly basis.

Review, update and issue the Audit Recommendations Register within 3 working days of each month end. Prepare summary information for Audit information for Audit and Risk Committee on a quarterly basis. | Dec 2013 | CEO/CS | On target | | Out on target | |
| Test these technical and organisational measures on an annual basis to ensure compliance with the Act. | Implement and Review appropriate technical and organisational structure measures to observe the principles under the Data Protection Act (1998). | Dec 2013 | CEO/CS | | | | |

	IP2: Ensure the effective and strategic use of the Body's resources and therefore public expenditure through the development and implementation of appropriate systems, procedures and strategies.						
Activity	**Measure and Targeted Actions**	**Target Date**	**Owner**	**A Achieved/On Target/At Risk**	**B Amendment Required**	**C Progress Against Target**	**Relevant to 2014?**
Implement robust security policies, measures and systems in line with best practices and audit recommendations to ensure all electronic information security and integrity is maintained at all times by the body during 2013.	Issue up-to-date Internet and Email usage policy.	Dec 2013	CEO/CS	On Target	None	To be completed by June 2013	No
	Develop and implement a new Email Management policy.			Achieved	Maybe amendments after review	Awaiting approval by SMT	No
	Issue up-to-date Network Security policy.			On Target	None	To be completed by June 2013	No
	Develop and Implement a new Laptop and Mobile device usage policy.			Achieved	None	To be issued May 2013	No
	Replace USB drives where appropriate with encrypted Iron Key enterprise devices for mobile staff.			On Target	None	To be completed by July 2013	No
	Encrypt all laptop user disk drives with BitLocker encryption.			On Target	None	To be completed by June 2013	No
	File classification structure implemented in proposed EDRM system with appropriate security controls and audit facilities in place.			Achieved	None	Completed	No
	Ensure all firewalls, routers and switches are using latest IOS Software and software configurations are backed up ensuring recovery in the event of a system failure.			On Target	None	To be completed by Dec 2013	No
Constantly evaluate requests for information sharing and/or access from a security perspective and	As requests for access to resources or information are submitted discuss with senior management for approval and advise accordingly if any risk.	Dec 2013	CEO/CS	Ongoing			Yes

advise accordingly with the organisational reputation always to the fore during 2013.	Log all such requests.						
Ensure agreed annual user password changes with high complexity levels and ensure mobile devices holding information are encrypted.	Monitor system logs for Active Directory group policy password changes. Hardware encrypt enterprise blackberry devices where possible and replace normal USB pen drives with Iron Keys if required.	Dec 2013	CEO/CS	Achieved On Target	Should be removed from Business Plan Remove 2nd sentence relating to USB Drives	Completed To be completed by Dec 2013	No No
Test the Systems 2007 database to ensure integrity and completeness of information	Ensure the database is fit for purpose and segregation of user profiles is maintained. Regular monitoring of integrity and completeness of data. Consolidate financial reporting to one unit and ensure compatibility with Certifying Authority information requirements.	Dec 2013	MA	On Target	Should read "Ensure the database is fit for purpose and segregation of user profiles is maintained. Work with JTS, The Consortium & NISRA to regularly monitor integrity and completeness of data". Section "Consolidate financial reporting to one unit and ensure compatibility with Certifying Authority information requirements" not necessarily applicable to MA	Database administration ongoing – potential system changes may be required during project closure period.	Yes

IP2: Ensure the effective and strategic use of the Body's resources and therefore public expenditure through the development and implementation of appropriate systems, procedures and strategies.							
Activity	Measure and Targeted Actions	Target Date	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target	Relevant to 2014?
Ensure effective monthly monitoring and evaluation of overall Business Plan and Corporate Plan targets.	Each business area to report and discuss Business and Corporate Plan targets at Senior Management Team Meetings. Manage ERDF cashflow including the reimbursement of EU receipts to Member States within 4 weeks of receipt and provision of annual forecast to the EU Commission by 30th April.		All	On target On Target		Commitment report issued. Currently within 10 working days.	More relevant as AD's require receipts to fund drawdown
Ensure expenditure of at least 98.5 per cent of budgeted amounts.	Preparation of month end financial analysis within 3 working days to enable the Managing Authority to monitor N+2 expenditure, Business Plan and Commitment levels against targets.	Dec 2013	CS	On Target	No	Monitoring core expenditure and on track to achieve 98.5% in 2013	Yes
Ensure 3% per annum minimum cumulative cash releasing efficiency savings over the period 2011 to 2013 in accordance with Business Planning guidance issued by the Finance/Public Expenditure Departments.	2013 budget to be set at level which allows required % efficiency savings to be met. Monthly review of expenditure to maintain within budget, including introduction of additional efficiencies.	Dec 2013	CS	On Target	Noh	Built into budgets at outset, and budgets on course to be met	Probably a revised efficiency target for 2014-16 – await DFP guidance

4. GROWTH AND LEARNING

G1: Continually develop internal skills and capabilities to achieve maximum results in delivering business services.							
Activity	**Measure**	**Target Date**	**Owner**	**A Achieved/On Target/At Risk**	**B Amendment Required**	**C Progress Against Target**	**Relevant to 2014?**
Prepare training plan by 31 August 2013 to ensure that each staff member receives training with priority given to processing training applications in-line with delivering business needs.	Develop Annual Training Plan through identification of training and development needs from staff Forward Job Plans. Prioritise training delivery in line with delivering business needs identified within Business Plan. Source relevant and cost effective training from external training providers that best fits the needs of the body.	Aug 2013	CS	On target. On target Ongoing	No No No	TNA to be completed by 30/06/13. On target to meet target date of training plan prepared by 31/08/13. Ongoing Programme Specific training delivered to staff to equip staff with necessary skills & knowledge of the programmes.	Yes training plan runs from Sept 2013 to Aug 2014. Yes Ongoing
Achieve Investors in People (IIP) status by 31 December 2013.	Implement development plan to achieve IIP status	Dec 2013	CS	At risk	Target to be reviewed with a likely revised target date of Dec 2014.	Due to staffing review & organisational change process. The body has been advised to delay achievement of IIP status until staffing resources are confirmed.	Yes.

G2: Continually develop internal processes to improve the efficiency and effectiveness of the SEUPB.							
Activity	**Measure**	**Target Date**	**Owner**	**A Achieved/On Target/At Risk**	**B Amendment Required**	**C Progress Against Target**	**Relevant to 2014?**
Implement Virtual Cluster Servers for key services; EDRM, Email Collaboration, Financial, Disaster Recovery systems in 2013. During 2013, implement final file classification system within EDRM. Ensure staff are fully trained on functions for specific user level roles, e.g. Power User, End User etc During 2013 continue the development of SEUPB collaboration systems.	Reduced power consumption achieved during 2013 through the implementation of Virtual Services across all 3 offices. Establishment of faster System Recovery Time Objectives for failed systems through Virutalised Technology. Configure and design containers within EDRM system to reflect agreed SEUPB file classification structure. Move Head Office Email system to new platform involving a new version of Microsoft Exchange and into a Virtual Server Cluster environment.	Dec 2013	CS	On Target	None	To be completed by Dec 2013	No
				On Target	None	As above (Dependency on above)	No
				Achieved	None	Completed	No
				On Target	None	Complete by Dec 2013 (Dependency on above point)	No

G3: Share the experience of the PEACE Programmes with other EU Regions and relevant stakeholders							
Activity	**Measure**	**Target Date**	**Owner**	**A Achieved/On Target/At Risk**	**B Amendment Required**	**C Progress Against Target**	**Relevant to 2014?**
In association with Member States review opportunities to share good practice	Act as first point contact for all information requirements on the PEACE programme. Make presentations to 5 visiting delegations, as and when requested to share the lessons from the PEACE programmes. Continue to facilitate the exchange of experience through seminars.	Dec 2013	MA/CS	On Target	Question the ownership of this target – may be more appropriate to include Comms. Is this solely a MA target? Suggest removal of number as these are not set. On Target	MA provide responses to Programme requests on an ongoing daily basis Attendance at a range of seminars and workshops on various topics. Series of LP training workshops facilitated in 2013	Yes Yes