



Special EU Programmes Body
Foras Um Chláir Speisialta An AE
Boord O Owre Ocht UE Projecks

BUSINESS PLAN 2018

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Chief Executive's Foreword

It is my great pleasure to present the SEUPB's Business Plan for 2018. Over the past year SEUPB has continued to deliver on the successful implementation of the PEACE IV and INTERREG VA Programmes. This Business Plan sets out our key priorities for 2018, and is reflective of feedback from our stakeholders, our projects and our staff, while also taking account of the challenges within the public sector environment in Northern Ireland and Ireland.

During the past year we worked through many challenges to support our projects to access funding, and also celebrated the launches of many varied projects across both Programmes, as they embarked on the exciting and transformative work which they will be undertaking over the coming years.

Within the INTERREG VA Programme, examples of projects launched included the innovative project BREATHE which received a €7.7 million funding award for a pioneering cross-border research project, designed to better understand and alleviate lung disease, and a €4.6 million environmental project called 'Co-operation across Borders for Biodiversity' currently developing eight conservation action plans that will help tackle threats posed to important habitats and endangered wildlife found across Northern Ireland, the Border Region of Ireland and Western Scotland.

The PEACE IV Programme also saw a number of important project launches throughout the year, including awards made to local authorities and Councils across Northern Ireland and the Border Region of Ireland. Representing almost a third of the total value of the programme the funding will be used to support local-based initiatives that will promote positive relations, support children and young people as well as create new shared spaces for use by all.

We announced the successful funding of €14.9 million for 13 Regional level projects under the building positive relations objective of the PEACE IV Programme. Each one has been specifically designed to help people live, learn and socialise with each other free from prejudice and hate.

SEUPB wish to improve its customers' experiences and therefore have prioritised within our activities and services for 2018:

- increased transparency
- ease of accessibility for customers
- enhanced engagement with the public
- development of website and improved social media channels

I am very appreciative of the fact that during a period of significant change and uncertainty we have enjoyed continued support from our key stakeholders. Most notably in November 2017, we co-ordinated a two day project exhibition in the EU Parliament, Brussels, this event was co - sponsored by all of the MEPs in Northern Ireland and the Border Region of Ireland, and I would like to put on record our sincere gratitude to them all. The event itself saw participation by the EU Commissioner for Regional and Urban Policy Corina Crețu who gave a key-note address highlighting the importance of PEACE and INTERREG funding within the region. The Irish Ambassador Declan Kelleher and UK deputy Ambassador Katrina Williams also emphasised the invaluable work and impact of the programmes, and along with the funded projects who attended, I would like to thank them all for that support.

The UK Government and the Irish Government have pledged their commitment to ensuring that both Programmes are delivered in full, and we will respond to the challenges that we all face over the coming years with the continued support of our own Sponsor Departments, the Department of Finance in Northern Ireland and the Department of Public Expenditure and Reform in Ireland, as well as the European Commission and the North South Ministerial Council. I have been assisted throughout by the Independent Chair and Members of our Audit and Risk Committee, and I wish to thank them, especially those for whom tenures have just ended, for their dedication and guidance.

I would like to take this opportunity to express my sincere thanks to the independent members of our Monitoring and Steering Committees for their support and tireless hard work in the delivery of both the PEACE IV and INTERREG VA Programmes. These committees also include officials from our Accountable Departments in Northern Ireland, Ireland and the Scottish Government who provide match-funding for the programmes, but also policy advice and assistance to our team.

Leading the SEUPB is a privilege for me, and as I have outlined above, I am extremely thankful for the support from our wide range of stakeholders, and our funded projects. However I would like to acknowledge my team in SEUPB, without whom, we would not be able to deliver upon this, our Business Plan for 2018. One of the key priorities in this plan is the continued development of our people to ensure that we continue to deliver results and a high quality service to all.

Gina McIntyre
Chief Executive
Special EU Programmes Body

SECTION ONE

Overview of the work of the SEUPB

SEUPB Mission Statement:

“To improve people’s lives through partnership and cross border cooperation.”

SEUPB Vision Statement:

“We will contribute to the development of a peaceful and prosperous society; striving to continually improve, drive simplicity and inspire our staff to be the best that they can be.”

Our Guiding Principles:

In carrying out our work we will adhere to the following guiding principles:

We will deliver our mission striving for excellence at all times. We subscribe to the principle of accountability and are prepared to be held accountable for all that we do.

We will act at all times with the interests of our stakeholders, beneficiaries and the public to the fore and demonstrate the highest levels of integrity in ensuring the mission of the SEUPB is delivered.

We will demonstrate equality and respect in all that we do and with everyone that we meet and work with.

Working together, listening and adapting to the needs of both internal and external colleagues, continually improving.

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 the Minister for Public Expenditure and Reform).

The SEUPB intends to use this 2018 Business Plan as an operational tool to review performance in 2017 and to detail how we plan to deliver in 2018 the strategic objectives and targets set out within the Corporate Plan 2017-2019.

The budget for 2018 is driven by the operational activity targets identified and by the need to achieve value for money in the current challenging economic environment. This Business Plan will be a working document that will be further refined throughout the year to react to any challenges that may arise.

Governance Structures and Statutory Obligations

The SEUPB 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 (DoF) and the Department of Public Expenditure and Reform (DPER). The SEUPB 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, DoF and DPER in their roles as both Sponsor and Finance/Public Expenditure Departments.

The SEUPB also reports to an Audit and Risk Committee, with an independent Chair and Membership. The Audit and Risk Committee provides an oversight role for the Accounting Officer in the areas of risk, control and governance and associated assurance issues.

The SEUPB receives grants of money voted by the 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, annual advances and interim payments.

The Department of Finance (DoF) and the Department of Public Expenditure and Reform (DPER) have examined the governance arrangements within SEUPB and have agreed that the existing arrangements are comprehensive, multi-stranded and provide appropriate oversight for the Body. This was reported at the North South Ministerial Council (NSMC) meeting on 2 December 2016.

Organisational Staffing

In relation to Human Resources, the SEUPB continues to work to a maximum head count of 57 FTE staff for 2018. Staffing numbers continue to be managed to ensure that business critical areas receive priority in allocating staff resources. The majority of staff work in the Belfast office, with the remainder based in the Omagh and Monaghan offices.

Programmes and Key Organisational Roles

The primary role of the SEUPB is to manage cross-border European Union Structural Funds Programmes in the eligible area on behalf of the European Commission and the two Member States.

2014-2020 Programmes

The cooperation programmes for the PEACE IV and INTERREG VA Programmes were agreed by the NI Executive and Government of Ireland (and the Scottish Government for the INTERREG Programme only) and submitted to and agreed by the European Commission in accordance with EU Regulations.

On 23 June 2016 the UK voted in a referendum to leave the EU (EU Referendum). The outcome of this Referendum gave rise to considerable uncertainty in relation to the continued availability of funding for the programmes. However, following the Treasury Guarantee of funding in October 2016 and discussion between the Department of Finance and the Department of Public Expenditure & Reform, agreement was reached on the terms of the funding agreements offered to programme beneficiaries so as to ensure that funding can continue until the end of the current programming period, regardless of the UK leaving the EU.

PEACE IV

The eligible area for the 2014-2020 PEACE Programme includes the six counties of NI and the Border Region of Ireland encompassing the counties of Louth, Monaghan, Cavan, Leitrim, Sligo

and Donegal. The European Regional Development Fund (ERDF) contribution to the Programme is €229m (85%). Including match-funding of €40m (15%), the total programme value is **€269m**.

The Programme has four key priority areas where it plans to make significant and lasting change: Shared Education; Children & Young People; Shared Spaces & Services and Building Positive Relations at a Local Level.

INTERREG VA

The eligible area for the new INTERREG VA Programme includes NI (incorporating Belfast) the Border Counties of Ireland (Monaghan, Leitrim, Cavan, Louth, Sligo and Donegal); and Western Scotland (Dumfries & Galloway, East Ayrshire and North Ayrshire mainland; South Ayrshire; Lochaber, Skye & Lochalsh, Arran & Cumbrae and Argyll & Bute and Eilean Siar/Western Isles). The European Regional Development Fund (ERDF) contribution to the Programme is €240m (85%). In addition €43m (15%) will come from match-funding, providing a total Programme value of **€283m**.

The Programme has four key priority areas where it plans to make significant and lasting change. These are Research & Innovation; the Environment; Sustainable Transport and Health & Social Care.

In managing the PEACE IV and INTERREG VA Programmes in 2018, the SEUPB's work is divided into three main areas:

1. Managing Authority

The Managing Authority (MA) has overall responsibility for the management and implementation of the Cooperation Programme (the document approved by the European Commission which establishes the programme strategy and priorities) as well as overall evaluation of the Programme. Furthermore, the MA establishes a Financial Control Unit (FCU) to verify the legality and regularity of all expenditure incurred. It conducts checks on each Lead Partner to establish their administrative, financial and operational capacity to receive grant funding and carries out administrative and on-the-spot verifications of claims made by a project.

2. Joint Secretariat

The Managing Authority delegate certain functional responsibilities to a Joint Secretariat to assist them in the implementation of the Programmes and to have lead responsibility for providing information on funding opportunities. It also prepares project assessments which are presented to

the Steering Committee for their final decision. The Joint Secretariat will assist Lead Partners in the implementation of their projects.

3. Certifying Authority

The Certifying Authority is responsible for the certification of all expenditure claims submitted to the EU Commission, ensuring eligibility with EU and national rules. This includes the review of processes and procedures by those implementing the programmes and ensuring any irregularities are raised and actioned. In the SEUPB, the Certifying Authority also controls the cash flow of the programme, including making payments to Lead Partners, drawdown of funds from the European Commission and subsequent reimbursement to each Member State.

INTERREG VB & VC Programmes (Transnational and Inter-Regional)

The INTERREG VB (Transnational) and VC (Interregional) programmes, along with INTERREG VA (cross border), form part of a wider suite of European Territorial Cooperation (ETC) programmes.

The SEUPB acts as an Information Point and Regional Contact Point within NI for the INTERREG VB/C Programmes for the 2014-2020 programme period. In this context, the Body promotes the programmes to partners within the eligible region, communicating the aims and objectives of the programmes and advising potential applicants through the project development process and beyond.

One of the main objectives for the SEUPB under the new Programme period is to encourage and develop cross border partnerships on transnational projects.

SECTION TWO

Progress against 2017 Business Plan
Targets

Our Performance in 2017

This section of the Business Plan will report briefly on outputs delivered against the SEUPB's Balanced Scorecard as contained within the 2017 Business Plan. Full details of progress against the 2017 targets is provided in Annex C.

Summary of Key Outputs Delivered in 2017

Closure of the PEACE III and INTERREG IVA Programmes

The Final Implementation Reports (FIR) for both programmes were submitted to the Commission on 27 March 2017.

The Final Claim for both programmes was submitted on 13 March 2017, with the following Final Claim figures as follows:

INTERREG IVA	Submitted to Commission		
	ERDF	Match + External	Total
TOTAL	€ 194,598,859.90	€ 64,866,386.87	€ 259,465,246.77

PEACE III	Submitted to Commission		
	ERDF	Match	Total
TOTAL	€ 222,780,018.73	€ 107,053,766.32	€ 329,833,785.05

The Final Control Report & Closure Declaration was issued to the Commission on the 28 March 2017. The Audit Opinion provided in the Closure Declaration was unqualified.

The final payment in respect of INTERREG IVA was received in Q4' 2017 and for PEACE III in Q1 2018.

Implementation of the 2014-2020 Programmes

PEACE IV

As at 31st December 2017, 79 project applications have been approved to date at a combined value of €176.9.7m, a commitment rate of 73%. This figure will increase once the re-bidding process for the Local Authority Action Plans is complete and project selection under the shared spaces theme is completed during 2018.

Table 1 below details the progress to date of the PEACE IV Programme. This table details expenditure declared to the Commission only.

PEACE IV	Allocation €M	Commitment €M	Expenditure €M	Commitment %	Expenditure %
1. Shared Education	€35.3m	€33.3m	€0m	94.3%	0%
2.1 Children and Young People aged 14-24	€37.6m	€40.1m	€0m	106.5%	0%
2.2 Local Authority Children and Young People	€17.1m	€11.4	€0m	66.6%	0%
3.1 Shared Spaces Capital Development	€52.9m	€0m	€0m	0%	0%
3.2 Local Authority Shared Spaces	€28.8m	€21.1m	€0m	73.3%	0%
3.3 Victims and Survivors	€17.6m	€15.7m	€0m	89.0%	0%
4.1 Local Authority Action Plans	€35.3m	€23.1	€0m	65.5%	0%
4.2 Regional Level Projects	€16.4m	€16.2m	€0m	99.1%	0%
5. Technical Assistance (TA)	€13.8m	€13.8m	€1.77m	100%	12.8%

INTERREG VA

As at 31st December 2017, 27 project applications have been approved to date at a combined value of €208.2m, this equates to 78.3% of the total Programme budget. In addition, 2 applications received under the Environment (Marine) call have progressed to Stage Two and a call for further applications under the Health Specific Objective closed on 17th September 2017.

The table below outlines progress of the INTERREG IVA Programme. Please note expenditure represents expenditure declared to the Commission only.

INTERREG VA	Allocation €M	Commitment €M	Expenditure €M	Commitment %	Expenditure %
1.1 Health & Life Sciences and Renewable Energy	€52.9m	€54.7m	€0m	103.2%	0%
1.2 Enhance innovation capacity of SMEs	€18.7m	€16.7m	€0.04m	89.0%	0.2%
2.1 Recovery of protected habitats & species	€12.9m	€12.9m	€0.05m	100.0%	0.4%
2.2 Manage marine protected areas & species	€12.9m	€7.3m	€0.03m	56.8%	0.2%
2.3 Improve water quality in transitional waters	€35.3m	€3.3m[1]	€0m	9.3%	0%
2.4 Improve freshwater quality in river basins	€23.5m	€18.8m	€0m	80.0%	0%
3. Cross-border Sustainable Transport	€47.0m	€46.8m	€0.01m	99.5%	0%
4. Cross-border Health & Social Care	€62.4m	€47.7m	€0m	76.5	0%
5. Technical Assistance (TA)	€14.4m	€14.4m	€1.96m	100%	13.6%

Across both the PEACE IV and INTERREG VA Programmes, there are currently 106 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+3 Targets

The tables below provide further detail on the annual N+3 targets for both the INTERREG VA and PEACE IV Programmes for the entire programming period.

PEACE IV Programme

Year	N+3 - Annual Budget (€)
2017	0
2018	27,964,296
2019	23,702,027
2020	43,066,443
2021	43,927,772
2022	44,806,328
2023	45,702,454
Total	229,169,320

INTERREG VA Programme

Year	N+3 - Annual Budget (€)
2017	11,921,427
2018	17,406,899
2019	24,858,161
2020	45,167,131
2021	46,070,473
2022	46,991,883
2023	47,931,722
Total	240,347,696

There was no annual N+3 target for the PEACE IV Programme for 2017 due to the later than anticipated implementation of the Programme. In respect of the INTERREG VA Programme, the annual N+3 target for 2017 was €11.9m. As at 31 December 2017, the INTERREG VA Programme has declared N+3 expenditure of €2.10m and received €18.3m of pre-financing payments from the Commission, therefore the N+3 target for 2017 has been exceeded.

The 2017 PEACE IV forecast payments to projects target was €4.1m. For the year ended 31st December, cash payments of €5.09m were achieved. The 2017 forecast payment target for the INTERREG VA Programme was €2.3m, and for the year ended 31st December 2017 payments of €2.73m were made. Therefore payment targets were achieved for both programmes.

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 (fourteen in total), the provisions contained in the Cooperation 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 adhered to all requirements throughout 2017.

INTERREG VB and VC (Transnational and Inter-regional Programmes)

The SEUPB will continue to promote and maximise North South participation in the INTERREG VB and VC Programmes. The Programmes provide an important platform for organisations within the eligible region to work collaboratively on shared problems/opportunities and many of the projects/programmes will complement the work of the INTERREG VA Programme in the future. At a Programme level, the INTERREG VB/C Transnational and Interregional Programmes also provide an opportunity for the cross border programme to learn from experiences of those programmes in terms of implementation and vice versa. The Programmes are an important link for the region in relation to knowledge sharing, networking and best practice.

During the 2014-2020 Programme period, eligible partners can participate within five programmes:

- Northern Periphery & Artic Programme;
 - North West Europe Programme;
 - Atlantic Area Programme; and
- } **INTERREG VB Programmes**
- INTERREG Europe Programme
 - URBACT Programme
- } **INTERREG VC Programmes**

A total of 36 projects have been approved with at least one NI partner. A total of €11.49m in ERDF has been allocated to these partners and 28 of these projects have partnerships consisting of both jurisdictions.

Further Calls for Applications will open in 2018 with opportunities for partnerships from the region to work collaboratively on shared problems and opportunities. The SEUPB will encourage partnerships approved under the INTERREG VA Programmes to look for synergies with other projects and programmes funded under the INTERREG VB/C Programmes.

For NI partners, the SEUPB acts as the Financial Controller for the Programmes and carries out all First Level Control on partner expenditure.

Corporate Governance and Services

The SEUPB is in full compliance with its Corporate Governance requirements. The 2016 Annual Accounts were prepared by the SEUPB within the required timescales, and the audit of these accounts completed. An unqualified audit opinion was issued jointly by the Comptrollers and Auditor Generals in June 2017. The 2016 Annual Report and Accounts were submitted to the NI Assembly and the Houses of the Oireachtas on the 14 December 2017.

Staff turnover for 2017 was 11.29%. In terms of absence rates, the Percentage Days Lost of Total Available Working Days was 4.62% against a target of less than 3.00%. The Average Number of Days Lost per Employee was 9.31 days against a target of less than 6.5 days. The total Percentage of Employees with No Recorded Sickness Absence stood at 48.10%.

Information Technology Services

The SEUPB embraces new and evolving technologies to enable us to implement a robust technological platform, which will in turn improve efficiency. This includes investment in Server Infrastructure and upgrades to key systems such as the TRIM Records Management system. To support these live systems the SEUPB has also invested in additional Disaster Recovery Infrastructure and Hardware.

Mobile 4G Dongles have been implemented to assist staff out on visits to have access to SEUPB services such as TRIM, eMS and emails via whilst connected by VPN. The SEUPB WAN infrastructure and internet services have been upgraded to a higher bandwidth and connection speed. The increase in WAN bandwidth will allow for more Disaster Recovery services to be implemented in the remote offices. More advanced security and management policies have been implemented via our Mobile Device Management (MDM) platform, making all our mobile devices more secure and safe to use.

Since the eMS system was implemented on 31st March 2017 there have been a number of successful calls for both PEACE IV and INTERREG VA Programmes. As at 31 December 2017 there were 165 active PEACE projects and 66 active INTERREG projects on eMS. There has been

ongoing work between the SEUPB and the developers to improve the functionality of eMS by developing additional plugins. The final element of the development, the reporting module, will be fully operational by April 2018.

2017 Events

The SEUPB were involved in a number of project launches over the period spanning both the PEACE IV and INTERREG VA Programmes. These included the official launch of local authority based PEACE Action Plans across the eligible area Under the INTERREG VA Programme, projects under the Research & Innovation, Health and Social Care as well as Environment objectives launched across the region. These events helped to raise the profile of the Programmes to a large volume of key stakeholders and also serve to highlight the work that will be undertaken over the current programming period.

In November 2017 the SEUPB co-ordinated a high profile showcase event in the European Parliament alongside a pre-event reception in the Executive Office in Brussels. The showcase event in the Parliament was sponsored by all the MEPs based in the eligible region and reflected upon the impact that PEACE and INTERREG funding has had on the region. Commissioner Corina Cretu, the Irish Ambassador to the EU, Declan Kelleher and the UK Deputy Ambassador to the EU, Katrina Williams all spoke at the event alongside beneficiaries of our funded projects.

SECTION THREE

SETTING TARGETS FOR THE 2018 BUSINESS PLAN

Setting Strategic Objectives and Goals for 2018

In setting the strategic objectives for the 2018 Business Plan consideration was given to:

- The Vision and Mission of the SEUPB;
- The SEUPB's performance during 2017;
- The operational environment within which the SEUPB will be required to operate during 2018;
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. As part of our corporate planning process, the Mission, Vision and Guiding Principles were reviewed and refreshed to reflect the current work of the organisation. 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

A significant factor to consider is the impact which the UK Referendum on Membership of the EU will have on the successful completion of the current programmes and access to future EU programmes post 2020. There has been continued support from the Irish Government for current and future access to cross border programming and the UK Government and the EU have also given their support. Therefore, there is political goodwill by all parties for the continuation of the programmes but this will not be finalised until the agreed EU/UK withdrawal agreement is signed.

European Context

The Cooperation Programmes form part of the wider Cohesion Policy (or regional policy) of the European Union. Cohesion policy aims to reduce disparities between regions within Europe and to stimulate economic growth and job creation. Cohesion policy is funded as part of the seven year financial framework that runs from 2014-2020. It absorbs approximately 34% of the total European budget.

The development of all cooperation programmes were informed by the European Union's key policy, namely Europe 2020, which aims to create a smart, sustainable and inclusive Europe. The Europe 2020 strategy outlines a ten-year growth strategy centred on five measurable targets. The

targets identified relate to expenditure on research and development; renewable energy; working age employment levels; educational achievement; and reduction in poverty and exclusion.

In keeping with the policy objectives of Europe 2020, all programmes have adopted a strong result and output orientation. This requires programmes to be focused and to concentrate their financial investments on a relatively narrow range of objectives in order to maximise the potential impact of the investment. Each programme has a robust set of result indicators and clearly defined outputs and targets. Only projects that align with these results and outputs can be funded.

An additional key policy priority is to reduce the administrative burden of the programmes by simplifying the application processes and project implementation. Each Programme details the actions they are going to take in this regard, including the use of simplified cost options. E-cohesion requires that all communication with projects be made through secure electronic means, to further reduce the administrative burden and speed up the disbursement of funds.

The practical implementation of the 2014-2020 programmes may have to be amended in due course to take into account the conditions of the UK/EU withdrawal agreement. There is no detail on the nature of the agreement that will govern the departure of the UK, and the nature of future relations between the UK and the EU. Much of this detail may not become visible until late 2018, and perhaps even later.

The Irish Government has, alongside the Executive, ensured the appropriate arrangements have been put in place for the 2014-2020 EU Programmes to be delivered in their entirety, following the assurance given by the Treasury on 3rd October 2016. This assurance effectively underwrote the UK share of the Programmes for all projects approved prior to its departure from the EU, even if the project activity continues past that date.

On 8 December 2017, negotiators for the European Union and United Kingdom issued a joint report confirming that the parties had reached agreement. In the phase 1 withdrawal document, there was a commitment from the UK Government to completing current Programmes and also future Programmes:

- a. Para 48. The United Kingdom remains committed to protecting and supporting continued North-South and East-West cooperation across the full range of political, economic, security, societal and agricultural contexts and frameworks of cooperation, including the continued operation of the North-South implementation bodies

- b. Para 55. Both Parties will honour their commitments to the PEACE and INTERREG funding programmes under the current multi-annual financial framework.
Possibilities for future support will be examined favourably

The EU communication of 8 December 2017 included the following paragraph: 'Cross-border programmes benefitting North South cooperation are of great value. In this context, the Commission is of the opinion that the PEACE and INTERREG programmes, to which the United Kingdom is a partner, should continue beyond the current programming period. To this end, the Commission intends to propose the continuation of these programmes, based on their existing management structures, in its proposal for the next Multi-annual Financial Framework, foreseen for May 2018' (pg9).

Alignment with Sponsor Departments

The SEUPB is aware of the importance of ensuring that agreed targets are in alignment with those of its Sponsor Departments. Objectives have therefore been considered in light of Sponsor 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 DoF's Balanced Scorecard 2017-18 include:

R1: Support the Executive in the securing, allocation and effective use of available resources.

C1: Deliver high quality, efficient and effective services to the citizen, NICS Departments and wider public sector.

The Department of Public Expenditure and Reform's *Statement of Strategy* for the period 2016-2019 sets out its overriding goals, which are:

- *To manage public expenditure at more sustainable levels in a planned, rational and balanced manner in support of Ireland's economic development and social progress,*
- *To have public management and governance structures that are effective and responsive to the citizen, transparent and accountable, and which thereby improve the effectiveness of public expenditure*

Priorities for the SEUPB in 2018

Throughout the process of establishing the corporate objectives for 2018, the SEUPB carefully considered its key regulatory functions as outlined in statutory legislation and EU regulations for the management of EU funding programmes. The work activities currently ongoing within the SEUPB were appraised against a backdrop of the regulatory functions and the resources available to the organisation. Decisions were taken with regard to the prioritisation of activities and services that the SEUPB could undertake and deliver in 2018.

Furthermore, in all of its work, the SEUPB will be prioritising the improvement of its customers' experiences by ensuring:

- increased transparency
- ease of accessibility for customers
- enhanced engagement with the public
- development of the website and improved social media channels

The **key functions** for the SEUPB are set out below and the scope of the work activities for 2018 is summarised for each function:

1. SEUPB will act as the Managing Authority, Certifying Authority and First level of Control (verification) within the current PEACE IV and INTERREG VA Programmes as the 2014-2020 Programmes will be in full implementation mode.
2. Maximise the calls and response to 2014-2020 Programmes and ensure that the Programmes are fully committed across the relevant planning period.
3. The SEUPB's Corporate Services team includes core functions such as finance, human resources, communications and IT to ensure that the highest standards of public accountability and financial management are adhered to, to meet the expectations of its many stakeholders.
4. The SEUPB will continue to work to promote the INTERREG VB Transnational and INTERREG VC INTERREG EUROPE Programmes within eligible region in 2018.

Taking the above into consideration, the SEUPB has established four corporate objectives for 2018, which reflect the essential elements of the role and functions of the organisation.

SEUPB Balanced Scorecard 2018

The SEUPB will continue to use the Balanced Scorecard, which is a strategic planning and management system. The approach is widely used as a planning tool in government departments. It provides a method of aligning business activities to the mission and vision of the organisation

and monitors organisational performance against strategic objectives. The Balanced Scorecard allows the SEUPB to incorporate strategic objectives and their associated activities into resource allocation processes, therefore increasing the understanding of the SEUPB Corporate Vision and strategy for both internal and external stakeholders.

The Balanced Scorecard is divided into a four-perspective view comprising Business Results; Customer Results; Internal Business Processes; and Learning and Growth. A strategic objective has been framed for each quadrant in the Balanced Scorecard and from these a series of strategic actions flow which detail what needs to be undertaken in the year to achieve the objectives. The detailed activities to be undertaken to achieve these objectives, are outlined on the following pages.

SEUPB Summary Balanced Scorecard for 2018

<p style="text-align: center;">BUSINESS RESULTS</p> <p>To achieve the outputs and contribute to the results of the PEACE IV and INTERREG VA Programmes, by supporting projects to maximise their contribution to society.</p>	<p style="text-align: center;">CUSTOMERS</p> <p>To work in partnership with applicants and beneficiaries to ensure that projects are implemented in line with their letter of offer.</p>
<p>BR1: Ensure that all funds available under the programmes are utilised.</p> <p>BR2: Ensure programmes are functioning in accordance with EU and member state Regulatory Framework.</p> <p>BR3: Ensure Programmes are implemented in accordance with agreed outputs and results.</p> <p>BR4: Ensure that all payment applications to the EU are submitted by stipulated deadlines and that the drawdown of ERDF is maximised.</p>	<p>C1: Assist applicants to develop projects for the 2014-2020 Programmes.</p> <p>C2: Ensure projects are provided with the support to meet the requirements of their Letter of Offer.</p> <p>C3: Operate an effective and efficient claims processing system.</p> <p>C4: Promote and maximise NI partner participation within the INTERREG VB/C Transnational and Inter-Regional Programmes.</p>
<p style="text-align: center;">INTERNAL PROCESSES</p> <p>Ensure excellence in the business performance of the SEUPB through the implementation of effective and efficient administrative processes within a corporate governance framework designed to meet accountability requirements.</p>	<p style="text-align: center;">LEARNING & GROWTH</p> <p>Invest in the development of our human resources to ensure staff are well informed, highly motivated, adaptable and supportive; and foster the development of strong teams and networks.</p>
<p>IP1: Ensure that the SEUPB has in place an effective database for the management and administration of the programmes in order to meet designation and e-Cohesion requirements.</p> <p>IP2: Ensure good corporate governance and the effective management of resources.</p> <p>IP3: Continually develop internal processes to improve the efficiency and effectiveness of the SEUPB.</p>	<p>LG1: Invest in the skills, capabilities and knowledge of staff to achieve the organisational objectives.</p> <p>LG2: Ensure staff are knowledgeable of the programmes' regulations and administrative arrangements for the delivery of programmes.</p> <p>LG3: Ensure that the ethos of teamwork and mutual support is fostered within the Body.</p>

Balanced Scorecard 2018

CORPORATE OBJECTIVE 1: BUSINESS RESULTS

To achieve the outputs and contribute to the results of the PEACE IV and INTERREG VA Programmes, by supporting projects to maximise their contribution to society.

Strategic Objective	Strategic Action	Target/Measure	Owner				
BR1: Ensure that all funds available under the programmes are utilised.	BR1.1: Ensure that JS execute the application, assessment, letter of offer and mobilisation phase of the project selection phase within the SEUPB.	95% of INTERREG and PEACE IV funds allocated to projects by end of 2018.	JS				
	BR1.2: Monitor and achieve the N+3 expenditure forecasts for 2018 for PEACE and INTERREG Programmes to maximise EU receipts.	N+3 targets (Cumulative): <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">PEACE IV</td> <td style="width: 50%;">€28.0M</td> </tr> <tr> <td>INTERREG VA</td> <td>€29.3M</td> </tr> </table>	PEACE IV	€28.0M	INTERREG VA	€29.3M	MA
	PEACE IV	€28.0M					
	INTERREG VA	€29.3M					
BR1.3 Monitor payments to projects against expenditure forecasts	Forecast expenditure (ERDF + Match): <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">PEACE IV</td> <td style="width: 50%;">€21.6M</td> </tr> <tr> <td>INTERREG VA</td> <td>€21.7M</td> </tr> </table>	PEACE IV	€21.6M	INTERREG VA	€21.7M	CA	
PEACE IV	€21.6M						
INTERREG VA	€21.7M						
BR1.4: Ensure that Technical Assistance allocations are utilised appropriately.	Support Programme delivery through the effective management of Technical Assistance - within budgeted levels during 2018.	CF					
BR2: Ensure programmes are functioning in accordance with EU and member state Regulatory Framework.	BR 2.1: Prepare and submit the Annual Accounts/Management Declaration and Annual Summary	Submission of Annual Accounts/Management Declaration and Annual Summary by February 2018.	MA				
	BR2.2: Prepare and submit the Annual Implementation Reports for both Programmes.	Submission of Annual Implementation Reports by end of May 2018.	MA				
	BR2.3: Prepare and submit the Designation Report and Procedures.	Review of Designation Report and Procedures by end of 2018.	MA				
	BR 2.4: Prepare and circulate Irregularity reports	Monthly irregularity reports prepared and circulated to all relevant stakeholders.	CA				
	BR2.5: Ensure all awards are adequately publicised.	All projects are published in accordance with EU regulations.	Comms				

		<p>Create and update on a monthly basis a searchable beneficiaries list of PEACE IV and INTERREG VA funded projects on the SEUPB website. List to be translated into another EU language.</p> <p>Co-ordinate one major communication activity highlighting the achievements of the PEACE IV and INTERREG VA Programme, on an annual basis.</p> <p>Creation of a Publicity & Marketing Toolkit along with access to the relevant Programmes logos on the SEUPB's website.</p> <p>Communications Team to respond to project communication queries within 2 days.</p> <p>Create and regularly update PEACE IV and INTERREG VA project case studies on the SEUPB website in English and at least one other European language.</p>	
BR3: Ensure Programmes are implemented in accordance with agreed outputs and results.	BR3.1: Ensure that all Projects are regularly recording accurate and appropriate data to ensure monitoring of achievement of outputs.	Training to be provided to successful projects within three months of receiving letter of offer.	MA
	BR3.2: Ensure the programmes deliver the required outputs	Letters of Offer make provision for the delivery of all agreed programme outputs.	JS
	BR3.3: Implementation of the INTERREG and PEACE Evaluation Plans.	Ensure completion of first phase of interim implementation and impact evaluations by end of 2018	MA
	BR 3.4: Provide an effective technical support mechanism between eMS ICT Service Provider and SEUPB Staff to ensure issues raised are resolved in a timely manner.	<p>Ensure all tickets of a technical issue raised are dealt with on time as per SLA with Service Provider.</p> <p>Critical Issues – Resolved within 1 Working Day</p> <p>Major Issues – Resolved within 3 Working Days</p> <p>Other Issues – Resolved within 5 Working Days</p> <p><i>Performance tracked on ticketing system.</i></p>	ICT
BR4: Ensure that all payment applications to the EU are submitted by stipulated deadlines and that the drawdown of ERDF is maximised.	BR4.1: Set claim benchmarks with staff and ensure adherence.	Measure quarterly claiming rate of projects. Ensure 95% of open projects submit quarterly claims within a reporting period.	JS
		Submit claims to EU with a minimum of 2 per annum per programme.	CA

CORPORATE OBJECTIVE 2: CUSTOMERS

To work in partnership with applicants and beneficiaries to ensure that projects are implemented in line with their letter of offer.

Strategic Objective	Strategic Action	Target/Measure	Owner
C1: Assist applicants to develop projects for the 2014-2020 Programmes.	C1.1: Provide advice to applicants on 2014-2020 Programmes. Participate in workshops to publicise the programmes.	Develop one workshop per objective.	JS
	C1.2: Reduce administrative burden for beneficiaries.	All applications to be assessed within 36 weeks.	JS
C2: Ensure projects are provided with the support to meet the requirements of their Letter of Offer.	C2.1: Implementation of a programme of training to ensure that projects are functioning in accordance with EU and member state regulatory requirements.	20 workshops to be delivered for approved partnerships by end of 2018.	MA
	C2.2: Review of Programme Rules to be completed to ensure that they are fully up to date.	Complete annual review by the end of 2018.	MA
	C2.3: Fully functioning SEUPB website and social media presence to be in operation to deliver guidance and assistance to applicants and beneficiaries.	Website/SEUPB's social media platforms to be updated on a monthly basis.	Comms
C3: Operate an effective and efficient claims processing system.	C3.1: Verification and authorisation of expenditure claims in a timely manner.	FLC certificates to be issued to 80% of project partners within 30 working days of claim receipt.	FCU
	C3.2: Manage the First Level of Control process for eligible partners for all Transnational and Inter-regional projects. Verification and certification of expenditure claims in a timely manner.	85% of claims to be verified and certified within 2 months of commencement of verification.	TRANS
	C3.3: Payment to project for claim reimbursements are made once all verification checks complete and MA has approved for payment	95% of payments to project made within 8 working days of MA approval.	CA
	C3.4: Research a CRM solution to help with improving efficiency and effectiveness of SEUPB processes.	Carry out CRM requirement gathering by the end of Q4 2018. Research available CRM solutions based on requirements by the end of Q4 2018.	ICT
C4: Promote and maximise eligible partner participation within the INTERREG VB/C Transnational and Inter-Regional Programmes.	C4.1: Ensure that each INTERREG VB/C Programme is promoted within the region and that partners in NI are supported in the project development and implementation process.	Cumulative total of €14.6 ERDF approved to 60 NI Partners by the end of 2018.	TRANS

CORPORATE OBJECTIVE 3: INTERNAL PROCESSES

Ensure excellence in the business performance of SEUPB through the implementation of effective and efficient administrative processes within a corporate governance framework designed to meet the accountability requirements.

Strategic Objective	Strategic Action	Target/Measure	Owner
IP1: Ensure that SEUPB has in place an effective database for the management and administration of the programmes in order to meet designation and e-Cohesion requirements.	IP1.1: Achieve e-cohesion objectives of the programme	Monitor implementation of online Monitoring System throughout 2018.	MA
IP2: Ensure good corporate governance and the effective management of resources.	IP2.1: Ensure understanding of and adherence to all corporate policies and ensure all expenditures are approved according to internal controls.	Review existing policies and procedures before designing and delivering staff training on ethics, fraud and whistleblowing in Q4 2018. Operate procedures and processes as designed to minimise the incidence of fraudulent activities. Measured by implementation of Fraud Response Plan within 24 hours of receipt of concern in 100% of cases.	MA
	IP2.2: Maintain and support an effective Audit & Risk Committee.	Ensure that the Audit & Risk Committee is supported with a full complement of members (inc. independent), receives high quality information, and at least 4 meetings are facilitated in 2018.	CF
	IP2.3: Meet requirements for Statutory Accounts for the 2017 year.	Prepare accounts to a high standard and present for audit by 31 March 2018.	CF
	IP2.4: Meet statutory requirements for the prompt payment of invoices.	Pay 95% of valid supplier invoices within 30 days, and 80% within 10 days.	CF
	IP2.5: Maintain staffing levels throughout the planning period in line with the agreed staffing complement.	Maximise staffing levels throughout 2018 in line with agreed staffing complement of 57 FTE posts. Maintain absence levels at less than 4% for 2018.	HR
	IP2.6: Complete annual progress report to Equality Commission.	Complete annual S75 progress report by 31 st August 2018.	HR
	IP2.7: Maintain a working environment which is health and safety compliant for both staff and members of the public.	Ensure compliance with Health & Safety legislation in both jurisdictions.	HR

	IP2.8: Full compliance with Data Protection principles.	Annual registration with the ICO in UK and the data protection commissioner in Ireland and regular refresher for all staff by 1 st August 2018. Ensure GDPR legislation compliant by 25 May 2018. Procure services for a pen test of internal systems within SEUPB for future Cyber Essentials Plus certification by the end of Q3 2018. Continued implementation of recommendations outlined in initial pen test report by 31 st Oct 2018 with a further pen test to be completed by the end of Q4 2018.	HR ICT ICT
	IP2.9: Ensure compliance with FoI Code of Practice and SEUPB Complaints policy.	Process all FOI queries and complaints within set timeframes.	Comms
	IP2.10: Ensure organisational compliance with Records Management and Information Assurance policies.	Create relevant organisational policies regarding records management and information assurance and review and update on an annual basis.	Comms
	IP2.11 Ensure SEUPB complies with its requirement as stated in the Financial Memorandum to produce an annual business plan.	Develop and submit an annual Business Plan for 2019 by September 2018 to the SEUPB's Sponsor Departments.	Comms
	IP2.12 Maintain and test the Business Continuity Plan (BCP)	Carry out one full test (desktop exercise) of BCP during Quarter 3 in 2018. Undertake ICT Area Recovery Plan test and supporting ICT Systems in line with Business Continuity Plan by the end of Quarter 4 2018. Update ICT Area Recovery Plan to include any remedial actions and procure any new Services, Hardware or Software as necessary by end of Quarter 4 2018.	HR ICT ICT
	IP2.13 Ensure all relevant Terms and Conditions of Grant and agreements are in place with all Accountable Departments.	Terms & Conditions of Grant to be signed by all relevant Accountable Departments by end Q2 2018.	CA
	IP2.14 Maintain and update ICT Management and Support Services.	Actively maintain and review Ticket System for Internal ICT Support issues. Review and update SLA and agree changes if any with Senior Management Team at the end of each year.	ICT ICT

	IP2.15 Ensure that all Assembly Questions (AQs) and Irish Parliamentary Questions (PQs) are responded to in accordance with set deadlines.	Process all AQs and PQs within set deadlines.	Comms
IP3: Continually develop internal processes to improve the efficiency and effectiveness of SEUPB.	IP3.1: Develop new procedures manual to support the EMS database.	Complete manual by December 2018 and review procedures in line with programme requirements going forward.	JS
	IP3.2: Introduce further efficiency to the Procurement process, to enable compliant procurement events to be undertaken effectively.	100% of procurement events to be compliant with Programme and SEUPB rules/regulations.	CF
	IP3.3: Research a CRM solution to help with improving efficiency and effectiveness of SEUPB processes.	Implement development of CRM solution by end of Q4 2018 based on year 1 ICT Strategy target.	ICT

CORPORATE OBJECTIVE 4: LEARNING & GROWTH

Invest in the development of our human resources to ensure staff are well informed, highly motivated, adaptable and supportive; and foster the development of strong teams and networks.

Strategic Objective	Strategic Action	Target/Measure	Owner
LG1: Invest in the skills, capabilities and knowledge of staff to achieve the organisational objectives.	LG1.1: Develop individual L&D plans for each team.	All L&D plans to be completed by end of April 2018.	HR
	LG1.2: Prepare corporate Training Plan to ensure that each staff member receives training.	Finalise annual Training Plan by 31 March 2018 – target: each member of staff on average to undertake 3 days training.	HR
	LG1.3: Ensure that staff are provided with appropriate training to meet team and organisational objectives.	Provide formal and informal training to staff in areas of need – as defined within personal development plans.	HR
LG2: Ensure staff are knowledgeable of the programmes' regulations and administrative arrangements for the delivery of programmes.	LG2.1: Develop internal training to be delivered on programme regulations and administrative arrangements of programmes.	An Internal Training Programme delivered to staff by end of 2018.	MA
LG3: Ensure that the ethos of teamwork and mutual support is fostered within the Body.	LG3.1: Provide opportunities for raising staff awareness of the work of other teams, thereby gaining a more holistic experience of the work of the Body.	Facilitate opportunities for team member to work shadow staff in another team.	HR

SECTION FOUR

Resourcing the Plan

Resourcing the Plan

This section sets out the resources and budget required for 2018. As always, there continues to be a need for all North South Bodies to examine their programme objectives with a view to delivering them with the most efficient and effective use of resources during the year. No specific efficiency targets were set for 2018. SEUPB is also required to ensure that all available income from the European Union is maximised over the 2014-2020 Programming Period.

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 this Business Plan period.

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.

Programme Expenditure

The figures included in Annex A reflect the ERDF and match contribution for both jurisdictions for PEACE IV and INTERREG VA and the ERDF contribution only for Scotland (INTERREG VA 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.

The SEUPB in conjunction with its Sponsor Departments have always been committed to delivering services efficiently as demonstrated within past business plans, and this will continue in 2018.

The delivery of efficiencies will concentrate on the various simplifications introduced to help reduce the level of bureaucracy in the 2014-20 Programmes. Examples of such simplifications and the corresponding efficiencies include:

- Increasing the maximum duration of a project to 7 years (subject to a rigorous mid-term evaluation). This will reduce the administrative inefficiency associated with managing the closure of projects with shorter durations and subsequent assessment of a further application to continue that project as a new operation.

- Simplified costs have been introduced where appropriate, with the intention of reducing the administrative burden on both beneficiaries and on the SEUPB verification staff – thereby unlocking efficiencies within the verification process. The focus of verification will shift towards ensuring that output indicators/targets are achieved.
- A revised assessment process has been implemented to reduce the time required to assess project applications. The reduction in the use of external economic appraisals has released efficiencies in resources (both time and cost) to be directed towards other priority activities.
- The Programme embraces the principles of e-cohesion. Applicants have now the ability to apply for funding online. Lead Partners are required to provide up-to-date monitoring and financial information online.

Such efficiency actions will ensure that the SEUPB can continue to deliver against its challenging business objectives.

SECTION FIVE

Monitoring, Evaluating and Communicating
the 2018 Plan

Monitoring and Evaluating the 2018 Business Plan

Implementation of the objectives outlined within the 2018 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 Accounting Officer has established an Audit and Risk Committee to provide an oversight on risk, control and governance and associated assurance issues. Membership of the Committee includes an independent chair, members and representation from both Sponsor Departments. The Committee meets at least four times per annum and completes activity in accordance with stipulations outlined within its agreed Terms of Reference.

The SEUPB meets quarterly formally with its sponsor departments and reports on progress. The SEUPB also reports progress on the EU Programmes at Programme Monitoring Committees held twice per year.

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 the NI Assembly and Oireachtas Committees as and when requested. SEUPB will also give evidence at Westminster Committees including the House of Lords.

Communicating the 2018 Business Plan

The SEUPB is cognisant of the need for managers to demonstrate leadership and direction to ensure that the objectives of the 2018 Business Plan are delivered. As referenced earlier, the Senior Management Team is wholly committed to communicating the plan to all of the SEUPB's key stakeholders.

An annual business planning event is used to agree all of the relevant objectives and targets. Once this action is completed the Business Plan will be issued to all staff.

The SEUPB has developed a new website for the Body, which now allows it to more effectively communicate its key messages as well as the achievements of the new PEACE IV and INTERREG VA Programmes.

The SEUPB will take full advantage of all opportunities available to it to promote the vision and mission detailed within the Business Plan alongside its associated targets and activities. This will include full use of the Body's existing social media channels and internal communication mechanisms.

ANNEX A

Proposed Budget Allocation (£ and €)

Business Plan Summary - Proposed 2018 Budget Allocation (Sterling)

North South Body €1 = £0.87 in 2017, and £0.90 in 2018	Agreed Budget 2017			Proposed change +/-			Proposed Budget 2018		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Programme Costs									
Peace IV	3,603	0	3,603	15,830	0	15,830	19,434	0	19,434
NI	2,824	0	2,824	12,410	0	12,410	15,234	0	15,234
Ireland	779	0	779	3,421	0	3,421	4,200	0	4,200
Interreg VA	2,036	0	2,036	17,501	0	17,501	19,537	0	19,537
UK	1,432	0	1,432	12,315	0	12,315	13,747	0	13,747
Ireland	603	0	603	5,187	0	5,187	5,790	0	5,790
Total Programme Expenditure	5,639	0	5,639	33,332	0	33,332	38,970	0	38,970
Pay Costs	1,114	0	1,114	46	0	46	1,160	-	1,160
Non Pay Administration Costs	665	40	705	10	0	10	675	40	715
Total Administration Costs (exc pension)	1,779	40	1,819	56	0	56	1,835	40	1,875
<i>NI share representing 53%</i>	943	21	964	30	0	30	973	21	994
<i>IRE share representing 47%</i>	836	19	855	26	0	26	862	19	886
Pension costs – NI	27	0	27	64	0	64	91	0	91
Pension costs – IRE	12	0	12	22	0	22	34	0	34
Total Admin Costs (inc pension)	1,818	40	1,858	142	0	142	1,960	40	2,005
Overall Total Expenditure for approval	7,457	40	7,497	33,474	0	33,474	40,930	40	40,975
Total NI/UK share, inc pension costs	70%	53%	70%				73%	53%	73%
Total IRE share, inc pension costs	30%	47%	30%				27%	47%	27%
Existing/Projected Staff Numbers			57			0			57

Note:

Assumed flat admin budget profile, and fx rate of 0.90

Breakdown of Pension/benefit costs included in Business Plan

	NI	IRL
	£'000	£'000
Pension/benefit costs for N/S Body service	22	13
Pension/benefit costs for service liability/transferred in	32	0
Pension/benefit costs already in payment and subsumed into the N/S Body	0	0
Administration costs due to Pension Administrator	6	2
Lump sum payment	31	19
Total costs of pensions/benefits included in Business Plan	91	34

Note: In line with previous years, costs due to Pension Administrator are included within 'Non-Pay Admin Costs' within the Business Plan, rather than within 'Pension Costs'.

Business Plan Summary - Proposed 2018 Budget Allocation (Euro)

fx rate 0.90

North South Body €1 = £0.87 in 2017, and £0.90 in 2018	Agreed Budget 2017			Proposed change +/-			Proposed Budget 2018		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000
Programme Costs									
Peace IV	4,141	0	4,141	17,451	0	17,451	21,593	0	21,593
Ni	3,246		3,246	13,680	0	13,680	16,926	0	16,926
Ireland	895		895	3,771	0	3,771	4,667	0	4,667
Interreg VA	2,340	0	2,340	19,368	0	19,368	21,707	0	21,708
UK	1,646		1,646	13,628	0	13,628	15,274	0	15,274
Ireland	694		694	5,740	0	5,740	6,433	0	6,433
Total Programme Expenditure	6,481	0	6,481	36,819	0	36,819	43,300	0	43,300
Pay Costs	1,280	-	1,280	9	0	9	1,289	-	1,289
Non Pay Administration Costs	764	46	810	(15)	(2)	(17)	749	44	793
Total Administration Costs (exc pension)	2,045	46	2,091	(7)	(2)	(9)	2,038	44	2,082
<i>NI share representing 53%</i>	<i>1,084</i>	<i>24</i>	<i>1,108</i>	<i>(4)</i>	<i>(1)</i>	<i>(5)</i>	<i>1,080</i>	<i>24</i>	<i>1,103</i>
<i>IRE share representing 47%</i>	<i>961</i>	<i>22</i>	<i>983</i>	<i>(3)</i>	<i>(1)</i>	<i>(4)</i>	<i>958</i>	<i>21</i>	<i>979</i>
Pension costs - NI	31	-	31	70	0	70	101	-	101
Pension costs - IRE	14	-	14	23	0	23	38	-	38
Total Admin Costs (inc pension)	2,091	46	2,137	86	(2)	84	2,177	44	2,221
Overall Total Expenditure for approval	8,571	46	8,617	36,905	(2)	36,903	45,477	44	45,521
Total NI/UK share, inc pension costs	70%	53%	70%				73%	53%	73%
Total IRE share, inc pension costs	30%	47%	30%				27%	47%	27%
Existing/Projected Staff Numbers			57			0			57

Note:

Assumed flat admin budget profile, and fx rate of 0.90 for 2018

Breakdown of Pension/benefit costs included in Business Plan

	NI	IRL
	€'000	€'000
Pension/benefit costs for N/S Body service	24	14
Pension/benefit costs for service liability/transferred in	36	-
Pension/benefit costs already in payment and subsumed into the N/S Body	-	-
Administration costs due to Pension Administrator	7	2
Lump sum payment	34	22
Total costs of pensions/benefits included in Business Plan	101	38

Note: In line with previous years, costs due to Pension Administrator are included within 'Non-Pay Admin Costs' within the Business Plan, rather than within 'Pension Costs'.

ANNEX B

DETAILS FOR DOF BUDGET REQUIREMENTS

DETAILS FOR DOF BUDGET

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

	<i>Resource £k</i>
Non Cash Costs (excl pensions)	
<i>DEL:</i> <i>Depreciation</i>	65
Pension Costs :	
<i>DEL:</i> <i>Increase in provision due to:</i> <i>Current Service Cost</i> <i>Transfers IN</i> <i>Added years</i>	365
<i>Income from:</i> <i>Employee contributions</i> <i>Transfers IN</i> <i>Added years</i>	91
Total DEL above	521
Total NI Budget from Annex A excl Pension Benefits paid	994
Total DEL Budget for Body	1,515
AME:	
<i>Release of Provision (must match pension cost in Annex A)</i>	(91)
<i>Interest on the Scheme liability</i>	200
Total AME above	200
Total NI Pension Costs from Annex A	91
Total AME budget	291

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.

Resource to Cash Reconciliation for North South Body – NOT FOR PUBLICATION

Description	£k	£k
	2018	Total
Total DEL Budget for Body from Annex B	1,515	1,515
<i>Of which DEL scoring in RBM for</i>		
	0	0
Remove Depreciation	(65)	(65)
Remove increase in provisions re pensions, etc	(91)	(91)
Remove Income from employee pension contributions, etc	(365)	(365)
Other adjustments (please provide detail)		
Net DEL for 2018 requiring cash	994	994
Total AME Budget for Body from Annex B	200	200
<i>Of which AME scoring in RBM for</i>		
	0	0
Remove Release of Provision (benefits paid)	91	91
Remove Interest on the Scheme Liability	(200)	(200)
Net AME for 2018 requiring cash	91	91
Cash Grant to the Body (Net DEL and NET AME above)	1,085	1,085
<i>Of which Cash Grant in RBM for</i>		
		0

Notes:

Sponsor Departments should complete this annex and include it in the information submitted to DoF.

Where the operating currency of the body is Euro the exchange rate provided must be used when converting to GBP for this annex.

The amount of grant on this annex should match that requested for approval.

ANNEX C

**PROGRESS AGAINST 2017 TARGETS
(As at 31 December 2017)**

CORPORATE OBJECTIVE 1

To achieve the outputs and contribute to the results of the PEACE IV and INTERREG VA Programmes, by supporting projects to maximise their contribution to society.

Strategic Objective	Strategic Action	Target/Measure	Owner	Achieved/At risk	B Amendment Required	C Progress Against Targets						
BR1: Ensure that all funds available under the programmes are utilised.	BR1.1: Ensure that JS execute the application, assessment, letter of offer and mobilisation phase of the project selection phase within the SEUPB.	95% of INTERREG and PEACE IV funds allocated to projects by end of 2017. (This target may need to be revised in light of UK exit negotiations.)	JS	Not Achieved	No	<ul style="list-style-type: none"> • INTERREG VA – 80% • PEACE IV- 73% <p>Delays with release of the Shared Spaces & Services call within the PEACE IV programme have prevented SEUPB from realising this target for PIV. In the INTERREG VA Programme significant progress was made against the target and it is envisaged full allocation of programme funds will be achieved in early 2018.</p>						
	BR1.2: Monitor and achieve the N+3 expenditure forecasts for 2017 for PEACE and INTERREG Programmes to maximise EU receipts.	<table border="1"> <tr> <td colspan="2">N+3 targets (ERDF):</td> </tr> <tr> <td>PEACE IV</td> <td>€0</td> </tr> <tr> <td>INTERREG VA</td> <td>€11.9M</td> </tr> </table>	N+3 targets (ERDF):		PEACE IV	€0	INTERREG VA	€11.9M	MA	Achieved	No	<p>No target for PEACE IV in 2017. A number of projects have been approved and will begin incurring expenditure throughout 2017.</p> <p>INTERREG N+3 target achieved</p>
	N+3 targets (ERDF):											
	PEACE IV	€0										
INTERREG VA	€11.9M											
BR1.3 Monitor payments to projects against expenditure forecasts.	<table border="1"> <tr> <td colspan="2">Forecast payments to projects (ERDF + Match):</td> </tr> <tr> <td>PEACE IV</td> <td>€4.1M</td> </tr> <tr> <td>INTERREG VA</td> <td>€2.3M</td> </tr> </table>	Forecast payments to projects (ERDF + Match):		PEACE IV	€4.1M	INTERREG VA	€2.3M	CA	<p>PIV – Achieved</p> <p>IVA – Achieved</p>	Yes	<p>PEACE IV - Payments of €5.09m made to projects during 2017.</p> <p>INTERREG - Payments of €2.73m made to projects during 2017.</p>	
Forecast payments to projects (ERDF + Match):												
PEACE IV	€4.1M											
INTERREG VA	€2.3M											
BR1.4: Ensure that Technical Assistance allocations are utilised appropriately.	Support Programme delivery through the effective management of Technical Assistance - within budgeted levels during 2017.	CF	Achieved	No	TA expenditure on target as at December 2017. TA Budget set following data collection from all budget holders. Budgets imported into SUN and Q1 & Q2 finance reports prepared and circulated.							
BR2: Ensure programmes are	BR 2.1: Prepare and submit the Annual	Submission of Annual Accounts/Management	MA	Achieved	No	Submitted through SFC2014 in advance of the deadline of 15 February 2017.						

functioning in accordance with EU and member state Regulatory Framework.	Accounts/Management Declaration and Annual Summary.	Declaration and Annual Summary by February 2017.				
	BR2.2: Prepare and submit the Annual Implementation Reports for both Programmes.	Submission of Annual Implementation Reports by June 2017.	MA	Achieved	No	The PEACE PMC have reviewed and approved the AIR for submission. The AIR for INTERREG VA issued to the PMC w/c 5th June for approval by written procedure.
	BR2.3: Prepare and submit the Designation Report and Procedures.	Designation of Managing Authority by March 2017.	MA	Achieved	No	Designation is complete.
	BR 2.4: Prepare Annual Recovery Statement and manage irregularities.	Recovery statement to be completed and submitted to commission on an annual basis alongside the annual accounts.	CA	Achieved	Yes	Appendix to report the recoveries and withdrawals for 2014-2020 programmes submitted in Feb17 (nil value) as part of the annual accounts submission; 2016 Recovery Statement for 2007-2013 programmes submitted 13 March 17.
		Monthly irregularity reports prepared and circulated to all relevant stakeholders.	CA	Achieved	No	N/A for 2014-2020 programmes in 2017 as no irregularities have been reported. All irregularities relating to 2007-13 programmes are now closed.
	BR2.5: Ensure all awards are adequately publicised.	All projects are published in accordance with EU regulations.	Comms	Achieved	Yes	Ensure that the beneficiaries list spreadsheet contains all of the required fields as detailed in the EU Communication Regulations.
		Create and update on a monthly basis a searchable beneficiaries list of PEACE IV and INTERREG VA funded projects on the SEUPB website. List to be translated into another EU language.		Achieved	Yes	Action completed with beneficiary spreadsheets for each Programme available on the website, to be updated on a monthly basis.
		Co-ordinate one major communication activity highlighting the achievements of the PEACE IV and		Achieved	Yes	On 21-22 November 2017 the SEUPB co-ordinated an interactive two-day exhibition and evening reception in the European Parliament, Brussels highlighting the benefits of PEACE and INTERREG funding on a cross-border basis.

		INTERREG VA Programme, on an annual basis.				
		Creation of a Publicity & Marketing Toolkit along with access to the relevant Programmes logos on the SEUPB's website. Communications Team to respond to project communication queries within 2 days.		Achieved	Yes	Toolkit created and available on SEUPB website. All project communication queries have been responded to within the 2 day deadline.
		Create and regularly update PEACE IV and INTERREG VA project case studies on the SEUPB website in English and at least one other European language.		Achieved	Yes	In progress, target to be met after completion of new website.
BR3: Ensure Programmes are implemented in accordance with agreed outputs and results.	BR3.1: Ensure that all Projects are regularly recording accurate and appropriate data to ensure monitoring of achievement of outputs.	Training to be provided to successful projects within three months of receiving letter of offer.	MA	Achieved	No	A Training Programme has been developed for partnerships and is being rolled out throughout 2017. The first Partnership Information Seminar took place on the 23 rd March in Belfast for approved INTERREG Projects. The first PEACE Information Seminar took place on the 5th April. Other training sessions on eligibility of expenditure have been taking place between March and June, with further sessions scheduled throughout the remainder of the year. The first training session took place in Scotland on the 29th June.
	BR3.2: Ensure the programmes deliver the required outputs.	Letters of Offer make provision for the delivery of all agreed programme outputs.	JS	Not Achieved	No	<ul style="list-style-type: none"> • INTERREG VA – 80% • PEACE IV - 73% <p>106 letters of offer have been issued with programme outputs.</p>

						<p>INTERREG - It is envisaged that a further four letters of offer will issue in Q1 2018 that will achieve full commitment in terms of both programme funding and outputs.</p> <p>PEACE – Delays with release of the Shared Spaces & Services call within the PEACE IV programme have prevented SEUPB from realising this target for PIV.</p>
	BR3.3: Implementation of the INTERREG and PEACE Evaluation Plans.	Commission 7 Impact and 1 Implementation Evaluation by end of 2017.	MA	Not Achieved	No	The procurement process for 1 implementation and 6 impact evaluations was completed by the target date. The only exception is for the Shared Education impact evaluation under PEACE IV. This delay was due to protracted discussions between accountable departments on how best to deliver this evaluation. Agreement was reached to go to tender in November 2017. Business Case approval from DoF is required and we expect to tender and appoint by end March 2018.
	BR 3.4: Provide an effective technical support mechanism between eMS ICT Service Provider and SEUPB Staff to ensure issues raised are resolved in a timely manner.	<p>Ensure all tickets of a technical issue raised are dealt with on time as per SLA with Service Provider.</p> <p>Critical Issues – Resolved within 1 Working Day Major Issues – Resolved within 3 Working Days Other Issues – Resolved within 5 Working Days.</p> <p><i>Performance tracked on ticketing system.</i></p>	ICT	Achieved	No	<p>Freshdesk support ticketing system in place handling support requests.</p> <p>Bugtracker ticketing system is updated regularly with technical support / bug issues, status is updated on a daily basis.</p>
BR4: Close PEACE III and INTERREG IV Programmes	BR4.1: Produce Closure Reports and	Submission of Final Implementation Reports to the European	MA	Achieved	No	All closure documentation submitted to the Commission.

	submit to the European Commission.	commission by March 2017.				
	BR4.2: Prepare and submit final claim files to the European Commission and submit closure package.	Submission of final claim files and closure package to the Commission by 31 March 2017.	CA	Achieved	No	Completed - final claim for PIII & IIVA submitted 13/03/17.
BR5: Ensure that all claims to the EU are submitted by stipulated deadlines and that the drawdown of ERDF is maximised.	BR5.1: Set claim benchmarks with staff and ensure adherence.	Measure quarterly claiming rate of projects. Ensure 95% of open projects submit quarterly claims within a reporting period.	JS	Achieved	No	All retrospective claims have been received and the JS are monitoring projects to ensure prompt delivery of progress reports and expenditure claims.
		Submit claims to EU with a minimum of 2 per annum per programme.	CA	Achieved	'Claim' should be replaced with 'Payment application'	Two payment applications per programme submitted by 30 th June 2017 relating to TA expenditure. One application per programme submitted in December 2017 – PIV related to TA only; IVA included other project expenditure as well as TA.

CORPORATE OBJECTIVE 2: CUSTOMERS

To work in partnership with applicants and beneficiaries to ensure that projects are implemented in line with their letter of offer.

Strategic Objective	Strategic Action	Target/Measure	Owner	A Achieved/At risk	B Amendment Required	C Progress Against Targets
C1: Assist applicants to develop projects for the 2014-2020 Programmes.	C1.1: Provide advice to applicants on 2014-2020 Programmes. Participate in workshops to publicise the programmes.	Develop one workshop per objective.	JS	Achieved	No	At least one workshop for each objective has been held.
	C1.2: Reduce administrative burden for beneficiaries.	All applications to be assessed within 36 weeks.	JS	Not Achieved	No	Due to issues outside the control of SEUPB the 36 week target was not achieved.
C2: Ensure projects are provided with the support to meet the requirements of their Letter of Offer.	C2.1: Implementation of a programme of training to ensure that projects are functioning in accordance with EU and member state regulatory requirements.	20 workshops to be delivered for approved partnerships by end of 2017.	MA	Achieved	No	<p>Full Training Programme developed and implemented by the MA in association with FCU and JS.</p> <p>As at 31 December 2017 the target of 20 Workshops was substantially exceeded. Workshops covered Lead Partner Responsibilities (MA/JS), Eligibility of Expenditure (FCU), Communications Requirements (Comms), EMS Inputting Requirements (retrospective for all Projects approved prior to EMS go-live (JS) and Understanding Programme Guidance (JS).</p> <p>We were unsuccessful in appointing consultants to deliver 3 training events on project management and capital procurement – no organisation submitted tenders. We are retendering in 2018. Planned seminars on fraud awareness (2) have been rescheduled to 2018 to allow us to establish our own internal arrangements.</p>
	C2.2: Review of Programme Rules to be completed to ensure that they are fully up to date.	Review to be completed by end of Q3 2017.	MA	Achieved	No	Review of Programme Rules to be completed following finalisation of SEUPBs Business Processes/eMS, this was completed at the end of Q2.

	C2.3: Fully functioning SEUPB website and social media presence to be in operation to deliver guidance and assistance to applicants and beneficiaries.	Website to be in place at the end of Q2 2017. Website/SEUPB's social media platforms to be updated on a monthly basis.	Comms	Achieved	No	New website now live. All social media channels updated with fresh content on a monthly basis.
C3: Operate an effective and efficient claims processing system.	C3.1: Verification and authorisation of expenditure claims in a timely manner.	FLC certificates to be issued to 80% of project partners within 30 working days of report submission to SEUPB.	FCU	Achieved	No	In 2017, a total of 664 FLC Certificates were issued to project partners, with 43 (6.5%) issued within 30 working days of reporting date. Of the 664 FLC Certificates issued, 613 were in respect of claims received retrospectively (defined as received more than 7 days after the reporting date). Therefore, 51 claims were received within 7 days of the reporting date. In respect of these claims, 43 (84.3%) FLC Certificates were issued within 30 working days of the reporting date.
	C3.2: Manage the First Level of Control process for eligible partners for all Transnational and Inter-regional projects. Verification and certification of expenditure claims in a timely manner.	75% of claims to be verified and certified within 2 months of commencement of verification.	TRANS	Achieved	No	96.2% of claims verified within 2 months of commencement of verification.
	C3.3: Payment to project for claim reimbursements are made once all verification checks complete and MA has approved for payment.	95% of payments to project made within 8 working days of MA approval	CA	Achieved	No	100% of fully verified claims paid within timescale
	C3.4: Research and Implement a cost effective solution for mobile working. Verification (and JS where necessary) staff to have ability to effectively carry out their work when out of the office, ensuring maximum productivity of time, and assisting with	Research solutions and conduct procurement exercise by 31 May 2017.	ICT	Achieved	No	Nine additional 4g Dongles were procured after successful trialling.
		Implement mobile working solution for identified staff by 31 July 2017.	ICT	Achieved	No	Procurement of additional 4g dongles once trialling has ended. New target for implementing mobile working solution achieved at the end of July 2017.

	targets set for turnaround time of claim processing, and checking outputs against progress reporting.					
C4: Promote and maximise eligible partner's participation in the INTERREG VB/C Transnational and Inter-Regional Programmes.	C4.1: Ensure that each INTERREG VB/C Programme is promoted within the region and that eligible partners are supported in the project development and implementation process.	Cumulative total of €7.2 ERDF approved to 32 NI Partners by the end of 2017.	TRANS	Achieved	No	As of 31st December 2017 - a cumulative total of €11.4m ERDF has been allocated to 47 NI Partners across 36 Projects.

CORPORATE OBJECTIVE 3: INTERNAL PROCESSES

Ensure excellence in the business performance of SEUPB through the implementation of effective and efficient administrative processes within a corporate governance framework designed to meet the accountability requirements.

Strategic Objective	Strategic Action	Target/Measure	Owner	A Achieved/On Target/At risk	B Amendment Required	C Progress Against Targets
IP1: Ensure that SEUPB has in place an effective database for the management and administration of the programmes in order to meet designation and e-Cohesion requirements.	IP1.1: Achieve e-cohesion objectives of the programme.	Implement Online Monitoring System throughout 2017. Implement eMS database by no later than March 2017.	MA	Achieved	No	eMS on track for full implementation.
IP2: Ensure good corporate governance and the effective management of resources.	IP2.1: Ensure understanding of and adherence to all corporate policies and ensure all expenditures are approved according to internal controls.	Operate procedures and processes as designed to minimise the incidence of fraudulent activities. Measured by a 100% record of zero fraudulent incidents.	JS/FCU /MA	Achieved	No	No incidents of fraud
	IP2.2: Maintain and support an effective Audit & Risk Committee.	Ensure that the Audit & Risk Committee is supported with a full complement of members (Inc. independent), receives high quality information, and at least 4 meetings are facilitated in 2017.	CF	Achieved	No	Four meetings held during 2017. The committee plans to recruit in 2018 to ensure full membership. Feedback on the content and quality of papers provided has been good.
	IP2.3: Meet requirements for Statutory Accounts for the 2016 year.	Prepare accounts to a high standard and present for audit by 31 March 2017.	CF	Achieved	No	Accounts for 2016 were prepared, reviewed and delivered to NIAO on 20 th March 2017. Audit completed and exit meeting held. No significant issues arising

						(Clean audit opinion and no recommendations).
IP2.4: Meet statutory requirements for the prompt payment of invoices.	Pay 95% of valid supplier invoices within 30 days, and 80% within 10 days.	CF	Achieved	No		Met for Year End 31 December 2017 with 99.86% within 30 days and 86.02% within 10 days.
IP2.5: Maintain staffing levels throughout the planning period in line with the agreed staffing complement.	Maximise staffing levels throughout 2017 in line with agreed staffing complement of 57 FTE posts.	HR	Achieved	No		On target to meet agreed staffing complement of 57 staff for 2017.
	Maintain absence levels at less than 3% for 2017.	HR	Not Achieved	No		Absence levels in 2017 were 4.62%. Absence levels as a result of a small number of staff on long term sickness absence.
IP2.6: Complete annual progress report to Equality Commission.	Complete annual S75 progress report by 31 st August 2017.	HR	Achieved	No		Progress Report submitted on 31 st August 2017.
IP2.7: Maintain a working environment which is health and safety compliant for both staff and members of the public.	Ensure compliance with Health & Safety legislation in both jurisdictions.	HR	Achieved	No		All compliance testing up-to-date.
IP2.8: Full compliance with Data Protection principles.	Annual registration with the ICO in UK and the Data Protection Commissioner in Ireland and regular refresher for all staff by 1 st August 2017.	HR	Achieved	No		Annual Registrations up to date. All staff have completed their Data Protection refresher training.
IP2.9: Ensure compliance with Fol Code of Practice and SEUPB Complaints policy.	Process all FOI queries and complaints within set timeframes.	Comms	Achieved	No		All FOIs being managed in line with SEUPB procedures.

	IP2.10: Ensure organisational compliance with Records Management and Information Assurance policies.	Create relevant organisational policies regarding records management and information assurance and review and update on an annual basis.	Comms	Achieved	No	All relevant policies produced.
	IP2.11 Ensure SEUPB complies with its requirement as stated in the Financial Memorandum to produce an annual business plan.	Develop and submit an annual Business Plan for 2018 by September 2017 to the SEUPB's Sponsor Departments.	Comms	Not achieved	No	Still awaiting 2017 approval.
	IP2.12 Maintain and test the Business Continuity Plan (BCP)	Carry out one full test (desktop exercise) of BCP during Quarter 1 in 2017.	HR	Achieved	No	Annual Table Top Exercise completed 21 March 2017.
		Undertake ICT Area Recovery Plan test and supporting ICT Systems in line with Business Continuity Plan by the end of Quarter 1 2017.	ICT	Achieved	No	A desktop exercise has been undertaken on 21st March 2017.
		Update ICT Area Recovery Plan to include any remedial actions and procure any new Services, Hardware or Software as necessary by end of Quarter 2 2017.	ICT	Achieved	Yes	Additional services, hardware and software were procured in Q4 2017. New target date (end of Q2 2018) required to achieve target to fully update the ICT Area Recovery Plan.
	IP2.13 Ensure all relevant Terms and Conditions of Grant and agreements are in place with all Accountable Departments.	Terms & Conditions of Grant to be signed by all relevant Accountable Departments by end Q4 2017.	CA	Not achieved	Yes, revised target Q1'2018 as per the 2018 Balanced Scorecard	Ongoing discussions with MS predominantly focussed on currency.
	IP2.14: Develop and begin implementation of a 3 year ICT Strategy for the Body	Draft Strategy and get Senior Management sign off by end of Q2 2017 (30 June 2017).	ICT	Not achieved	Yes	Draft Strategy has been drafted. Currently with CS Director for review and sign off.

	to ensure focused planning and implementation of ICT technology in support of the delivery of the organisations strategic objectives.					
	IP2.15 Effective provision of ICT Management and Support Services.	Implementation of Ticket System for internal ICT support issues by end of Q2 (30 June 2017).	ICT	Not achieved	Yes	Ticket System has been modified to provide ticketing services for internal ICT support issues. Awaiting SLA to be signed off and agreed.
		Develop and agree SLA with Senior Management Team for response and resolution times of issues depending on priority by 30 June 2017.	ICT	Not achieved	Yes	Draft SLA has been drafted. Currently with CS Director for review and sign off before sharing with Senior Management Team for agreement.
	IP2.16 Ensure that all Assembly Questions (AQs) and Irish Parliamentary Questions (PQs) are responded to in accordance with set deadlines.	Process all AQs and PQs within set deadlines.	Comms	Achieved	Yes	All Assembly Questions (AQs) and Irish Parliamentary Questions (PQs) were submitted by the target date.
IP3: Continually develop internal processes to improve the efficiency and effectiveness of SEUPB.	IP3.1: Develop new procedures manual to support the EMS database.	Develop procedures manual by April 2017 and deliver training throughout 2017.	JS	Achieved	None	Procedures manual was finalised in June 2017 and training to staff was delivered.
	IP3.2: Introduce further efficiency to the Procurement process, to enable compliant procurement events to be undertaken effectively.	100% of procurement events to be compliant with Programme and SEUPB rules/regulations.	CF	Achieved	No	No known departures from regulation. Key CPD competitions upcoming.

CORPORATE OBJECTIVE 4: LEARNING & GROWTH

Invest in the development of our human resources to ensure staff are well informed, highly motivated, adaptable and supportive members of staff; and foster the development of strong teams and networks.

Strategic Objective	Strategic Action	Target/Measure	Owner	A Achieved/On Target/At risk	B Amendment Required	C Progress Against Targets
LG1: Invest in the skills, capabilities and knowledge of staff to achieve the organisational objectives.	LG1.1: Develop individual L&D plans for each team.	All L&D plans to be completed by end of July 2017.	HR	Achieved	No	All PDPs submitted by target date.
	LG1.2: Prepare corporate Training Plan to ensure that each staff member receives training.	Finalise annual Training Plan by 1 Sept 2017 – target: each member of staff on average to undertake 3 days training.	HR	Achieved	Yes. Training Plan developed from Personal Development Plans to be submitted by 31 October 2017	A total of 185 days of training delivered equating to on average 3 days of training per employee.
	LG1.3: Ensure that staff are provided with appropriate training to meet team and organisational objectives.	Provide formal and informal training to staff in areas of need – as defined within personal development plans.	HR	Achieved	No	All PDPs submitted by 30 September 2017.
LG2: Ensure staff are knowledgeable of the programmes' regulations and administrative arrangements for the delivery of programmes.	LG2.1: Develop internal training to be delivered on programme regulations and administrative arrangements of programmes.	An Internal Training Programme delivered to staff by end of 2017.	MA	Achieved	No	<p>An Internal Training Programme has been developed and will be rolled out throughout 2017.</p> <p>Result Orientation and Evaluation sessions have taken place in the three offices with JS and FCU staff.</p> <p>Eligibility of Expenditure sessions took place in each of the three offices in March 2017.</p> <p>Information and Publicity sessions have also taken place in May. 14</p>

						internal sessions have been taken place in total.
LG3: Ensure that the ethos of teamwork and mutual support is fostered within the Body.	LG3.1: Provide opportunities for raising staff awareness of the work of other teams, thereby gaining a more holistic experience of the work of the Body.	Facilitate at least one opportunity per team member to work shadow staff in another team task.	HR	Achieved	No	Any request by staff to work shadow in another team has been facilitated.