



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

BUSINESS PLAN 2017

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Chief Executive's Foreword

I am pleased to present the SEUPB's Business Plan for 2017. It outlines our strategic business objectives and provides a critical analysis of the Body's performance against the Corporate Plan targets for 2017-2019. We are also continuing to use the 'Balanced Scorecard' model to help illustrate our main business outputs as well as articulate the work of individual teams.

At the start of 2016 we successfully launched both the PEACE IV and INTERREG VA Programmes in the EU funded 'Skainos' facility in East Belfast. At that event we were fortunate enough to secure the attendance and endorsement of a Minister from Scotland, Ireland and Northern Ireland, representing the entire eligible area of both programmes.

During the first half of the year we coordinated a number of applicant support workshops, opened funding calls and assessed applications under PEACE IV and INTERREG VA. This work continued throughout the year but was affected by the referendum of the 23 June 2016. Since the result of the UK's referendum on leaving the European Union, we have worked tirelessly with our stakeholders to ensure that the current funding Programmes will be delivered in full, and that we avail of every opportunity to demonstrate the need and benefits of obtaining access to future EU funding opportunities for the region.

Over the past three decades, the PEACE and INTERREG Programmes have positively transformed the lives of hundreds of thousands of people, on a cross-border basis. They have supported many different iconic projects which would not have become a reality if EU funding had not been made available.

I would like to recognise the support offered by the Northern Ireland Executive and the Irish Government immediately following the referendum result. Both pledged their support to the successful implementation of PEACE IV and INTERREG VA in order for the region to maximise the funding available to it. This sentiment was echoed by the North South Ministerial Council which affirmed its commitment to supporting the effective implementation of the Programmes at a meeting held on the 4 July 2016.

During this challenging time the SEUPB adopted a pro-active approach to the delivery of the Programmes. We continued to open and close calls, issued funding guidance and advice and responded to all queries of concern.

Working closely with the relevant Accountable Departments in Northern Ireland, Ireland, and Scotland we attempted to minimise as much as possible the disruption and uncertainty caused by the referendum result.

I believe that this approach paid real dividends and has allowed us to navigate both the PEACE IV and INTERREG VA Programmes through clearly uncharted waters. Our desire remains and always has been to ensure that the people living within this region are given the best opportunity possible to maximise the funding available to them.

I would like to express my continued admiration for all of our Programme applicants who have demonstrated a great deal of flexibility during this uncertain time. Their patience and ability to adjust quickly and efficiently to changing circumstances, should not be overlooked.

I would also like to formally recognise the continued hard work and dedication of all those involved in the delivery of the new PEACE IV and INTERREG VA Programmes.

This work involves significant input from a large number of individuals including the members of our Monitoring and Steering Committees, the Accountable Departments in Northern Ireland and Ireland, the Scottish Government, the North South Ministerial Council and of course our own Sponsor Departments, the Department of Public Expenditure and Reform and the Department of Finance.

Finally, I would also like to express my continued gratitude to all of my colleagues within the SEUPB. They believe in these programmes which is demonstrated on a daily basis through their exemplary commitment and diligence, even when they personally faced a time of great uncertainty.

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:

“The SEUPB will have a positive and lasting impact on the people in the region by successfully delivering cooperation programmes, on behalf of the two Governments and the European Commission. We will operate with the highest levels of integrity, and respect the diversity of all those within the region. We will continually improve, drive simplicity, inspiring staff to be the best that they can be through the ethos of teamwork internally and externally.”

Our Guiding Principles:

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

Delivering Results

We will deliver our mission striving for excellence at all times.

Integrity

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 subscribe to the principle of accountability and are prepared to be held accountable for all that we do.

Respect

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

Team Work

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).

The SEUPB intends to use this 2017 Business Plan as an operational tool to review performance in 2016 and to detail how we plan to deliver in 2017 the strategic objectives and targets set out within the Corporate Plan 2017-2019.

The budget for 2017 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 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 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, 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 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 Northern Ireland (NI) 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 2017. 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.

Staff turnover remained low during 2016 and the resulting turnover rate is 4.91% (target less than 20%) for the past 12 months.

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.

2007-2013 Programmes

The two 2007-2013 Programmes are the European Union's Programme for Peace and Reconciliation (PEACE III Programme) and the European Union's Cross-Border Programme for Territorial Cooperation (INTERREG IVA Programme). All the activity within these Programmes concluded by 31 December 2015 and work continued throughout 2016 to ensure that the Commission deadline for the submission of closure documentation by 31 March 2017 was met.

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 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 Cooperation Programme (CP) for the PEACE IV Programme was agreed by the Executive and the Irish Government and was officially adopted by the Commission on 30 November 2015 and launched on 22 January 2016.

The eligible area for the new 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. Funding calls under these themes were launched during 2016.

INTERREG VA

The INTERREG VA Cooperation Programme (CP) was officially adopted by the Commission on 13 February 2015. The inaugural Programme Monitoring Committee (PMC) for INTERREG VA was held in Belfast on 29 June 2015.

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. By March 2016 funding calls had opened for each of the four priority areas under the Programme.

In managing the PEACE IV and INTERREG VA Programmes in 2017, 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 are obligated to set up a Joint Secretariat to assist 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. It 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 on behalf of 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 continue to encourage and develop cross border partnerships on transnational projects. The SEUPB is also keen to encourage projects and partnerships previously funded under the INTERREG IVA Programme to explore the opportunities under the INTERREG VB/C Programmes.

SECTION TWO

Progress against 2016 Business Plan
Targets

Our Performance in 2016

This section of the Business Plan will report briefly on outputs delivered against the SEUPB's Balanced Scorecard as contained within the 2016 Business Plan. Full details of progress against the 2016 targets is provided in Annex D.

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 both jurisdictions (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 the 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 adhered to all requirements throughout 2016.

On the 9 June 2015, the final Programme Monitoring Committee (PMC) took place for both PEACE III and INTERREG IVA. The PMC for the 2014-2020 Programmes assumed the responsibility of overseeing the closure of the PEACE III and INTERREG IVA Programmes going forward.

Summary of Key Outputs Delivered in 2016

Closure of the PEACE III and INTERREG IVA Programmes

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

The Final Claim for both programmes was submitted on the 13 March 2017, please note the following Final Claim figures:

INTERREG IVA	Submitted to Commission		
	ERDF	Match + External	Total
TOTAL	€ 194,598,859.90	€ 64,866,386.87	€ 259,465,246.76

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.

It is anticipated that final payment from the Commission could be received by December 2017.

Implementation of the 2014-2020 Programmes

PEACE IV

The PEACE IV Cooperation Programme was officially adopted by the European Commission on 30 November 2015 and the Programme was launched on 22 January 2016. On 2 March 2016, the first meeting of the PEACE IV Programme Monitoring Committee took place.

In March 2016, the SEUPB issued the first funding calls under the PEACE IV Programme, relating to Building Positive Relations Peace Action Plans, Building Positive Relations Regional, Shared Education and Shared Spaces & Services – Victims and Survivors. The complete timetable for all remaining calls for applications to the PEACE IV Programme has been agreed and issued on the SEUPB's website.

The Peace IV Steering Committee has held 10 meetings, the first of which took place on 24 March 2016 and considered 123 applications at Stage 1 of the assessment process. Of these, 48 were rejected, 19 were approved and the remaining 56 applications have progressed to the second stage of the assessment process.

A series of Steering Committees will be held by the end of 2017 to consider the remaining Stage 2 applications.

INTERREG VA

The inaugural Programme Monitoring Committee (PMC) for INTERREG VA was held in Belfast on 29 July 2015. Further meetings of the PMC took place on 9 December 2015 in Dundalk and 29 June 2016 in Glasgow. Between August 2015 and March 2016 funding calls opened for each of the four priority axes under the Programme (Research & Innovation; Environment; Sustainable Transport; and Health & Social Care).

The INTERREG VA Steering Committee has held 11 meetings since 2015. To date, a total of 27 project applications have been approved (one has subsequently been withdrawn) and 2 are currently under assessment.

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 area 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 partners can participate within four programmes:

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

A total of 7 projects have been approved with at least one NI partner. Over €4m in ERDF has been allocated to partners and 11 projects have partnerships consisting of both jurisdictions.

Further Calls for Applications will open throughout 2016/17/18 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 in the future to look for synergies with other projects and programmes funded under the INTERREG VB/C Programmes.

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

Communications Activities for the 2014-2020 Programmes

The SEUPB fulfilled its requirements to publicise the European funding of the Cooperation Programmes. This involved communications activities at both programme and project level. Support was also given to projects to assist them in fulfilling their communication requirements.

The PEACE IV and INTERREG VA Programmes were officially launched on 22 January 2016 at the Skainos Centre in East Belfast. The event was attended by the Scottish Cabinet Secretary for Infrastructure and Investment, Keith Brown MSP, the Irish Minister for Public Expenditure and Reform, Brendan Howlin TD, and the Minister of Finance, Mervyn Storey MLA, as well as over 100 of the SEUPB's key stakeholders. The launch event also attracted a significant level of print and broadcast media attention from across the Programme's eligible area including BBC (Scotland), RTÉ and BBC (NI).

The SEUPB has coordinated 15 information events to assist applicants to both the PEACE IV and INTERREG VA Programmes. The content of each event was tailored to the specific funding call for both Programmes.

In addition, the SEUPB commissioned work for the development of a new website for the 2014-2020 programming period.

Corporate Governance and Services

The SEUPB is in full compliance with its Corporate Governance requirements. The 2015 Annual Accounts were prepared by the SEUPB within the required timescales, and the audit of these accounts is complete. An unqualified audit opinion was issued jointly by the Comptroller and Auditors General in June 2016. The 2015 Annual Report and Accounts were laid before the NI Assembly and the Houses of the Oireachtas on the 16 December 2016.

The SEUPB has worked throughout 2016 to ensure that workplace efficiencies were achieved in line with those outlined within its Efficiency Savings delivery plan and are delivering on the 4% efficiency target and prompt payment targets.

Staff turnover for the period 1 January 2016 to 31 December 2016 was 8.13%. In terms of absence rates, the Percentage Days Lost of Total Available Working Days was 2.21% against a target of less than 3.00%. The Average Number of Days Lost per Employee was 4.67 days against a target of less than 6.5 days. The total Percentage of Employees with No Recorded Sickness Absence stood at 52.24%.

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 use of mobile technologies (including tablets), investment in Server Infrastructure, upgrading of our Wide Area Network (including Internet) and upgrades to key systems such as the TRIM Records Management system, Microsoft Office, Email Systems including a new centralised email archive, and recently the upgrade of our Finance System. To support these live systems the SEUPB has also invested in additional Disaster Recovery Infrastructure and Hardware.

It was proposed that there would be a single database shared with all Managing Authorities in Northern Ireland. Unfortunately the contract to deliver this database failed to deliver a solution for SEUPB within the agreed timeframe. SEUPB took the decision to adopt the eMS system which is used by other cooperation programmes across Europe. The eMS system was implemented on 31 March 2017 for both PEACE IV and INTERREG V Programmes. This enabled the SEUPB to fulfil its e-cohesion obligations and gain designation on the 27 April 2017.

Information Security is always a primary consideration when going through a process of implementation of any upgraded or new system. The SEUPB has implemented an Information Security Policy and new procedures and will continue to ensure these security considerations are met when evaluating the need to change or implement systems.

SECTION THREE

SETTING TARGETS FOR THE 2017 BUSINESS PLAN

Setting Strategic Objectives and Goals for 2017

In setting the strategic objectives for the 2017 Business Plan consideration was given to:

- The Vision and Mission of the SEUPB;
- The SEUPB's performance during 2016;
- The operational environment within which the SEUPB will be required to operate during 2017;
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 this is the first year of a new three year corporate planning period, the Mission, Vision and Guiding Principles were refreshed. 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 Programmes. At the time of preparing this Business Plan it was not clear what that impact would be and the Plan will need to be amended as and when the situation becomes clearer.

From an economic perspective, Ulster University's Economic Policy Centre forecasted growth of 1.9% in 2016 and expects the NI economy to grow by 0.9% in 2017, rising to 1.1% in 2018 in terms of Gross Value Added (GVA). The Department of Finance in Ireland predict a continuation of the growth experienced in 2015. Growth of 5.2% of Gross Domestic Product (GDP) occurred in 2016, while an increase of 4.3% is expected for 2017.

A continuing challenge facing the SEUPB and other public sector bodies in both jurisdictions is the economic and public expenditure context within which they operate.

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.

A distinctive part of cohesion policy is European Territorial Cooperation (ETC), better known as INTERREG, which aims to promote cooperation between regions in different member states, and to address the very specific challenges faced by communities living in border regions. There are over 60 INTERREG programmes across Europe.

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.

On the 23 June 2016, the UK voted in a referendum to leave the EU. All rights and obligations remain unchanged, including those relating to cohesion policy until an exit occurs. Article 50 of the Lisbon Treaty was invoked on the 29 March 2017 however the implications of such will be unclear until the details of the exit are finally agreed. The implementation of the 2014-2020 programmes may have to be amended in due course to take into account the conditions of the exit agreement.

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 2016-17 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 2015-2017 sets out its overriding goals, which are:

- *To manage public expenditure at sustainable levels in a planned, rational and balanced manner*

- *To have public management and governance structures that are accountable, transparent, and effective*

Priorities for the SEUPB in 2017

Throughout the process of establishing the corporate objectives for 2017, 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 activities and services that the SEUPB could undertake and deliver in 2017.

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 a new website and improved social media channels

The **key functions** for the SEUPB are set out below and the scope of the work activities for 2017 is summarised for each function:

1. During 2017 the SEUPB will continue to work towards the successful and efficient closure of the 2007-2013 Programmes.

2. 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.

3. Maximise the calls and response to 2014-2020 Programmes and ensure that the Programmes are fully committed across the relevant planning period.

4. 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.

5. The SEUPB will continue to work to promote the INTERREG VB Transnational and INTERREG VC INTERREG EUROPE Programmes within the eligible region in 2017. This will include providing regular updates on the programmes to stakeholders in the region, providing project development support at the pre-application stage, staging events/workshops within the region on the programmes and also continuing to complete the verification process on expenditure incurred by partners from NI who are successful under the programmes.

Taking the above into consideration, the SEUPB has established four corporate objectives for 2017, which reflect the essential elements of the role and functions of the organisation.

SEUPB Balanced Scorecard 2017

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 2017

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.	CUSTOMERS To work in partnership with applicants and beneficiaries to ensure that projects are implemented in line with their letter of offer.
<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: Close PEACE III and INTERREG IV Programmes.</p> <p>BR5: Ensure that all claims 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 in the INTERREG VB/C Transnational and Inter-Regional Programmes.</p>
INTERNAL PROCESSES 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.	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.
<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 2017

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 2017. (This target may need to be revised in light of UK exit negotiations.)	JS				
	BR1.2: Monitor and achieve the N+3 expenditure forecasts for 2017 for PEACE and INTERREG Programmes to maximise EU receipts.	N+3 targets (ERDF): <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">PEACE IV</td> <td style="text-align: right;">€0</td> </tr> <tr> <td>INTERREG VA</td> <td style="text-align: right;">€11.9M</td> </tr> </table>	PEACE IV	€0	INTERREG VA	€11.9M	MA
	PEACE IV	€0					
	INTERREG VA	€11.9M					
BR1.3 Monitor payments to projects against expenditure forecasts	Forecast payments to projects (ERDF + Match): <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">PEACE IV</td> <td style="text-align: right;">€4.4M</td> </tr> <tr> <td>INTERREG VA</td> <td style="text-align: right;">€2.3M</td> </tr> </table>	PEACE IV	€4.4M	INTERREG VA	€2.3M	CA	
PEACE IV	€4.4M						
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					
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 2017.	MA				
	BR2.2: Prepare and submit the Annual Implementation Reports for both Programmes.	Submission of Annual Implementation Reports by June 2017.	MA				
	BR2.3: Prepare and submit the Designation Report and Procedures.	Designation of Managing Authority by March 2017.	MA				
	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. 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. 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.	Commission 7 Impact and 1 Implementation Evaluation by end of 2017.	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 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
BR4: Close PEACE III and INTERREG IV Programmes	BR4.1: Produce Closure Reports and submit to the European Commission.	Submission of Final Implementation Reports to the European commission by March 2017.	MA
	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
BR5: Ensure that all claims to the EU are submitted by stipulated deadlines and that the	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

drawdown of ERDF is maximised.		Submit claims to EU with a minimum of 2 per annum per programme.	CA
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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 2017.	MA
	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
	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
	C2.4: Develop a mobilisation process including checks to ensure compliance.	100% compliance.	
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 50 working days of reporting date.	FCU
	C3.2: Manage the First Level of Control process for partners from the eligible 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
	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 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 targets set for turnaround time of claim processing, and checking outputs against progress reporting.	Research Solutions and Conduct Procurement Exercise by 31 May 2017. Implement mobile working solution for identified staff by 31 July 2017.	ICT
C4: Promote and maximise eligible partners' participation in the INTERREG VB/C	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

Transnational and Inter-Regional Programmes.			
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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	Implement Online Monitoring System throughout 2017. Implement eMS database by no later than March 2017.	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.	Operate procedures and processes as designed to minimise the incidence of fraudulent activities. Measured by a 100% record of zero fraudulent incidents
	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
	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
	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 compliment.	Maximise staffing levels throughout 2017 in line with agreed staffing complement of 57 FTE posts. Maintain absence levels at less than 3% for 2017.	HR
	IP2.6: Complete annual progress report to Equality Commission.	Complete annual S75 progress report by 31 st August 2017.	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 Northern Ireland and Ireland.	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 2017.	HR
	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 2018 by September 2017 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 1 in 2017	HR
Undertake ICT Area Recovery Plan test and supporting ICT Systems in line with Business Continuity Plan by the end of Quarter 1 2017.		ICT	
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.			
	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 2017	CA
	IP2.14: Develop and begin implementation of a 3 year ICT Strategy for the Body to ensure focused planning and implementation of ICT technology in support of the delivery of the organisations strategic objectives.	Draft Strategy and get Senior Management sign off by end of Q2 2017 (30 June 2017)	ICT
	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
		Develop and agree SLA with Senior Management Team for response and resolution times of issues depending on priority by 30 June 2017.	ICT
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
	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

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
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
	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
	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 2017.	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 at least one opportunity per team member to work shadow staff in another team task.	HR

SECTION FOUR

Resourcing the Plan

Resourcing the Plan

This section sets out the resources and budget required for 2017. 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 2017. The North South Bodies were asked to achieve a 4% per annum cumulative cash releasing efficiencies in the years over the previous 2014-2016 planning period against the 2013 baseline. The required efficiencies were achieved. No further efficiencies are required in 2017. 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 the 2017 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 2017.

The delivery of efficiencies in 2016 and beyond 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 shorter projects and subsequent assessment of a further application to continue that project as a new operation.

- Simplified costs will be introduced 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 will be implemented to reduce the time required to assess project applications. The reduction in the use of external economic appraisals will release efficiencies in resources (both time and cost) to be directed towards other priority activities.
- The Programme will embrace the principles of e-cohesion. Applicants will have the ability to apply for funding online. Lead Partners will be 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 within the current climate of reduced funding from both Core and Technical Assistance sources in comparison with the 2007-2013 Programme period.

SECTION FIVE

Monitoring, Evaluating and Communicating
the 2017 Plan

Monitoring and Evaluating the 2017 Business Plan

Implementation of the objectives outlined within the 2017 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 role to her in her responsibilities for 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 four 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. The SEUPB also reports progress on the EU Programmes at Programme Monitoring Committees held throughout the 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 required. During 2016, the Chief Executive attended several Committee meetings including the NI Assembly Committee for Finance and the Oireachtas Joint Committee on the Implementation of the Good Friday Agreement.

Communicating the 2017 Business Plan

The SEUPB is cognisant of the need for managers to demonstrate leadership and direction to ensure that the objectives of the 2017 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 will be used to agree all of the relevant objectives and targets. Once this action is completed the Business Plan will be issued to all staff and published on the SEUPB's website, with alternative formats provided as required.

The SEUPB is in the process of developing a new website for the Body, which upon completion will allow 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 - Approved 2017 Budget Allocation (Sterling)

North South Body €1 = £0.70 in 2016, and £0.87 in 2017	Agreed Budget 2016			Approved change +/-			Approved Budget 2017		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Programme Costs									
Peace IV	1,190	0	1,190	2,413	0	2,413	3,603	0	3,603
Northern Ireland	932	0	932	1,892	0	1,892	2,824	0	2,824
Ireland	258	0	258	521	0	521	779	0	779
Interreg VA	1,715	0	1,715	321	0	321	2,036	0	2,036
UK	1,207	0	1,207	225	0	225	1,432	0	1,432
Ireland	508	0	508	95	0	95	603	0	603
Total Programme Expenditure	2,905	0	2,905	2,734	0	2,734	5,639	0	5,639
Pay Costs	1,114	0	1,114	0	0	0	1,114	0	1,114
Non Pay Administration Costs	609	40	649	56	0	56	665	40	705
Total Administration Costs (exc pension)	1,723	40	1,763	56	0	56	1,779	40	1,819
<i>NI share representing 53%</i>	<i>913</i>	<i>21</i>	<i>934</i>	<i>30</i>	<i>0</i>	<i>30</i>	<i>943</i>	<i>21</i>	<i>964</i>
<i>IRE share representing 47%</i>	<i>810</i>	<i>19</i>	<i>829</i>	<i>26</i>	<i>0</i>	<i>26</i>	<i>836</i>	<i>19</i>	<i>855</i>
Pension costs - NI	46	0	46	(19)	0	(19)	27	0	27
Pension costs - IRE	11	0	11	1	0	1	12	0	12
Total Admin Costs (inc pension)	1,780	40	1,820	38	0	38	1,818	40	1,858
Overall Total Expenditure for approval	4,685	40	4,725	2,772	0	2,772	7,457	40	7,497
Total NI/UK share, inc pension costs	66%	53%	66%				70%	53%	70%
Total IRE share, inc pension costs	34%	47%	34%				30%	47%	30%
Existing/Projected Staff Numbers			57			0			57

Note:

Assumed flat admin budget profile, and fx rate of 0.87

Breakdown of Pension/benefit costs included in Business Plan

	NI	IRL
	£'000	£'000
Pension/benefit costs for N/S Body service	9	5
Pension/benefit costs for service liability/transferred in	15	0
Pension/benefit costs already in payment and subsumed into the N/S Body	0	0
Administration costs due to Pension Administrator	3	7
Total costs of pensions/benefits included in Business Plan	27	12

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'.

North South Body €1 = £0.7 in 2016, and £0.87 in 2017	Agreed Budget 2016			Approved change +/-			Approved Budget 2017		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000
Programme Costs									
Peace IV	1,700	0	1,700	2,441	0	2,441	4,141	0	4,141
Northern Ireland	1,332		1,332	1,914	0	1,914	3,246	0	3,246
Ireland	368		368	527	0	527	895	0	895
									0
Interreg VA	2,450	0	2,450	(110)	0	-110	2,340	0	2,340
UK	1,724		1,724	(78)	0	-78	1,646	0	1,646
Ireland	726		726	(33)	0	-33	693	0	693
Total Programme Expenditure	4,150	0	4,150	2,332	0	2,332	6,482	0	6,482
Pay Costs	1,591	0	1,591	(311)	0	(311)	1,280	-	1,280
Non Pay Administration Costs	870	57	927	(106)	(11)	(117)	764	46	810
Total Administration Costs (exc pension)	2,461	57	2,519	(416)	(11)	(428)	2,045	46	2,091
<i>NI share representing 53%</i>	<i>1,305</i>	<i>30</i>	<i>1,335</i>	<i>(221)</i>	<i>(6)</i>	<i>(227)</i>	<i>1,084</i>	<i>24</i>	<i>1,108</i>
<i>IRE share representing 47%</i>	<i>1,157</i>	<i>27</i>	<i>1,184</i>	<i>(196)</i>	<i>(5)</i>	<i>(201)</i>	<i>961</i>	<i>22</i>	<i>983</i>
Pension costs - NI	66	0	66	(35)	0	(35)	31	-	31
Pension costs - IRE	16	0	16	(2)	0	(2)	14	-	14
Total Admin Costs (inc pension)	2,543	57	2,600	(453)	(11)	(464)	2,091	46	2,137
Overall Total Expenditure for approval	6,693	57	6,750	1,879	(11)	1,868	8,571	46	8,617
Total NI/UK share, inc pension costs	66%	53%	66%				70%	53%	70%
Total IRE share, inc pension costs	34%	47%	34%				30%	47%	30%
Existing/Projected Staff Numbers			57			0			57

Note:

Assumed flat admin budget profile, and fx rate of 0.87

Breakdown of Pension/benefit costs included in Business Plan

	NI	IRL
	€'000	€'000
Pension/benefit costs for N/S Body service	10	6
Pension/benefit costs for service liability/transferred in	17	0
Pension/benefit costs already in payment and subsumed into the N/S Body	-	0
Administration costs due to Pension Administrator	3	8
Total costs of pensions/benefits included in Business Plan	31	14

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 NORTHERN IRELAND 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.

SPECIFIC REPORTING REQUIREMENTS FOR NI BUDGETS

	Non cash £'000	Near cash £'000
<i>Non Cash Costs (excl pensions)</i>		
<i>DEL: Depreciation</i>	52	
<i>Northern Ireland Pension Costs:</i>		
<i>DEL: Increase in provision due to: Current Service Cost</i>		292
<i>Transfers IN</i>		-
<i>Added Years</i>		-
<i>Income from:</i>		
<i>Employee contributions</i>		55
<i>Transfers IN</i>		-
<i>Added years</i>		-
<i>AME:</i>		
<i>Use of Provision (benefits paid)</i>		52
<i>Release of Provision (benefits paid)</i>		(52)
<i>Interest on Scheme Liability</i>		150

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.

ANNEX C

**PROGRESS AGAINST 2016 TARGETS
(As at 31 December 2016)**

CORPORATE OBJECTIVE 1

To ensure effective business processes for closure are implemented for the 2007-2013 Programmes which will result in a maximisation of EU receipts for both Member States.

Measure/Strategic Action	Target	Actions	Owner	Achieved/Partially achieved/Not achieved	Narrative
Ensure a framework of closure procedures is established.	Ensure adequate guidance is in place to facilitate closure in line with regulatory and programme requirements by January 2016.	Continue to monitor the High Level Closure Protocol that has been shared and agreed with MS & Audit Bodies.	MA	Achieved	High Level closure protocol monitoring by MA Manager and Director to monitor progress and action taken where required.
		Quarterly/six monthly meetings of Closure Working Groups during 2016.	MA	Achieved	There was 1 meeting held in 2016 and no additional meetings were required in order to prepare for the Closure process being completed. Closure reports were drafted and have been reviewed by MA Director. Meeting of Closure Working Group reviewed Progress and MA remains on track to submit reports by regulatory deadline.
Fulfil regulatory requirements.	Ensure all Article 13 (EC No. 1083/2006) requirements are completed.	Administrative and On The Spot verification checks.	FCU	Achieved	-
Maximise EU receipts.	Reconcile all expenditure records and ensure maximisation of EU receipts in Final Declaration with 2% Closure Flexibility in December 2016.	Final financial analysis report to cover expenditure and EU receipts for both PEACE III and INTERREG IVA.	CA/MA	Not achieved	Target of Dec 2016 not met due to delay in completion of closure work. Final claim of expenditure submitted to the Commission on 13 March 2017.
	Prepare and submit final statement of expenditure to Audit Authority by December 2016.	All financial claims to be verified, authorised and paid by 31 March 2016.	FCU/CA	Not achieved	Target of Dec 2016 not met due to delay in completion of closure work. Final claim of expenditure submitted to the Commission on 13 March 2017.

	Ensure financial expenditure targets for the overall Programmes are met.	Final statement of expenditure to be completed by 31 December 2016.	CA	Not achieved	Financial expenditure targets met; final statement of expenditure submitted to the Commission on 13 March 2017. Expenditure target on PEACE III achieved was 99.17%. INTERREG exceeded target.
		Continued liaison between MA/JS to monitor progress of expenditure, identify risks and introduce mitigating actions to address any risk of non-achievement of targets.	MA/JS	Achieved	-
Produce closure reports and submit to the European Commission.	Complete closure report by December 2016.	Continue drafting of Programme Closure Reports for both Programmes in early 2016 to meet deadlines of March 2017.	MA	Achieved	Closure reports drafted. MA remains on track to submit reports by regulatory deadline.

CORPORATE OBJECTIVE 2

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

Measure/Strategic Action	Target	Actions	Owner	Achieved/Partially achieved/Not achieved	Narrative
Monitor the delivery of the programme objectives.	Chair and provide secretariat support to the Programme Monitoring Committee (PMC).	Two meetings to be held each year per programme.	MA	Achieved	Four held including one Exceptional Joint PMC.
	Ensure all projects are regularly recording accurate and appropriate data to enable monitoring of achievement for all outputs.	Project monitoring processes to be agreed and implemented, supported by NISRA. Training to be provided to successful projects within three months of receiving letter of offer.	JS	Not possible to achieve	This target was not achieved due to the late implementation of the programmes, and the delay caused by the uncertainty arising from the UK vote to leave the EU. This target has been moved to 2017 Business Plan when Letters of Offer are issued and accepted.
	Create, approve and implement evaluation plans.	Creation and approval of evaluation plans is an MA responsibility. PMCs are responsible for the implementation of the evaluation plans.	MA	Achieved	INTERREG V Programme Evaluation Plan approved by PMC. Peace IV Programme Evaluation Plan approved by PMC.
	Programme monitoring. Produce an Annual Implementation Report (AIR) for each programme in line with requirements and timescales set out by the European Commission.	An AIR to be completed for the new Programmes in June 2016.	MA	Achieved	-
Ensure both Programmes are functioning in accordance with the EU and Member States Regulatory Frameworks.	Ensure financial and operational regulations are being adhered to at both programme and project level i.e. EC 1299/2013 and EC 1303/2013.	MA annual declaration statement in line with EC regulations.	MA/CA	Not possible to achieve	This target was not achieved due to the late implementation of the programme, and the delay caused by the uncertainty arising from the UK vote to leave the EU. This is not applicable in 2016. Will be replicated in 2017 as a target.

	Ensure the compliance with information and publicity requirements as outlined in the regulations and captured within the Communications Strategy.	Agreed Comms Plan to be in place within three months of letter of offer being issued.	JS/ COMMS	Achieved	All communication plans submitted for successful projects have been reviewed and agreed.
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.	Provide secretariat support for the Steering Committee ensuring that the Committee acts in accordance with the Cooperation Programme, EU Rules and Member State requirements.	JS	Achieved	This was a significant challenge due to the result of the UK referendum on the EU. However SEUPB progressed Steering Committees as planned. Steering Committee members trained.
		Organise and deliver thematic workshops as appropriate.	JS	Achieved	-
Ensure adherence to EU regulatory framework.	All regulatory reports submitted by dates specified by the European Commission during 2016.	MA/CA and AA functions as fully defined by the regulations.	MA/CA/ AA	Achieved	MA – AIRs submitted. CA - Financial Forecasts submitted for Jan 2016 and July 2016.
Ensure the highest standards of financial accountability are applied to the implementation of programme funds.	Monitor commitment levels during 2016 to ensure N+3 Targets will be met in 2017 for each programme.	FCU to verify expenditure claims from projects during 2016 in line with EU regulations and Programme rules, including simplified cost options which will contribute to the N+3 target for 2017 for both Programmes.	FCU	Not possible to achieve	This target was not met due to the late implementation of the programmes, and the delay caused by the uncertainty arising from the UK vote to leave the EU. No claims submitted as at March 2017 due to the late implementation of the programmes.
		Provide letter of offer expenditure targets setting out expenditure targets.	MA/JS/ CA	Achieved	40 Letter of Offer have been issued and JS are continuing to setting expenditure targets.
		MA will monitor financial performance of operations and introduce any necessary mitigating actions to address any risk to the achievement of N+3	MA	Achieved	This was a significant challenge due to the result of the UK referendum on the EU. However SEUPB progressed steering committees as planned, and provided direction on programme implementation.

		target in 2017 for both Programmes.			
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CORPORATE OBJECTIVE 3

To provide guidance and support to projects so that they can access the Programmes and manage funding.

Measure/Strategic Action	Target	Actions	Owner	Achieved/Partially achieved/Not achieved	Narrative
Ensure adherence to EU Member States Regulatory Framework at a project level.	Ensure operational regulations are being adhered to at project level as per the Programme Rules.	Work with applicants and other organisations to deliver training.	JS	Not possible to achieve	Not applicable due to timing of Programme implementation and the delays due to the result of the UK referendum on EU
		Ensure operational regulation has been adhered to at a project level.	JS	Not possible to achieve	Not applicable due to timing of Programme implementation and the delays due to the result of the UK referendum on EU
To ensure the efficient and effective delivery of the 2014-2020 Programmes ensuring Programme objectives are met and impact is maximised in the region.	To provide leadership, direction and management to ensure a portfolio of high quality projects in accordance with programme objectives.	Open calls for both Programmes and then manage public calls for applications throughout 2016.	JS	Not possible to achieve	Due to the late implementation of the programmes. Some delays beyond SEUPB control in opening calls.
		Assess project applications and provide recommendations to Steering Committee.	JS	Not possible to achieve	Not achieved due to the late implementation of the programmes. INTERREG VA SC met on 6 occasions up to mid-September.
		Proactively identify and engage with key stakeholders to advance up to 40 high quality projects in 2016.	JS	Achieved	-
		Process the receipt of up to 60 applications by end of 2016.	JS	Achieved	147 applications processed by 31 st March 2017
		Produce assessment reports for up to 60 projects.	JS	Achieved	162 assessments completed by March 31 st 2017
		Organise focused training for projects and stakeholders and assist beneficiaries with the implementation of projects.	JS	Achieved	Training events and workshops held.

		Review communication plans of 100% project applications for the new programmes.	COMMS	Achieved	Plans reviewed for all funding applications at stage two for both Programmes.
		Organise four publicity/communication network meetings in 2016.	COMMS	Not possible to achieve	Not achieved due to the late implementation of the programmes. To be arranged in 2017.
		Proactively seek media coverage and organise a launch event for each Programme in 2015/16.	COMMS	Achieved	Both programmes launched in January 2016.
To promote and maximise North/South participation in the INTERREG VB/C Transnational and Inter-Regional Programmes.	Manage the First Level of Control process for NI partners of all Transnational and Inter-regional projects.	Provide support and aid project development built around the timetable of calls for applications under the INTERREG VB/C Programmes in 2016.	TRANS	Achieved	Support and guidance provided on an ongoing basis throughout 2016.
	To ensure compliance with the new regulations for information and publicity, and meet the information requirements and external reporting requirements in relation to both programmes.	Provide secretariat function to the NI NPA Regional Advisory Group in order to provide regional input to assessment process.	TRANS	Achieved	Achieved. RAG met as required.
	To provide support and direction to ensure a portfolio of high quality projects are approved under the INTERREG VB/C Programmes.	Proactively identify and engage with key stakeholders to advance up to 19 high quality projects in 2016 (32 overall by the end of 2016).	TRANS	Not possible to achieve	Not achieved due to the late implementation of the programmes, and further exasperated in 2016 due to result of UK referendum. Seven Projects with at least one NI partner approved in 2016. Due to amendments to the deadline for the 4 th Call for Applications under NPA the target of 19 will not be met.
	Continue to work towards a target of €14.6m in ERDF allocated to NI Partners and 63 Projects with at least one NI	Organise focused training for projects and stakeholders including:	TRANS	Achieved	Application Clinics, Project Development Seminars and Partner Workshops held throughout 2016.

	Partner under the INTERREG VB/C Programmes during the 2014-2020 programme period (to be achieved by the end of Programmes).	<ul style="list-style-type: none"> - Six Application Clinics ahead of the closure of each call for applications; - Two Project Development Seminars in conjunction with Programme Secretariats; - Two Partner Workshops/events for successful NI Partners. 			
	<p>By the end of 2016:</p> <ul style="list-style-type: none"> - Cumulative total of 32 projects with at least 1 NI Partner involved across 4 Programmes. - Cumulative total ERDF Allocated to NI Partners of €4.6m. 	SEUPB will continue to actively engage with the Regional Assemblies in Ireland to promote North/South participation and collaboration on the Transnational and Interregional Programmes	TRANS	Not possible to achieve	23 partners overall have been approved to date. Due to amendments to the deadline for the 4 th Call for Applications under NPA the target of 32 was not met by the end of 2016.

CORPORATE OBJECTIVE 4

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

Measure/Strategic Action	Target	Actions	Owner	Achieved/Partially achieved/Not achieved	Narrative
Effective financial strategies implemented to improve business performance.	Make payments to suppliers on a prompt basis.	Pay 95% of valid invoices within 30 days, and 80% within 10 days.	CF	Achieved	Annual results - 99% paid within 30 days, and 84% paid within 10 days.
	Authorise payments to Lead Partners on a prompt basis i.e. within seven weeks.	FCU to authorise 75% of claims within seven weeks of receipt of claim.	FCU	Not possible to achieve	Not achieved due to the late implementation of the programmes, and the delay caused by the uncertainty arising from the UK vote to leave the EU. No claims submitted due funding awards being issued later than expected.
	Achieve efficiency savings as determined by Finance Departments.	Operate within budget which includes all reductions associated with the efficiency savings delivery plan.	CF	Achieved	The budget for 2016 includes the required 4% efficiency savings. 2016 expenditure remained within this budget.
	Ensure that all procurement is in accordance with regulation and best practice.	Continual review and update of internal procurement procedure. Management of procurement competitions which are compliant with all applicable regulations.	CF	Achieved	Procedures updated as required. Procurement training for low level purchased provided to staff in all office locations in August 2016. Various competitions managed in 2016 - all considered to be compliant.
	Prepare at least two expenditure claims on an annual basis.	Certify one PEACE IV and one INTERREG VA claims and submit to the Commission for reimbursement per annum starting in 2016.	CA	Not possible to achieve	Not achieved due to the late implementation of the programmes. No claims for 2014-2020 programs could be submitted by end of 2016.as designation was still outstanding.

	Provide a recovery statement by project with each EU claim.	To be completed alongside each completed claim. Prepare monthly irregularity reports.	CA	Not possible to achieve	No claims submitted by end of 2016. Monthly irregularity reports ongoing where applicable.
Effective internal control and management of organisational risk.	Ensure that Risk Register is maintained.	Collate business area and Directorate registers on a monthly basis, and Corporate level register quarterly for Audit Committee.	CF	Achieved	Revised approach to Risk Register preparation adopted from September 2016 (endorsed by ARC October 2016)
	Maintain and test the Business Continuity Plan.	Carry out one full test (desktop exercise) of BCP during 2016.	HR/ICT	Not achieved	The test rescheduled for Q1 2017. Delayed until appointment of new Head of Finance & Corporate Services.
		Implement Hardware and Software to support BCP Planning Requirements.	ICT	Achieved	-
	Ensure all relevant Terms and Conditions of Grant and agreements are in place with all Accountable Departments.	Terms and Conditions of Grant to be signed by all relevant Accountable Departments.	CA	Not achieved	New SLA/T&C document prepared, and presented to sponsor departments for agreement. Significant delay in achieving agreement with AD's on format and content of document. Revised completion date Feb 2017.
Meet all information and reporting requirements as stipulated within the Financial Memorandum and governing documents.	Carry out corporate and business planning to enhance business performance.	Develop 2017 Business Plan and the 2017-2019 Corporate Plan within stipulated timeframe.	CS COMMS	Achieved	Drafts submitted – timeframe not known as no guidance has been issued from the Sponsor Departments.
	Prepare and publish an Annual Report in line with the conditions set out in the Financial Memorandum.	Prepare Annual Report & Accounts 2015 and lay before NI Executive and Irish Government before the end of 2016.	CS COMMS	Achieved	Documents laid 16 December 2016.
	Prepare Annual Accounts for each year of the planning period and submit to the NIAO for Audit.	Prepare draft 2015 Accounts by 31 March 2016.	CF	Achieved	Accounts prepared and submitted for audit by 31 March 2016.

	All requests for information to be answered within agreed timeframes.	Respond to 100% of all information queries.	COMMS	Achieved	Ongoing. Publicity and Marketing Toolkit created to provide guidance on all project communications queries.
	Adhere to the Freedom of Information Code of Conduct for all North South Bodies.	Manage all FOI requests received in line with SEUPB's FOI Policy.	COMMS	Achieved	8 FOI requests dealt with by 31 December 2016.
Effective IT Strategy and equipment to service the needs of the organisation.	Ensure the ICT Department provides an effective IT management and support service.	Remove four unsupported servers from SEUPB IT environment and replace with three new physical servers with newer versions of the Microsoft Server operating system.	ICT	Achieved	-
		Remove Active Directory, DHCP and DNS Services to the three new physical servers in each office by end of 2015.	ICT	Achieved	-
		Decommission old services of Active Directory, DHCP, DNS and old version of Microsoft Exchange from SEUPB IT environment.	ICT	Achieved	-
Fulfil all requirements of the Communications Strategy 2014.	Maintain and enhance corporate communications activity as identified within the Communications Strategy during 2016.	Formally launch new SEUPB website by the end of 2016.	COMMS	Not achieved	Not achieved due to factors outside the SEUPB's control. Time differential between Indian based supplier and the SEUPB and issues associated access to demo and live site with IT Assist. Website to launch by end of March/April 2017.
		Create and issue three seasonal issues of Your EU Corporate Magazine.	COMMS	Achieved	-
		Co-ordinate funding call adverts/public notifications for both PEACE IV and INTERREG VA Programmes.	COMMS	Achieved	-

		Co-ordinate a series of sector specific new programme application development workshops across eligible area.	COMMS	Achieved	-
		Create and issue two euroPA e-zines.	COMMS	Achieved	-
		Produce four internal staff e-zines.	COMMS	Not achieved	2 produced, 1 scheduled for autumn and 1 at Christmas. Staff resourcing issues and competing workflows.
		Enhance the SEUPB's social media presence and engagement rate within its existing channels (Twitter, Facebook YouTube and LinkedIn).	COMMS	Achieved	Engagement trends increasing across all existing channels. Information tracked on a monthly basis.
Legislation compliance control.	Complete annual progress report to Equality Commission.	Complete annual S. 75 progress report by 31 August 2016.	HR	Achieved	Progress Report submitted on 30 August 2016.
	Maintain a working environment which is health and safety compliant for both staff and members of the public.	Upgrade annual Health & Safety Assessments in compliance with legislation in Northern Ireland and Ireland.	HR	Achieved	All annual Health & safety assessments completed in line with 2016 schedule.
	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 August 2016.	HR	Achieved	2016 registrations completed. Refresher training provided.
Appropriate systems in place to enable the effective audit of SEUPB business services.	SEUPB Audit & Risk Committee to meet on a regular basis.	Hold a minimum of three Audit & Risk Committee Meetings during 2016, supported by an efficient secretariat function.	CF	Achieved	Four meetings held in January, March, June and October.

Efficient delivery of organisation's key targets.	Ensure effective monthly monitoring and evaluation of overall Business Plan and Corporate Plan targets.	Provision of monthly reporting on targets via SMT reporting grids.	ALL	Achieved	-
Processes in place to allow organisation to fulfil all budgetary requirements.	Ensure expenditure of at least 98.5% of budgeted amounts.	Preparation of month end and financial analysis within three working days to enable Managing Authority to monitor N+3 expenditure, Business Plan and Commitment levels against targets.	CA	Achieved	-
	Ensure 4% per annum minimum cumulative cash releasing efficiency savings.	Operate within budget for 2016, which includes required 4% efficiency savings.	CF	Achieved	-
	Release of efficiencies through review of contracts and identification of opportunities to re-tender.	Carry out a review of all major lines of expenditure and re-tender where appropriate.	CF	Achieved	Completed in July 2016 - and a range of actions identified to consider such as re-tender, use of frameworks, and other efficiency related activity.
Achieve results in delivering business services through appropriately	Maintain staffing levels throughout the planning period in line with the agreed staffing complement.	Maximise staffing levels throughout 2016 in line with agreed staffing complement of 57 FTE posts.	HR	Achieved	Maximum staff levels of 57 FTE maintained throughout 2016.
	Prepare training plan to ensure that each staff member receives training.	Finalise annual Training Plan by 1 August 2016 to plan and deliver learning & development opportunities, ensuring plan aligns organisational learning and development with organisation's strategic objectives for 2016.	HR	Achieved	The annual training plan was completed by 31 October 2016 and will be delivered over a one year period.