



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

# **BUSINESS PLAN 2019**

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## Chief Executive's Foreword

It is my great pleasure to present the SEUPB's Business Plan for 2019. 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 2019 which 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. 2019 will prove to be a pivotal year for everyone living in the UK, Ireland and the rest of the European Union and I am confident that the SEUPB will continue to play a significant role through the continued delivery of PEACE IV and INTERREG VA.

During the past year we have continued to work 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.

Under the INTERREG VA Programme, examples of some high-profile and diverse project launches include an €8.8 million investment in a cross-border 'Acute Services' project to improve both scheduled and unscheduled health and social care provision inclusive of much needed paramedic support. Other project launches included a €8.6 million investment for the 'Centre for Personalised Medicine' project which will improve clinical decision-making and patient safety for dementia, diabetes, cardiovascular, acute kidney injury and emergency surgery provision on a cross-border basis.

PEACE IV saw many varied project launches under both the Regional and Children and Young People objectives of the programme. Examples of these include a €2.39 million funding award for the four year 'Transform' project which will support up to 480 young people who feel marginalised and excluded from society; €3.8 million for the 'Peace Bytes' project which was launched in Derry-Londonderry; and a €3.9 million funding award for the 'Strive' project, which will be led by Include Youth.

Other projects included the official launch of the 'Rural Respecting Difference' initiative in Monaghan, which was attended by An Taoiseach Leo Varadkar, and will engage with young children attending rural preschool, day care and afterschool settings to build a better understanding of social, ethnic and cultural differences.

In 2019 the SEUPB will focus on the effective delivery of both Programmes and therefore, will prioritise within our activities and services the following areas:

- continued transparency of our operations to our stakeholders
- priority focus on project expenditure in our current programmes
- the increased ease of accessibility for customers
- enhanced engagement with the public
- meeting the challenges faced by our projects as a result of the UK's withdrawal from the EU

We will prioritise the delivery of the 2014-20 PEACE and IINTERREG Programmes and are enthused in this work by the pledges of support from the UK Government, the Irish Government and the European Commission all of whom have given their commitment to ensuring that both Programmes are delivered in full. We stand ready to respond to the challenges that we will undoubtedly face over the coming year, with the knowledge that we enjoy 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, in addition to the European Commission and the North South Ministerial Council.

I was delighted to see the commitment to the furtherance of the PEACE and INTERREG Programmes made by the European Commission in its draft Multi Financial Framework, proposing a PEACE PLUS Programme post 2020, and will be ready to commence work on their development when requested.

Throughout the year, I have been assisted 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 also 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 not only match-funding for the programmes, but also policy advice and assistance to our team.

I consider acting as the CEO of the SEUPB to be a real and special privilege and I am very thankful for the support of all of stakeholders, and our many funded projects.

Finally, I would like to especially acknowledge the efforts of every team member in the SEUPB whose tireless efforts have allowed us to deliver upon previous Business Plan targets and whose continued efforts and dedication will help us meet those set out in this Business Plan.

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

The budget for 2019 is driven by the operational activity targets identified and by the need to achieve value for money in the current challenging economic environment.

## Governance Structures and Statutory Obligations

The SEUPB is a North South Body, established as an implementation body for special EU programmes 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 is supported by an Audit and Risk Committee, with an independent Chair and Members. The Audit and Risk Committee provides an oversight role for and support to 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. It is unfortunate that since the suspension of the Assembly, the NSMC has not had the opportunity to convene, which has resulted in the 2017 and 2018 Business Plans not being formally approved, and the absence of that oversight role which we valued. The SEUPB also receive monies directly from the EU Commission, the designated programme advance, annual advances and interim payments for each of the cross-border Co-operation Programmes.

The sponsor Departments 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.

## **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 PEACE IV and INTERREG VA Co-Operation Programmes were agreed by the 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. Subsequent developments include the inclusion in the draft Withdrawal Agreement of a provision for the PEACE IV and INTERREG VA Programmes to continue without amendment until completion, and, in December 2018, the EU proposed a Regulation providing for the continuation of PEACE IV and INTERREG in the event of no agreement. Additionally, both Governments have repeatedly affirmed their commitment to the successful completion of the programmes.

## 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 total programme value is **€269m**.

The Programme has four key priority areas designed to make significant and lasting change to the communities living in eligible area through targeted interventions in the priority areas of: Shared Education; Children & Young People; Shared Spaces & Services and Building Positive Relations at a Local Level. Currently, the programme has allocated €268.8m (99.7%) across the objectives.

## INTERREG VA

The eligible area for the 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 Programme value is **€283m**.

The Programme has four key priority areas designed to promote greater levels of economic, social and territorial cohesion across Northern Ireland, the Border Region of Ireland and Western Scotland. These areas are: Research & Innovation; the Environment; Sustainable Transport and Health & Social Care. Currently, the programme has allocated €275.1m (97.3%) across the objectives.

In line with EU Regulations, the SEUPB's work is divided into three main areas to manage the PEACE IV and INTERREG VA Programmes in 2019. These areas are:

### **1. Managing Authority**

The Managing Authority (MA) has overall responsibility for the management and implementation of the Cooperation Programmes (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 has established 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 has delegated 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. The Joint Secretariat also prepares project assessments which are presented to the Steering Committee for their final decision and assists 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)

An important objective for the SEUPB under the Programme period is to encourage and develop cross border partnerships on transnational projects. 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 and Regional Contact Point within NI for the INTERREG VB/C Programmes for the 2014-2020 programme period. In this context, the SEUPB promotes the programmes to eligible partners within the eligible region, communicating the aims and objectives of the programmes and advising potential applicants through the project development process and beyond.



# SECTION TWO

## Progress against 2018 Business Plan Targets



## Our Performance in 2018

This section of the Business Plan will report briefly on outputs delivered against the SEUPB's Balanced Scorecard as contained within the 2018 Business Plan.

### Summary of Key Outputs Delivered in 2018

The SEUPB 2018 Business Plan details four corporate objectives with 49 strategic actions:

- **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 (15 strategic actions).
- **Customers** – To work in partnership with applicants and beneficiaries to ensure that projects are implemented in line with their letter of offer (10 strategic actions).
- **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 (19 strategic actions).
- **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 (5 strategic actions).

#### Business Results

##### PEACE IV

The table below details the progress to date of the PEACE IV Programme. 'Expenditure' represents total declared to the Commission.

PEACE IV	Allocation €m	Committed €m	Expenditure €M	% Committed	No of Projects
1.1 – Shared Education	35.3	33.1	3.07	93.9%	2
2.1 – Children & Young People (14-24)	37.6	40.4	8.19	107.2%	12
2.2 – Children & Young People (0-24)	17.1	17.0	1.19	99.8%	17
3.1 – Shared Spaces Capital Development	52.9	59.4	-	112.3%	9
3.2 – Local Authority Shared Spaces	28.8	28.4	1.41	98.7%	17



3.3 – Victims & Survivors	17.6	15.8	3.04	89.4%	1
4.1 – Building Positive Relations - Local Authority Action Plans	35.3	35.2	2.67	99.7%	17
4.2 – Building Positive Relations - Regional Level Projects	28.7	23.3	3.26	81.0%	19
Technical Assistance	16.2	16.2	1.82	100.0%	1
<b>TOTAL (including TA)</b>	<b>269.6</b>	<b>268.8</b>	<b>24.66</b>	<b>99.7%</b>	<b>95</b>

## INTERREG VA

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

INTERREG VA	Allocation €m	Committed €m	Expenditure €M	% Committed	No of Projects
1.1 R&I – Health, Life Sciences & Renewable Energy	52.9	54.7	4.98	103.2%	7
1.2 Research & Innovation (Health & Life Sciences & Renewable Energy)	18.7	16.7	2.27	89.1%	1
2.1 Environment – Habitats & Species	12.9	14.0	2.28	108.2%	2
2.2 Environment – Marine Areas & Species	12.9	18.0	0.66	139.1%	4
2.3 Environment – Transitional Waters	35.3	35.0	2.38	99.3%	1
2.4 Environment – River Basins	23.5	18.7	1.02	79.5%	2
3 Sustainable Transport	47.1	46.8	5.12	99.5%	4
4 Health	62.4	54.2	2.11	87.0%	10
Technical Assistance	17.0	17.0	1.54	100.0%	1
<b>TOTAL</b>	<b>282.7</b>	<b>275.1</b>	<b>22.36</b>	<b>97.3%</b>	<b>32</b>

Across both the PEACE IV and INTERREG VA Programmes, there are currently 127 live projects which require management support from 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 Expenditure Targets

As at 31 December 2018 the PEACE IV N+3 target for 2018 was exceeded by €8.15m. This surplus will be carried forward and will contribute towards the 2019 N+3 target of €23.7m.

As at 31 December 2018 the INTERREG VA N+3 target for 2018 was exceeded by €12.8m. This surplus will be carried forward and will contribute towards the 2019 N+3 target of €24.8m.

### Forecast project payments

As at 31 December 2018 the PEACE IV Business Plan target was exceeded by approximately €3.1m (€24.66m). The INTERREG VA Business Plan target was exceeded by approximately €0.6m (€22.36m).

## **Customers**

### Assisting the projects

We have delivered in excess of 20 workshops to partners. These workshops have provided information and assistance in areas such as:

- Eligibility of spend
- Capturing and reporting on outputs
- The fundamentals of GDPR
- The fundamentals of the communication strategy
- Developing a social media strategy

### Transnational

We have extensively promoted the Interreg VB & C programme calls and supported NI partners in their applications. This has resulted in €15.6m ERDF approved for 67 partners.

## **Internal Processes**

SEUPB have continued the review of our internal processes with the aim of finding efficiencies in everything we do.

### E-Cohesion

The eMS system is now fully functional and is rolled out to all projects. We are continuing to provide assistance to ensure the system's effective operation.

### Corporate Policies

The internal policies of the organisation have undergone a widescale review and we are in the process of rolling these out to all staff.



## **Learning and Growth**

SEUPB have built on the achievements of the previous year delivering targeted learning opportunities to all staff.

### **Individual team planning**

All teams and members of those teams have individual action plans for the year. The process in drawing up these actions plans enables the identification of specific learning activities for each role.

### **Internal Training**

A framework is now in place whereby all members of staff can avail of internal coaching and mentoring to allow them to carry out their duties more effectively.

## **Communicating the message**

Notable PEACE IV project launches during 2018 included the official launch of the VSS's new support programme for victims and survivors of the troubles/conflict; alongside several project launches under the Building Positive Relations (Regional Level) and Children & Young People objectives of the Programme.

Notable INTERREG VA project launches during the year included the official launch of the North West Greenway project, a mental health support project called I-Recovery and a multi-million water quality improvement project called CatchmentCare.

Throughout 2018, SEUPB presented to a number of important dignitaries and parliamentarians across the eligible area demonstrating the transformative benefits that PEACE IV and INTERREG VA funded projects are delivering.

- The Dundalk Institute of Technology in April 2018 (as part of the All-Island Civic Dialogue with the European Commission Chief Negotiator - Task Force for the Preparation and Conduct of the Negotiations with the United Kingdom under Article 50 TEU, Michel Barnier as keynote speaker. )
- A Project Showcase Exhibition at the Houses of the Oireachtas, Dublin in May 2018.
- In June 2018 five PEACE and INTERREG projects were invited to a State dinner organised by An Taoiseach Leo Varadkar in honour of the EU Commission President Jean-Claude Juncker.
- In June 2018 the SEUPB was also invited to give evidence at the British-Irish Parliamentary Assembly, on the impact that the PEACE and INTERREG Programmes are having across the region.





- A visit from members of the European Parliament's Committee on Regional Development in March 2018. This enabled the MEPs to visit the Skainos Centre in Belfast and the Peace Bridge in Derry/Londonderry.
- The SEUPB facilitated PEACE IV and INTERREG VA funded project visits for Ireland's Minister of State for European Affairs, Helen McEntee and Ireland's Minister for Finance & Public Expenditure and Reform, Paschal Donohoe
- At the request of the European Policy and Co-ordination Unit of the Executive Office the SEUPB also co-ordinated a project engagement visit, for the UK's Deputy Permanent Representative to the EU, Katrina Williams. This included a roundtable discussion with funded projects in Bagenal Castle, Newry.



# **SECTION THREE**

## **SETTING TARGETS FOR THE 2019 BUSINESS PLAN**

## Setting Strategic Objectives and Goals for 2019

In setting the strategic objectives for the 2019 Business Plan consideration was given to:

- The Vision and Mission of the SEUPB;
- The SEUPB's performance during 2018;
- The wider environment within which the SEUPB will be required to operate during 2019; and
- Alignment with the objectives and targets of the SEUPB's Sponsor Departments.

### Mission, Vision and Guiding Principles

The Mission, Vision and Guiding Principles, outlined in the introductory section continue to be reflective of 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.

### 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.

As yet, there is little 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. However it should be noted that provision for the full delivery of the 2014-2020 Programmes is contained within the draft Withdrawal Agreement and that, in the event of no agreement, the Commission have proposed a regulation allowing for the continuation of the current PEACE and INTERREG programmes.

In December 2017 the EU-UK Joint Report stated that both parties would honour their commitments to the current PEACE and INTERREG programmes and that possibilities for future support would be examined favourably. In its Communication to the December European Council that accompanied the Joint Report, the Commission committed itself to proposing the continuation

of these programmes, based on their existing management structure, in its proposal for the next MFF.

Part Five of the draft Withdrawal Agreement sets out the arrangements that will apply to current EU-funded programmes in which the UK takes part. Essentially, the draft Agreement provides that involvement in current programmes will continue uninterrupted and without amendment up to their normal completion. In the specific case of the PEACE and INTERREG programmes and the proposed new PEACE PLUS programme, further assurance is contained in the Protocol on Ireland/Northern Ireland which gives effect to the commitment in December's joint report.

There has also been continued support for EU regional funding post-2020 from the European Parliament's influential Committee on Regional Development. The Committee recommended that funding for INTERREG and PEACE programmes - should continue whether "deal or no-deal" because of the invaluable role they have played in reducing community tensions. The report recommended that "post-2020, without prejudice to the ongoing negotiations, EU support for territorial cooperation, especially regarding cross-border and cross-community projects, should be continued"<sup>1</sup>

The SEUPB will continue to work with DoF and DPER to ensure the delivery of the two current programmes in full by 2023.

SEUPB warmly welcome the inclusion of a proposal for a special new PEACE PLUS programme for the 202-2027 period which was included in the Multi-Annual Financial Framework and the draft cohesion policy regulations published in May 2018.

### **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 their plans.

Relevant objectives for the period as outlined with the DoF's draft Business Plan 2018-19 include:

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<sup>1</sup> <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//NONSGML+TA+P8-TA-2018-0323+0+DOC+PDF+V0/EN>

*R1: Maximise income and resources for the Block and allocate resources in a fair and equitable manner to enable the effective delivery of the PfG.*

*C1: Deliver excellent, innovative services which meet the needs of citizens, business and government.*

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 2019**

Throughout the process of establishing the corporate objectives and targets for 2019, 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 2019.

Furthermore, in all of its work, the SEUPB will be prioritising the effective delivery of both programmes by ensuring:

- continued transparency in the processes
- maximising programme expenditure
- easing accessibility for customers, by seeking continuous improvement in the service we provide
- enhancing engagement with the public

The **key functions** for the SEUPB are set out below and the scope of the work activities for 2019 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. Ensure that the 2014-2020 Programmes are fully committed, and remain 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 the eligible region.

Taking the above into consideration, the SEUPB has established four corporate objectives for 2019, which reflect the essential elements of the role and functions of the organisation.



## SEUPB Balanced Scorecard 2019

The SEUPB will continue to use the Balanced Scorecard, which is a strategic planning and management system. 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; Customers; Internal 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 2019

<b>BUSINESS RESULTS</b>	<b>CUSTOMERS</b>
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 work in partnership with applicants and beneficiaries to ensure that projects are implemented effectively.
<p><b>BR1:</b> Ensure that all funds available under the programmes are utilised efficiently and effectively and in accordance with the highest standards of probity, accountability and financial management.</p> <p><b>BR2:</b> Commence the development of the post 2020 cross border Programme as and when requested by Sponsor Departments</p> <p><b>BR3:</b> Promote and maximise NI partner participation within the INTERREG VB/C Transnational and Inter-Regional Programmes</p>	<p><b>C1:</b> Ensure projects are provided with the support to implement approved projects and fully meet the requirements of their Letter of Offer.</p> <p><b>C2:</b> Operate an effective and efficient claims processing system.</p> <p><b>C3:</b> Ensure effective communication channels with customers are in operation</p>
<b>INTERNAL PROCESSES</b>	<b>LEARNING &amp; GROWTH</b>
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.	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><b>IP1:</b> Ensure effective corporate governance and management of resources to enhance Business performance</p> <p><b>IP2:</b> Ensure that all payment applications to the EU are submitted by stipulated deadlines and that the drawdown of ERDF is maximised.</p> <p><b>IP3:</b> Ensure that any necessary processes are put in place to meet the challenges arising from the UKs withdrawal from the EU on current programmes, on internal processes and governance</p>	<p><b>LG1:</b> Invest in the skills, capabilities knowledge and wellbeing of staff to achieve the organisational objectives.</p> <p><b>LG2:</b> Ensure staff are knowledgeable of the programmes' regulations and administrative arrangements for the delivery of programmes</p> <p><b>LG3:</b> Share experiences of the PEACE Programme with other EU regions and relevant stakeholders</p>

## Balanced Scorecard 2019

### 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

Strategic Objective	Strategic Action	Target/Measure	Owner				
<b>BR1:</b> Ensure that all funds available under the programmes are utilised efficiently and effectively utilised in accordance with the highest standards of probity, accountability and financial management.	BR1.1: Monitor and achieve the N+3 expenditure forecasts for 2019 for PEACE and INTERREG Programmes to maximise EU receipts.	Achievement of cumulative N+3 targets (ERDF) by 31 December 2019: <table border="1" data-bbox="1093 671 1624 762"> <tr> <td>PEACE IV</td> <td>€51.7m</td> </tr> <tr> <td>INTERREG VA</td> <td>€54.2m</td> </tr> </table>	PEACE IV	€51.7m	INTERREG VA	€54.2m	Director MA
	PEACE IV	€51.7m					
	INTERREG VA	€54.2m					
	BR1.2 Monitor payments to projects against expenditure forecasts for 2019.	Forecast payments to projects (ERDF + Match) by 31 December 2019: <table border="1" data-bbox="1093 853 1630 944"> <tr> <td>PEACE IV</td> <td>€42.9m</td> </tr> <tr> <td>INTERREG VA</td> <td>€41.8m</td> </tr> </table>	PEACE IV	€42.9m	INTERREG VA	€41.8m	Director CS
	PEACE IV	€42.9m					
INTERREG VA	€41.8m						
BR 1.3: Prepare the Commission Annual Accounts/Management Declaration,	Submission of documents in line with regulatory requirements	Director MA					
BR1.4: Prepare the Annual Summary and Annual Implementation Reports	Submission of document in line with regulatory requirements.	Director MA					
BR1.5: Ensure the programmes deliver the required outputs for 2019	Formal quarterly monitoring visits to each project to review progress against agreed project output targets taking corrective action as appropriate.	Director JS					





	BR1.6: Implementation of the INTERREG and PEACE Evaluation Plans.	Progress impact and implementation evaluations as per evaluation plan	Director MA
	BR 1.7: Provide an effective eMS support mechanism between projects and SEUPB to ensure issues raised are resolved in a timely manner.	All issues of a technical and non-technical nature are dealt/resolved within 5 working days	Director MA
<b>BR2:</b> Commence the development of the post 2020 cross border Programme as and when requested by Sponsor Departments	BR2.1 Initiate the development of the new programme: PEACE Plus	Develop a comprehensive stakeholder plan including the management of a public consultation process with stakeholders across the eligible area 31 by December 2019	Director MA
		Draft the Cooperation Programme taking into consideration the views of the stakeholders and the results of the EQIA and the SEA	Director MA
<b>BR3:</b> Promote and maximise NI partner participation within the INTERREG VB/C Transnational and Inter-Regional Programmes.	BR3.1: During 2019, 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 €20.9m ERDF approved to 70 NI Partners by 31 December 2019	Director MA

## CORPORATE OBJECTIVE 2: CUSTOMERS

To work in partnership with applicants and beneficiaries to ensure that projects are implemented effectively.

Strategic Objective	Strategic Action	Target/Measure	Owner
<b>C1:</b> Ensure projects are provided with the support to meet the requirements of their Letter of Offer.	C1.1: Implementation of a programme of training throughout 2019 to ensure that projects are functioning in accordance with EU and member state regulatory requirements.	20 workshops to be delivered for approved partnerships by 31 December 2019.	Director MA
<b>C2:</b> Operate an effective and efficient claims processing system.	C2.1: During 2019, ensure payment to project for claim reimbursements are made once all verification checks complete and MA has approved for payment	100% of payments made to lead partners within 90 days of receipt of consolidated reports	Director CS
	C2.2: Manage the First Level of Control process for eligible partner's 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.	Director CS
<b>C3:</b> Ensure effective communication channels with customers are in operation	C3.1: Communicate with customers and stakeholders to raise awareness and increase understanding of our services and to welcome feedback.	Creation of a focus group that meets twice per year to obtain feedback on how the current process can improve	Director CS
		Develop social media further and achieve a 5% increase in likes and follows.	Director CS

### CORPORATE OBJECTIVE 3: 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.

Strategic Objective	Strategic Action	Target/Measure	Owner
IP1: Ensure effective corporate governance and management of resources to enhance business performance	IP1.1: Throughout 2019, ensure the effective management of our finances and resources.	Pay 95% of valid supplier invoices within 30 days, and 80% within 10 days.	Director CS
		Prepare accounts and present for audit in line with regulatory requirements	Director CS
		Maximise staffing levels throughout 2019 in line with agreed staffing complement of 57 FTE posts.	Director CS
		Absence levels less than 4%.	Director CS
	IP1.2: Maintain and support an effective governance and risk framework.	Review the Corporate Risk Register quarterly at Audit and Risk Committee	Director CS
	IP1.3: During 2019, ensure compliance with legislative and governance reporting requirements	Process all FOI requests, SARs and complaints within statutory timeframes.	Director CS
		Develop and submit an annual Business Plan for 2020 to the SEUPB's Sponsor Departments in line with agreed timeframes/regulatory requirements	Director CS
	IP1.4 During 2019, improve business outcomes by maximising the use of information systems and digital services.	Update ICT Strategy by 31 December. Carry out a complete review of the ICT Strategy.	Director CS
Implement a CRM solution to help with improving efficiency and effectiveness of SEUPB information sharing by 31 December 2019		Director CS	



<b>IP2:</b> Ensure that all payment applications to the EU are submitted by stipulated deadlines and that the drawdown of ERDF is maximised.	IP2.1: Prepare and submit payment applications to maximise the drawdown of available ERDF in 2019.	Submit a minimum of two payment applications to EU for each programme in line with regulatory/programme requirements	Director CS
<b>IP3:</b> Ensure that any necessary processes are put in place to meet the challenges arising from the UK's withdrawal from the EU on current programmes, on internal processes and governance	IP3.1 in 2019, Ensure effective procedures are in place to meet any challenges arising from the UK's withdrawal from the EU on current programmes, on internal processes and governance arrangements	In response to requests from sponsor departments update Day 1 planning paper identifying and agree action plan based on the manner of the UK's exit from the EU  Liaise with Legal representatives as necessary on the actions to be taken based on the manner of the UK's exit from the EU	Director CS

#### 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
<b>LG1:</b> Invest in the skills, capabilities and knowledge of staff to achieve the organisational objectives.	LG1.1: Support our staff during 2019 to achieve their potential through the development and implementation of a SEUPB People Action Plan.	Identify Training needs and create an overall training plan by 30 April 2019. This will be rolled out throughout the year	Director CS
		Create an Employee Learning Framework and deliver to staff by 30 September 2019	Director CS
<b>LG2:</b> Ensure staff are knowledgeable of the programmes' regulations and administrative arrangements for the delivery of programmes	LG2.1: Continue with delivery of internal training on programme regulations and administrative arrangements of programmes.	Implementation of an Internal Training Programme identifying areas of key EU Regulations which will be delivered throughout the year	Director MA
<b>LG3:</b> Share experiences of the PEACE Programme with other EU regions and relevant stakeholders	LG2.1: Creation of a Peace Learning Platform	Delivery of Phase 1 of the peace platform, collation of experiences by 31 December 2019	Director MA



# SECTION FOUR

## Resourcing the Plan

## Resourcing the Plan

This section sets out the resources and budget required for 2019. 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. 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 2019.

We will continue to investigate the delivery of efficiencies through the review and application of the various simplifications applicable to our programmes which were 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 3-5 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.

- The simplified costs introduced where appropriate, had the intention of reducing the administrative burden on both beneficiaries and on the SEUPB verification staff. We will keep this effectiveness of this regime under review.

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





# SECTION FIVE

## Monitoring, Evaluating and Communicating the 2019 Plan

## **Monitoring and Evaluating the 2019 Business Plan**

Implementation of the objectives outlined within the 2019 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 and the Annual Business Planning process an opportunity for all staff members to discuss progress against the corporate targets. These targets are discussed at monthly team and management team meetings which an 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 SEUPB in relation to her in her responsibilities for risk, control and governance and associated assurance issues. Membership of the Committee includes an independent chair, independent members and representation from both Sponsor Departments. The Committee meets at four times per annum and completes activity in accordance with stipulations outlined within its agreed Terms of Reference.

The SEUPB meets formally with its sponsor departments to report on progress on a quarterly basis. The SEUPB also reports progress on the implementation of the EU Co-operation 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. However, due to the suspension of the Assembly, the North South Ministerial Council has not convened, consequently, the Business Plans for 2017 and 2018 have not been approved.

The SEUPB is also subject to appearance before the Assembly and Oireachtas Committees as and when requested. When required SEUPB will also give evidence at Westminster Committees including the House of Lords.

### **Communicating the 2019 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.

The SEUPB website, allows the more effective communication of 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.



# ANNEX A

Proposed Budget Allocation (£ and €)

**Business Plan Summary - Proposed 2019 Budget Allocation (Stg)**

North South Body  €1 = £0.90 in 2018, and £0.90 in 2019	Agreed Budget 2018			Proposed change +/-			Proposed Budget 2019		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Programme Costs</b>									
<b>Peace IV</b>	<b>19,434</b>	<b>0</b>	<b>19,434</b>	<b>19,180</b>	<b>0</b>	<b>19,180</b>	<b>38,613</b>	<b>0</b>	<b>38,613</b>
NI	15,234	0	15,234	15,030	0	15,030	30,264	0	30,264
Ireland	4,200	0	4,200	4,149	0	4,149	8,349	0	8,349
<b>Interreg VA</b>	<b>19,537</b>	<b>0</b>	<b>19,537</b>	<b>18,114</b>	<b>0</b>	<b>18,114</b>	<b>37,651</b>	<b>0</b>	<b>37,651</b>
UK	13,747	0	13,747	12,745	0	12,745	26,492	0	26,492
Ireland	5,790	0	5,790	5,368	0	5,368	11,158	0	11,158
<b>Total Programme Expenditure</b>	<b>38,970</b>	<b>0</b>	<b>38,970</b>	<b>37,293</b>	<b>0</b>	<b>37,293</b>	<b>76,264</b>	<b>0</b>	<b>76,264</b>
Pay Costs	1,160	0	1,160	23	0	23	1,183	-	1,183
Non Pay Administration Costs	563	40	603	11	1	12	574	41	615
<b>Total Administration Costs (exc pension)</b>	<b>1,723</b>	<b>40</b>	<b>1,763</b>	<b>34</b>	<b>1</b>	<b>35</b>	<b>1,757</b>	<b>41</b>	<b>1,798</b>
<i>NI share representing 53%</i>	913	21	934	18	1	19	931	22	<b>953</b>
<i>IRE share representing 47%</i>	810	19	829	16	0	16	826	19	<b>845</b>
Pension costs - NI	60	0	60	0	0	0	60	0	60
Pension costs - IRE	15	0	15	0	0	0	15	0	15
<b>Total Admin Costs (inc pension)</b>	<b>1,798</b>	<b>40</b>	<b>1,838</b>	<b>34</b>	<b>1</b>	<b>35</b>	<b>1,832</b>	<b>41</b>	<b>1,873</b>
<b>Overall Total Expenditure for approval</b>	<b>40,768</b>	<b>40</b>	<b>40,808</b>	<b>37,327</b>	<b>1</b>	<b>37,328</b>	<b>78,096</b>	<b>41</b>	<b>78,137</b>

<b>Total NI/UK share, inc pension costs</b>	<b>73%</b>	<b>53%</b>	<b>73%</b>				<b>74%</b>	<b>53%</b>	<b>74%</b>
<b>Total IRE share, inc pension costs</b>	<b>27%</b>	<b>47%</b>	<b>27%</b>				<b>26%</b>	<b>47%</b>	<b>26%</b>
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**

	<b>NI</b>	<b>IRL</b>
	<b>£'000</b>	<b>£'000</b>
Pension/benefit costs for N/S Body service	25	15
Pension/benefit costs for service liability/transferred in	35	0
Pension/benefit costs already in payment and subsumed into the N/S Body	0	0
Administration costs due to Pension Administrator	8	7
<b>Total costs of pensions/benefits included in Business Plan</b>	<b>68</b>	<b>22</b>

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 2019 Budget Allocation (Euro)

fx rate

0.90

North South Body  €1 = £0.90 in 2018, and £0.90 in 2019	Agreed Budget 2018			Proposed change +/-			Proposed Budget 2019		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000
<b>Programme Costs</b>									
<b>Peace IV</b>	<b>21,593</b>	<b>0</b>	<b>21,593</b>	<b>21,311</b>	<b>0</b>	<b>21,311</b>	<b>42,904</b>	<b>0</b>	<b>42,904</b>
NI	16,926	0	16,926	16,700	0	16,700	33,627	0	33,627
Ireland	4,667	0	4,667	4,610	0	4,610	9,277	0	9,277
<b>Interreg VA</b>	<b>21,707</b>	<b>0</b>	<b>21,708</b>	<b>20,126</b>	<b>0</b>	<b>20,126</b>	<b>41,834</b>	<b>0</b>	<b>41,834</b>
UK	15,274	0	15,274	14,162	0	14,162	29,436	0	29,436
Ireland	6,433	0	6,433	5,965	0	5,965	12,398	0	12,398
<b>Total Programme Expenditure</b>	<b>43,300</b>	<b>0</b>	<b>43,300</b>	<b>41,437</b>	<b>0</b>	<b>41,437</b>	<b>84,738</b>	<b>0</b>	<b>84,738</b>
Pay Costs	1,289	0	1,289	26	0	26	1,314	-	1,314
Non Pay Administration Costs	626	44	670	12	1	13	638	46	683
<b>Total Administration Costs (exc pension)</b>	<b>1,914</b>	<b>44</b>	<b>1,959</b>	<b>38</b>	<b>1</b>	<b>39</b>	<b>1,952</b>	<b>46</b>	<b>1,998</b>
<i>NI share representing 53%</i>	<i>1,015</i>	<i>24</i>	<i>1,038</i>	<i>(1,015)</i>	<i>1</i>	<i>21</i>	<i>1,035</i>	<i>24</i>	<i>1,059</i>
<i>IRE share representing 47%</i>	<i>900</i>	<i>21</i>	<i>921</i>	<i>18</i>	<i>1</i>	<i>18</i>	<i>918</i>	<i>21</i>	<i>939</i>
Pension costs - NI	67	0	67	0	0	0	67	-	67
Pension costs - IRE	17	0	17	0	0	0	17	-	17
<b>Total Admin Costs (inc pension)</b>	<b>1,998</b>	<b>44</b>	<b>2,042</b>	<b>38</b>	<b>1</b>	<b>39</b>	<b>2,036</b>	<b>46</b>	<b>2,081</b>

<b>Overall Total Expenditure for approval</b>	<b>45,298</b>	<b>44</b>	<b>45,343</b>	<b>41,475</b>	<b>1</b>	<b>41,476</b>	<b>86,773</b>	<b>46</b>	<b>86,819</b>
<b>Total NI/UK share, inc pension costs</b>	<b>73%</b>	<b>53%</b>	<b>73%</b>				<b>74%</b>	<b>53%</b>	<b>74%</b>
<b>Total IRE share, inc pension costs</b>	<b>27%</b>	<b>47%</b>	<b>27%</b>				<b>26%</b>	<b>47%</b>	<b>26%</b>
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**

	<b>NI</b>	<b>IRL</b>
	<b>€'000</b>	<b>€'000</b>
Pension/benefit costs for N/S Body service	28	17
Pension/benefit costs for service liability/transferred in	39	-
Pension/benefit costs already in payment and subsumed into the N/S Body	-	-
Administration costs due to Pension Administrator	9	8
<b>Total costs of pensions/benefits included in Business Plan</b>	<b>76</b>	<b>24</b>

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 - NOT FOR PUBLICATION

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 NI information contained within the Business Plan Budgets but **does not** form part of the Business Plan itself. This information ensures that the full Budget costs to their departments are approved by Northern Ireland Executive Ministers. Where the operating currency of the body is euro the exchange rate provided must be used when converting to GBP for this annex.

	<i>Resource £k</i>
<b><i>Non Cash Costs (excl pensions)</i></b>	
<i>DEL: Depreciation</i>	65
<b><i>Pension Costs :</i></b>	
<i>DEL: Increase in provision due to: Current Service Cost Transfers IN Added years</i>	365
<i>Income from: Employee contributions Transfers IN Added years</i>	60
<b><i>Total DEL above</i></b>	<b>490</b>
<b><i>Total NI Budget from Annex A excl Pension Benefits paid</i></b>	<b>953</b>
<b><i>Total DEL Budget for Body</i></b>	<b>1,443</b>
<b><i>AME:</i></b>	
<i>Release of Provision (must match pension cost in Annex A)</i>	(68)
<i>Interest on the Scheme liability</i>	260
<b><i>Total AME above</i></b>	<b>200</b>
<b><i>Total NI Pension Costs from Annex A</i></b>	<b>68</b>
<b><i>Total AME budget</i></b>	<b>268</b>

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**

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

Description	£k		
Total DEL Budget for Body from Annex B	1,076	1,443	2,519
<i>Of which DEL scoring in RBM for</i>	<b>2018-19</b>	<b>2019-20</b>	<b>Total</b>
	0	0	0
Remove Depreciation	(45)	(65)	(110)
Remove increase in provisions re pensions, etc			
Remove Income from employee pension contributions, etc	(45)	(60)	(105)
Other adjustments (please provide detail)	(274)	(365)	(639)
<b>Net DEL for 2018 requiring cash</b>	<b>701</b>	<b>953</b>	<b>1,654</b>
Total AME Budget for Body from Annex B	246	268	514
<i>Of which AME scoring in RBM for</i>	<b>2018-19</b>	<b>2019-20</b>	
	0	0	0
Remove Release of Provision (benefits paid)	(51)	68	17
Remove Interest on the Scheme Liability	(150)	(260)	(410)
<b>Net AME for 2018 requiring cash</b>	<b>45</b>	<b>68</b>	<b>113</b>
Cash Grant to the Body (Net DEL and NET AME above)	746	1,021	1,767
<i>Of which Cash Grant in RBM for</i>	<b>2018-19</b>	<b>2019-20</b>	
	0		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 2018 TARGETS  
(As at 31 December 2018)**

## Business Plan 2018 – Update 31 December 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	A Achieved/On Target/At risk	B Amendment Required	C Progress Against Targets				
<b>BR1:</b> 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	Achieved	No	YTD 98% INTERREG; 99% PEACE				
	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"> <tr> <td>PEACE IV</td> <td>€28.0M</td> </tr> <tr> <td>INTERREG VA</td> <td>€29.3M</td> </tr> </table>	PEACE IV	€28.0M	INTERREG VA	€29.3M	MA	Achieved	No	Cumulative N+3 declared to EC, as at 31/12/18: PIV: €36.1M IVA: €42.1M
	PEACE IV	€28.0M								
	INTERREG VA	€29.3M								
BR1.3 Monitor project expenditure against forecasts.	Forecast expenditure (ERDF + Match): <table border="1"> <tr> <td>PEACE IV</td> <td>€21.6M</td> </tr> <tr> <td>INTERREG VA</td> <td>€21.7M</td> </tr> </table>	PEACE IV	€21.6M	INTERREG VA	€21.7M	CA	Achieved	No	YTD expenditure (31/12/2018): PIV: €24.6M (114%), IVA: €22.4M (103%)	
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	Achieved	No	TA within Budgeted levels for 2018. Underspend envisaged due to Peace Platform and other TA spend which did not occur in 2018.					
<b>BR2:</b> Ensure programmes are functioning in accordance with EU and	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	Achieved	No	Submitted 14 February 2018				

member state Regulatory Framework.	BR2.2: Prepare and submit the Annual Implementation Reports for both Programmes.	Submission of Annual Implementation Reports by end of May 2018.	MA	Achieved	No	Submitted May 2018
	BR2.3: Prepare and submit the Designation Report and Procedures.	Review of Designation Report and Procedures by end of 2018.	MA	Not achieved	No	Report submitted to Audit Authority for review and sign off. This is expected in Q1 2019.
	BR 2.4: Prepare and circulate Irregularity reports.	Monthly irregularity reports prepared and circulated to all relevant stakeholders.	CA	Achieved	No	Report prepared and circulated monthly
	BR2.5: Ensure all awards are adequately publicised.	All projects are published in accordance with EU regulations.	Comms	Achieved	No	Updated in accordance with 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. Co-ordinate one major communication activity highlighting the achievements of the PEACE IV and 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. 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.	Comms	Achieved  Achieved  Achieved  Achieved	No	List on the website updated monthly.  Major event delivered in Houses of Oireachtas in June 2018.  Completed and all queries responded to within 2 days.  Website being updated with appropriate case studies
<b>BR3:</b> Ensure Programmes are implemented in accordance with agreed	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	21 workshops delivered and 6 scheduled before end December 2018.

outputs and results.	BR3.2: Ensure the programmes deliver the required outputs.	Letters of Offer make provision for the delivery of all agreed programme outputs.	JS	Achieved	No	Shared Spaces – 7 LoOs issued, 2 in development
	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	Not Achieved	No	Evaluation plan for Shared Education will commence in Q1 2019
	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.	Ensure all tickets of a technical issue raised are dealt with on time as per SLA with Service Provider. Critical Issues – Resolved within 1 Working Day Major Issues – Resolved within 3 Working Days Other Issues – Resolved within 5 Working Days  <i>Performance tracked on ticketing system.</i>	ICT	Achieved	No	Performance is currently within timelines
<b>BR4:</b> 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	Achieved	No	Tested at site visits
		Submit claims to EU with a minimum of 2 per annum per programme.	CA	Achieved	No	6 IPA's submitted YTD for IVA; 5 YTD for PIV

## 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/On Target/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	
	C1.2: Reduce administrative burden for beneficiaries.	All applications to be assessed within 36 weeks.	JS	Not Achieved		<p>PIV Processing Times (April 2018) 100% met Stage 1 target (12 weeks) 52% met Stage 2 target (36 weeks) 21% met LOO target (36 weeks)</p> <p>IVA Processing Times (April 2018) 100% met Stage 1 target (12 weeks) 52% met Stage 2 target (36 weeks) 0% met LOO target (36 weeks)</p>
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	Achieved	No	28 delivered. The final workshop was on 28 November when QUB delivered a workshop on the outcome of its impact evaluation for projects.
	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	Achieved	No	Work is complete, awaiting final sign-off by MA Director.
	C2.3: Fully functioning SEUPB website and social media presence to be in operation to deliver guidance and assistance to	Website/SEUPB's social media platforms to be updated on a monthly basis.	Comms	Achieved	No	Social media accounts and website are updated on a monthly basis.



	applicants and beneficiaries.					
<b>C3:</b> 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	Not Achieved	No	A total of 1872 FLC Certificates were issued to project partners, with 1092 (58.3%) issued within 30 working days of claim receipt. The main reason is the frequent delay in provision of adequate supporting documentation from project partners. Furthermore, the policy to direct project partners to submit all retrospective claims (the majority of which cannot be verified until the previous 2 claims have been verified due to the sampling methodology) has and will continue to have a negative impact on achievement of this business plan target.
	C3.2: Manage the First Level of Control process for eligible partners for the 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	Achieved	No	100% of all claims certified within 2 months (60 days)
	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	Achieved YTD IVA: 100% PIV: 99.6% (One claim exceeded the target by one day)
	C3.4: Research and implement 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	Achieved	No	Initial requirements gathering and research has taken place. Possible solutions now being explored.

<b>C4:</b> Promote and maximise NI 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 eligible partners 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	Achieved	No	Cumulative total of €15.6 ERDF approved and 67 partners achieved. A review of targets for the remainder of the programmes is being initiated
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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	A Achieved/On Target/At risk	B Amendment Required	C Progress Against Targets
<b>IP1:</b> 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	Achieved	No	A new system is required from 2019 when the current contract ends. CPD have been informed that a DAC is required for the extension of the current contract. The business case is being reviewed by DoF
<b>IP2:</b> 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	MA	Not Achieved  Achieved	No  No	Procedures have been reviewed and updated. It has not been possible to arrange training scheduled for December 2018. This will roll over to Q1 2019 (But see LG2.1 below)

		implementation of Fraud Response Plan within 24 hours of receipt of concern in 100% of cases.				Fraud Response Plan has been enacted once. This was within the timescale.
	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	Achieved	No	4 Audit & Risk Assurance Committee Meetings held in 2018.
	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	Achieved	No	Clean Audit Report achieved and signed off within timeframe. Annual Report & Accounts being laid to both Parliaments on 29 <sup>th</sup> November 2018.
	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	Paid 96.81% of valid supplier invoices within 30 days and achieved 80.91% within 10 days.
	IP2.5: Maintain staffing levels throughout the planning period in line with the agreed staffing compliment.	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	Achieved  Achieved	No  No	Staffing complement at year end was 56.65 FTE  Absence levels at 3.21%
	IP2.6: Complete annual progress report to Equality Commission.	Complete annual S75 progress report by 31 <sup>st</sup> August 2018.	HR	Achieved	No	Report submitted by 31 August 2018
	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	Achieved	No	SEUPB fully compliant with all returns and requirements.
	IP2.8: Full compliance with Data Protection principles.	Annual registration with the ICO in UK and the data protection commissioner	HR	Achieved	No	Registration completed

	<p>in Ireland and regular refresher for all staff by 1<sup>st</sup> August 2018.</p> <p>Ensure GDPR legislation compliant by 25 May 2018.</p> <p>Procure services for a pen test of internal systems within SEUPB for future Cyber Essentials Plus certification by the end of Q3 2018.</p> <p>Continued implementation of recommendations outlined in initial pen test report by 31<sup>st</sup> Oct 2018 with a further pen test to be completed by the end of Q4 2018.</p>	<p>ICT</p> <p>ICT</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>	<p>No</p> <p>No</p> <p>No</p>	<p>Compliant at 25 May 2018</p> <p>Services procured. Pen test delivered.</p> <p>Patching / updates identified by the first round ITHC are currently being worked on.</p>
IP2.9: Ensure compliance with Fof Code of Practice and SEUPB Complaints policy.	Process all FOI queries and complaints within set timeframes.	Comms	Achieved	No	4 FOI's completed within set deadlines
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	Policies has been reviewed with a view to GDPR. All staff to be informed of updated requirements
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	Not Achieved	No	Business Plan submitted to Sponsor Departments in November 2018.

	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	Achieved  Achieved  Achieved	No  No  No	New team members received full training. Plan tested in November 2018  To be completed by December 2018
	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	Achieved	No	All SLA's returned
	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	Achieved  Achieved	No  No	System being maintained  SLA updated
	IP2.14 Ensure that all Northern Ireland Assembly Questions (AQs) and Parliamentary Questions PQs are responded to in accordance with set deadlines.	Process all AQs and PQs within set deadlines.	COMMS	Achieved	No	14 PQs dealt with in set deadlines
<b>IP3:</b> Continually develop internal processes to improve the efficiency	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	Achieved		Manual updated

and effectiveness of SEUPB.	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	Currently 100% of procurement is compliant
	IP3.3: Research and implement a CRM solution to help with improving efficiency and effectiveness of SEUPB.	Implement development of CRM solution by end of Q4 2018 based on year 1 ICT Strategy target.	ICT	Not Achieved	No	CRM process moved to 2019

#### 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
<b>LG1:</b> 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	Achieved	No	All plans completed
	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	Achieved	No	Complete.  Staff on average have completed 3 days training during 2018
	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	Training being provided to staff
<b>LG2:</b> 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	Achieved	No	Ems training delivered as scheduled on 24 and 25 September. Relevant staff from JS attended to Thematic Workshops during September, October and November 2018 and received information, advice and guidance on fraud awareness, Comms GDPR and other operational issues. 2018
<b>LG3:</b> 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	Achieved	No	Organised as and when requested by staff