



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

BUSINESS PLAN 2020

CONTENTS

Chief Executive's Foreword	3
Section One: Overview of the Work of the SEUPB	5
Section Two: Progress Against the 2019 Business Plan Targets	10
Section Three: Identifying Priorities and Targets for 2020	17
Section Four: Resourcing the Plan and Delivering Efficiency Savings	31
Section Five: Monitoring, Evaluating and Communicating the 2020 Business Plan	34
ANNEXES	
Annex A: 2020 Budgets £ & € and Narrative	37
Annex B: Details for DOF Budget Requirements	42
Annex C: Progress against 2019 Targets	44

Chief Executive's Foreword

The Business Plan 2020 for SEUPB sets out our priorities for the year, as we continue to ensure that both the PEACE IV and INTERREG VA Programmes are having a transformational impact on the lives of many thousands of citizens living across Ireland, Western Scotland and Northern Ireland.

The PEACE IV Programme is continuing to provide much-needed support to projects that are promoting shared education; supporting many of our vulnerable and disadvantaged children and young people; creating new shared spaces and services; and building positive relations between people from many different communities.

Examples of this work include the 'Riverine' shared space project led by Donegal County Council, which will encourage communities from different religions, cultures and backgrounds to form positive friendships and get involved in inclusive integration. Upon completion, it will create thirty acres of new cross-border community park space and infrastructure, across Lifford and Strabane, specifically designed to help bring people from different communities together.

The INTERREG VA Programme continues its focus on supporting enhanced areas of mutual interest for North South cooperation in areas such as Research & Innovation to build a stronger, more competitive economy; protecting our shared natural environment; building sustainable transport networks to reduce carbon emissions; and investing in vital health and social care initiatives, on both sides of the border.

Examples of this work include a community paramedic project led by CAWT which was recognised for its innovation at the National Irish Healthcare Awards for 2019. This cross-border project targets remote and rural areas in Northern Ireland, Ireland and Scotland and is successfully reducing the number of people who need to visit Accident & Emergency Departments, through the provision of specially trained ambulance staff, who can assess and treat patients in their own home or within the local community.

Through these projects, and many more, our goal is a simple one – to ensure that the funding available under the PEACE IV and INTERREG VA Programmes is fully utilised in the creation of a more prosperous, forward-looking and peaceful society.

It is vital that we continue to provide opportunities for our citizens, in Northern Ireland and the Border Counties of Ireland, to interact and learn from each other; have access to efficient healthcare; and live in a sustainable, healthy and peaceful environment.

Next year is going to be particularly exciting time for the SEUPB, albeit a great challenge, as we embark on the development of the new PEACE PLUS programme, whilst at the same time managing our current programmes to their full implementation. We are delighted to have EU, Irish and UK Government support for a post 2020 PEACE PLUS Programme and we hope the programme will make a real difference to the lives of all the people living in Northern Ireland and the Border Region of Ireland. We are excited to engage with our stakeholders and hear views on actions that will contribute to peace building and the social and economic development of the region.

I would particularly like to express my continued gratitude, to the members of our Monitoring and Steering Committees, all of the Accountable Departments, the Scottish Government, and of course our own Sponsor Departments, the Department of Finance in Northern Ireland and the Department of Public Expenditure and Reform in Ireland.

I would also like to convey my sincere appreciation to all of the team here at the SEUPB, without whom, we would not be able to deliver 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, inclusive and prosperous society; striving to continually improve, drive efficiency 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 2020 Business Plan as an operational tool to review performance in 2019 and to detail how we plan to deliver in 2020 the strategic objectives and targets set out within the Corporate Plan 2020-22.

The budget for 2020 is driven by the operational activity targets identified and by the need to achieve value for money in the current challenging economic environment.

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), submitted to and approved by the European Commission in accordance with EU Regulations.

The outcome of the UK's Referendum on EU membership gave rise to considerable uncertainty in relation to the continued availability of funding for the programmes. The subsequent provision in the draft Withdrawal Agreement for the full delivery of the PEACE IV and INTEREREG VA programmes was therefore very welcome. In December 2018, the EU proposed a Regulation providing for the continuation of PEACE IV and INTERREG VA in the event of no agreement. This was ratified the EU Council in March 2019. Additionally, both Governments involved 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 the NI and the Border Region of Ireland encompassing the counties of Louth, Monaghan, Cavan, Leitrim, Sligo and Donegal. The total programme value is **€270m**.

The Programme has four key priority areas designed to make significant and lasting change to the communities living in the 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. At 31 December 2019, the programme has committed €276.9m (100.3%) across the objectives.

INTERREG VA

The eligible area for the INTERREG VA Programme includes NI, 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 the eligible area. These areas are: Research & Innovation; the Environment; Sustainable Transport and Health & Social Care. At 31 December 2019 the programme has committed €279.8m (98.9%) 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. 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. 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 and delivery of outputs.

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 the Executive for the INTERREG VB/C Programmes for the 2014-2020 programme period and encourages projects and partnerships previously funded under the INTERREG IVA Programme to explore the opportunities under the INTERREG VB/C Programmes, including:

- The Northern Periphery & Arctic Programme
- The North West Europe Programme
- The Atlantic Area Programme
- The INTERREG Europe (VC) Programme

In this context, the Body promotes the programmes to partners within the eligible region, communicating the aims and objectives of the programmes.

It advises and supports potential NI applicants through the project development process and beyond. In addition to this, the Body also acts as the First Level Control for all expenditure for these partners under the programmes.

At 31 December 2019, a total of 78 projects with at least one partner has been approved under the Programmes with a total of €16.4m ERDF committed.

SECTION TWO

Progress against 2019 Business Plan Targets

Our Performance in 2019

This section of the Business Plan will report briefly on outputs delivered against the SEUPB Balanced Scorecard as contained within the 2019 Business Plan. Additional detail is provided at **Annex C**.

Summary of Key Outputs Delivered in 2019

The SEUPB 2019 Business Plan details four corporate objectives with 22 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 (9 strategic actions).
- **Customers** – To work in partnership with applicants and beneficiaries to ensure that projects are implemented in line with their letter of offer (4 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 (6 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 (3 strategic actions).

Business Results

PEACE IV

The table below details the progress to date of the PEACE IV Programme.

PEACE IV	Allocation €m	Committed €m	Committed %	No of Projects
1.1 – Shared Education	35.3	33.1	93.9%	2
2.1 – Children & Young People (14-24)	37.6	41.9	111.2%	12
2.2 – Children & Young People (0-24)	17.1	17.0	99.4%	17
3.1 – Shared Spaces Capital Development	52.9	59.4	112.3%	9
3.2 – Local Authority Shared Spaces	28.8	29.2	101.3%	17
3.3 – Victims & Survivors	17.6	15.8	89.4%	1
4.1 – Building Positive Relations - Local Authority Action Plans	35.3	34.9	98.9%	17
4.2 – Building Positive Relations - Regional Level Projects	28.7	29.4	102.4%	20
Technical Assistance	16.2	16.2	100%	1
TOTAL (including TA)	269.6	276.9	100.3%	96

INTERREG VA

The table below outlines progress of the INTERREG IVA Programme.

INTERREG VA	Allocation €m	Committed €m	% Committed	No of Projects
1.1 R&I – Health, Life Sciences & Renewable Energy	52.9	54.7	103.2%	7
1.2 Research & Innovation (Health & Life Sciences & Renewable Energy)	18.7	16.7	89.1%	1
2.1 Environment – Habitats & Species	12.9	14.0	108.2%	2
2.2 Environment – Marine Areas & Species	12.9	18.1	140.0%	4
2.3 Environment – Transitional Waters	35.3	35.0	99.3%	1
2.4 Environment – River Basins	23.5	18.7	79.5%	2
3 Sustainable Transport	47.1	46.8	99.5%	4
4 Health	62.4	58.8	94.5%	10
Technical Assistance	17.0	17.0	100.0%	1
TOTAL	282.7	279.8	98.9%	32

Across both the PEACE IV and INTERREG VA Programmes, there are currently 128 live projects which require management support from officers in SEUPB, as well as continuous monitoring, to ensure the projects are complying with the Letters of Offer with regard to meeting objectives, conditions of funding and financial targets.

N+3 Expenditure Targets

At 31 December 2019 the Peace IV 2019 N+3 target has been met, with a surplus generated to date of €16.177m. This surplus will be carried forward and contribute towards the achievement of the cumulative 2020 target.

From 2020 onwards, the N+3 target rises significantly therefore SEUPB need to exceed the 2019 target to ensure sufficient expenditure is available to meet the rising targets in future years.

At 31 December 2019 the certified expenditure to date for INTERREG VA has generated a surplus of €27.785m.

Forecast Project Expenditure

The 2019 Business Plan includes a project expenditure target under the PEACE IV Programme of €44.68m. As at 31 December 2019, €28.26m of expenditure claims from projects have been paid, an additional €5.06m are verified to be paid and €17.24m of claims are with FCU. Therefore, a total of €50.56m expenditure claims are with SEUPB.

The 2019 Business Plan includes an expenditure target under the INTERREG VA Programme of €44.68m. To date, €35.79m of expenditure claims from projects have been paid. An additional €8.67m are verified to be paid and €10.82m of claims are with FCU. Therefore, a total of €55.28m expenditure claims are with SEUPB, giving an excess of €10.6m over the target.

Customers

To ensure projects were provided with the support to meet the requirements of their letter of offer, a training programme was developed and implemented through the 2019 period. This training was on subjects which included Lead Partner responsibilities, Eligibility of Expenditure, Communication Requirements, eMS inputting Requirements and Understanding Programme Guidance. SEUPB developed screen casts aimed at guiding projects through the use of the eMS. During the project initiation stage, SEUPB staff worked closely with project partners to ensure they understood the requirements of their Letters of Offer

Throughout the period 2019, the SEUPB continued to promote each INTERREG VB/C Programme and provided support in the project development and implementation process.

In addition, the SEUPB has continued to provide one to one guidance to projects in relation to effective implementation of their projects.

During this time, work also commenced on the development of the post 2020 cross border Programme, PEACE PLUS.

Internal Processes

The Corporate Services Directorate incorporates a range of services to aid and enhance the business performance of the SEUPB. The SEUPB operated an efficient and effective range of systems and procedures to ensure that corporate governance requirements were satisfied to a high standard. The Annual Report and Accounts for 2018 have been audited and certified by the Comptroller and Auditor General of both Member States.

The SEUPB operates an Audit and Risk Assurance Committee comprising three independent members and a representative from each of the two Sponsor Departments, in the role of observers. The Committee is chaired by an independent member. To date four meetings have taken place.

The SEUPB staffing level was set by the Sponsor Departments at 57 FTE permanent members of staff as from 2014.

Learning and Growth

The SEUPB continues to invest in the skills and knowledge of staff to achieve the organisational objectives by creating an Employee Learning Framework. The SEUPB identified an overall training plan for all staff in each year of the previous plan.

During 2019, a procurement exercise for the Peace Learning Platform was completed. This new platform will allow the SEUPB to share its experiences of the PEACE Programme with other EU regions and relevant stakeholders.

Communicating the message

A number of important project launches and key milestone events took place in 2019, for both the PEACE IV and INTERREG VA Programmes.

Under the PEACE IV Programme, the HEROES project, which is being delivered by Mencap NI, alongside Londonderry YMCA, Devenish Partnership Forum (in Fermanagh) and the Health Service Executive (in Donegal and Sligo) was launched. A fully inclusive, cross-community and cross-border project, HEROES, is delivering personal development, citizenship and good relations training for young people with and without learning difficulties.

September saw the official launch of the PEACE IV-funded 'Connecting Pomeroy' shared space project. Consisting of three core elements, the project is designed to encourage greater levels of positive cross-community interaction. It will also help to connect people living at the top and bottom of the village, which has previously been considered to be divided by 'invisible' peace walls.

Key project milestones under PEACE IV included a celebration event for the children and young people focused 'Futures' project, which is delivered by Belfast Metropolitan College, in partnership with Start360, the Northern Ireland Housing Executive and Southern Regional College. Approximately 60 of the project's first wave of participants, along with family and friends, gathered at the Belfast Met's e3 campus, in February, to celebrate their achievements.

Notable INTERREG VA project launches, during the year, included the official launch of 'SWELL' and 'SeaMonitor'. These two highly innovative initiatives are involved in water quality improvement and marine-life conservation work, on both sides of the border.

The SeaMonitor project will deliver Europe's largest telemetric marine array and spatial models supporting the protection of basking shark, cetaceans, salmon, seals and skate. It will also provide three Management Plans; one for skate in the area from Loch Sunart to the Sound of Jura and two for salmon in both the River Foyle and Clyde estuaries. The cross-border Shared Waters Enhancement & Loughs Legacy (SWELL) project, will construct new wastewater treatment works (as well as upgrades to existing sewerage networks) to help reduce wastewater pollution in Carlingford Lough and Lough Foyle.

The 'Community Paramedic' scheme, one of the INTERREG VA Programme's Health and Social Care projects, was recognised at the 2019 EU RegioStars Awards. Competing against different initiatives from across all 28 member states, the project made it through as

1 of 5 finalists in the 'Modernising Health Services' category. The project was subsequently recognised for its innovation at the National Irish Healthcare Awards for 2019.

Throughout 2019, the SEUPB co-ordinated a series of events and presentations to a number of important dignitaries across the programme area, demonstrating the transformative benefits that PEACE IV and INTERREG VA funded projects are delivering.

At the start of the year, the SEUPB co-ordinated a project exhibition in the Executive Office in Brussels as part of its annual St. Patrick's Day celebrations. The exhibition featured projects supported by both programmes and was attended by key EU officials.

On 11 September, the SEUPB coordinated an interactive project exhibition in the Dynamic Earth conference centre in Edinburgh, close to the Scottish Parliament. A total of 16 different INTERREG VA funded projects, involved in the delivery of enterprise development, health & social care and environmental protection projects, took part in the exhibition. At the event the Scottish Minister for Trade, Investment and Innovation, Ivan McKee, MSP gave a key-note address highlighting the positive impact that the INTERREG Programme has had within Western Scotland.

SECTION THREE

SETTING TARGETS FOR THE 2020 BUSINESS PLAN

Setting Strategic Objectives and Goals for 2020

In setting the strategic objectives for the 2020 Business Plan consideration was given to:

- The Vision and Mission of the SEUPB
- The European political context
- Sponsor Department objectives
- SEUPB Key regulatory functions
- SEUPB Development and Innovation Plan

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.

There remains uncertainty on the nature of the terms of the UK's departure from the EU, and the nature of future relations with 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 IV and INTERREG VA programmes.

Part Five of the draft Withdrawal Agreement sets out the arrangements that will apply to current EU-funded programmes in the UK takes part. Essentially, the draft Agreement

provides that its 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 further assurance is contained in the Protocol on Ireland/Northern Ireland which gives effect to the commitment in the December 2017 joint report.

These continuation arrangements reflect the EU-UK Joint Report of December 2017 in which both parties stated that they would honour their commitments to the current PEACE IV and INTERREG VA 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.

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

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 EU-UK negotiations, EU support for territorial cooperation, especially regarding cross-border and cross-community projects, should be continued"¹

SEUPB warmly welcome the inclusion of a proposal for a new PEACE PLUS programme for the 2021-2027 period which was included in the draft Multi-Annual Financial Framework (EU Budget) and the draft cohesion policy regulations published in May 2018. Both Governments have expressed their commitment to the PEACE PLUS programme, which will be a successor to both the current PEACE and INTERREG programmes.

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

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

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 priorities for the period as outlined in the Department of Finance's draft Business Plan 2019-20 include:

- *Work with Departments in the NICS to prepare for and deliver an orderly exit from the European Union, ensure effective delivery of current EU funding and develop future policies to replace EU funding after the UK leaves the EU.*
- *Effective management of public expenditure in Northern Ireland promoting accountability and good governance while maximising benefit, securing value for money and ensuring no breach of Departmental Expenditure Limits (DEL).*

The Department of Public Expenditure and Reform's Statement of Strategy for the period 2016-19 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.*

Work is currently underway on developing a 2021-23 Department of Public Expenditure and Reform Statement of Strategy

Key Regulatory Functions

The key functions for the SEUPB are set out below, and these will be the minimum functions undertaken during 2020:

1. To act as the Managing Authority, Certifying Authority and First level Control (verification) within the current PEACE IV and INTERREG VA Programmes. The 2014-2020 Programmes are in full implementation mode, and therefore the funded projects require support from the SEUPB to enable them to fulfil the objectives of their Letters of Offer, meet the required

expenditure targets, and undertake their activities in line with EU and member state regulations. If the projects deliver what they have been funded to do, the overall objectives of the programmes will be met, however this requires consistent monitoring and intervention from the SEUPB to assist the projects in that delivery.

2. Work will continue on the development and implementation of the post 2020 PEACE PLUS Programme. A draft Programme is due to be submitted to the European Commission in mid-2020, and a final version by autumn 2020.

3. The SEUPB's corporate team, with the key functions of finance, human resources, communications and IT, will ensure that the highest standards of public accountability and financial management are adhered to so as to meet the expectations of its many stakeholders.

4. Joint Secretariat (JS) provides services in relation to project assessment and support to projects. This role of supporting and assisting projects to deliver their objectives is inextricably linked to the Managing Authority role previously outlined. The JS unit is established by the Managing Authority and the work undertaken directly with projects has been delegated by the Managing Authority to JS. The role of JS in the Programmes is critical particularly in the early stages as the new projects mobilise. JS has a continuing significant role to assist funded Lead Partners to complete and deliver their projects effectively.

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

Development & Innovation Plan

Throughout the process of establishing the corporate objectives and targets for 2020, the work activities 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.

Furthermore, in all of its work, the SEUPB will be prioritising the effective delivery of the 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

To ensure the organisation is on a path to continuous development and innovation, the learnings of the past number of years have been applied to determine how the SEUPB will operate in 2020. The following areas were reviewed:

1. Organisation vision and mission statement.
2. Values and principles of how we operate.
3. Identification of four key areas of focus and the expectations associated with these.
4. Actions to achieve positive change in the four key areas of focus.

The SEUPB has chosen to continue to use the Balanced Scorecard format to illustrate the four development and innovation areas of focus. This format aligns business activities to the mission and vision of the organisation and monitors organisational performance against strategic objectives.

Four new corporate objectives for 2020, which reflect the development and innovation areas of focus, are outlined in further detail in the following section.

SEUPB Summary Development & Innovation Model for 2020-2022

STAKEHOLDERS	CUSTOMERS
To deliver against stakeholder expectations by ensuring SEUPB operates with the highest standards of governance, providing accurate and timely information which meets regulatory requirements	To work in partnership with our customers to ensure that projects achieve the outputs and contribute to the results of the Programmes, by supporting projects to maximise their contribution to society
<p>SH1: Ensure that all funds available under the programmes are appropriately utilised</p> <p>SH2: Continue the development of the PEACE PLUS Programme</p> <p>SH3: Ensure current programmes are functioning in accordance with EU and member state Regulatory Framework.</p>	<p>C1: Ensure effective communication channels with customers are in operation</p> <p>C2: Ensure partners are provided with timely support to meet the requirements of their project.</p> <p>C3: Operate an effective and efficient claims processing system.</p>
BUSINESS PROCESSES	INTERNAL RESOURCES
To operate business processes which are effective, efficient and promote the organisation's ethos of innovative practice	Invest in our resources to ensure the organisation is adaptable, supportive and creates strong teams and networks
<p>BP1: Ensure effective financial governance and management of resources exist to enhance business performance</p> <p>BP2: Ensure good corporate governance exists and the effective management of resources.</p> <p>BP3: Review and refine the internal processes to improve the efficiency and effectiveness of SEUPB, particularly regarding developing administrative arrangements for PEACE PLUS</p>	<p>IR1: Invest in the skills, capabilities and knowledge of staff to achieve the organisational objectives</p> <p>IR2: Ensure that SEUPB attracts and retains high quality individuals.</p> <p>IR3: To embed a culture of innovation and continuous improvement</p>

Balanced Scorecard 2020

1: STAKEHOLDERS

To deliver against Stakeholder expectations by ensuring SEUPB operates with the highest standards of governance, providing accurate and timely information which meets regulatory requirements.

Strategic Objective	Strategic Action	Target/Measure	Owner						
SH1: Ensure that all funds available under the programmes are appropriately utilised.	SH 1.1: Monitor and achieve the N+3 expenditure forecasts for PEACE and INTERREG Programmes.	N+3 targets (ERDF): <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td style="text-align: center;">2020</td> </tr> <tr> <td style="text-align: center;">PIV</td> <td style="text-align: center;">€43.07m</td> </tr> <tr> <td style="text-align: center;">IVA</td> <td style="text-align: center;">€45.17m</td> </tr> </table>		2020	PIV	€43.07m	IVA	€45.17m	Director MA
		2020							
	PIV	€43.07m							
IVA	€45.17m								
SH 1.2: Monitor payments to ensure projects spend against expenditure forecasts.	Forecast project expenditure (ERDF + Match): <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td style="text-align: center;">2020</td> </tr> <tr> <td style="text-align: center;">PIV</td> <td style="text-align: center;">€55.7m</td> </tr> <tr> <td style="text-align: center;">IVA</td> <td style="text-align: center;">€59.9m</td> </tr> </table>		2020	PIV	€55.7m	IVA	€59.9m	Director CS	
	2020								
PIV	€55.7m								
IVA	€59.9m								
SH 1.3: Prepare and submit the Annual Accounts/Management Declaration and Annual Summary. SH 1.4: Prepare and submit the Annual Implementation Reports for both Programmes.	Submission of Annual Accounts/Management Declaration and Annual Summary by the regulatory deadline each year. Submission of Annual Implementation Reports by 30 June each year.	Director MA							

SH2: Continue the development of the PEACE PLUS Programme	SH 2.1: Provide leadership in the development of the new PEACE PLUS programme	Continue with comprehensive stakeholder engagement plan including the public consultation process with stakeholders across the eligible area by November 2020 Draft the Cooperation Programme taking into consideration the views of the stakeholders and the results of the EQIA and the SEA	Director MA
	SH 2.2: Ensure necessary procedures and processes are in place to implement PEACE PLUS programme	Ensure programme rules and other related documentation is in place to facilitate appropriate financial and practical management of the programme	Director MA
SH3: Ensure current programmes are functioning in accordance with EU and member state Regulatory Framework.	SH 3.1: Ensure the programmes deliver the required outputs	Ensure that all projects are regularly recording accurate and appropriate data to ensure verification and achievement of outputs.	Director JS

CORPORATE OBJECTIVE 2: CUSTOMERS

To work in partnership with our customers to ensure that projects achieve the outputs and contribute to the results of the Programmes, by supporting projects to maximise their contribution to society

Strategic Objective	Strategic Action	Target/Measure	Owner
C1: Ensure effective communication channels with customers are in operation	C1.1: Communicate with customers and stakeholders to raise awareness and increase understanding of our services and to welcome feedback.	Develop SEUPB Customer Charter by September 2020	Director MA
C2: Ensure partners are provided with the timely support to meet the requirements of their project.	C2.1: Reduce administrative burden for beneficiaries.	Review and update where applicable, internal processes relating to claims verification Ensure eMS is operating effectively	Director MA
	C2.2: Delivery of effective training to ensure that partners are equipped to meet EU and member state regulatory requirements.	Carry out a review of training needs of lead partners Arising from the review, develop channels for training that meet the needs of our partners	Director MA
C3: Operate an effective and efficient claims processing system.	C3.1: Ensure payments 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
	C3.2: Manage the First Level of Control process for eligible partners Transnational and Inter-regional projects. Verification and certification of expenditure claims to be carried out in a timely manner.	85% of claims to be verified and certified within 2 months of commencement of verification.	Director MA

CORPORATE OBJECTIVE 3: BUSINESS PROCESSES

To operate business processes which are effective, efficient and promote the organisation's ethos of innovative practice.

Strategic Objective	Strategic Action	Target/Measure	Owner
BP1: Ensure effective financial governance and management of resources exist to enhance business performance	BP1.1: Ensure the effective management of finances and resources	Pay 95% of valid supplier invoices within 30 days, and 80% within 10 days. Ensure sufficient resources are in place to facilitate prompt payment of invoices Prepare accounts and present for audit in line with regulatory requirements	Director CS
BP2: Ensure good corporate governance exists and the effective management of resources.	BP2.1: Maintain and support an effective governance and risk framework.	Review the Corporate Risk Register quarterly at Audit and Risk Assurance Committee	Director CS
	BP2.2: Ensure compliance with legislative and governance reporting requirements	Process all FOI requests, SARs and complaints within statutory timeframes. Develop and submit an annual Business Plan to the SEUPB's Sponsor Departments in line with agreed timeframes/regulatory requirements	Director CS
	BP2.3: Improve business outcomes by maximising the use of information systems and digital services.	Continually review and update current ICT Strategy to ensure it meets the needs of the organisation Implement a CRM solution to help with improving efficiency and effectiveness of SEUPB information sharing	Director CS

<p>BP3: Review and refine the internal processes to improve the efficiency and effectiveness of SEUPB, particularly regarding developing administrative arrangements for PEACE PLUS</p>	<p>BP3.1: Develop new procedures manuals for all SEUPB Teams.</p>	<p>Develop template for the review and assessment of procedures</p> <p>Review procedure assessment templates</p> <p>Develop process maps for all Teams</p> <p>Develop procedures manual for each Team and deliver appropriate training</p>	<p>Director CS</p>

CORPORATE OBJECTIVE 4: INTERNAL RESOURCES

Invest in our resources to ensure the organisation is adaptable, supportive and creates strong teams and networks.

Strategic Objective	Strategic Action	Target/Measure	Owner
<p>IR1: Invest in the skills, capabilities and knowledge of staff to achieve the organisational objectives.</p>	<p>IR1.1: Develop Organisational Human Resources Strategy.</p>	<p>Develop annual Corporate Training Plan by March to ensure that each staff member receives training</p> <p>Develop workforce planning strategy May 2020</p> <p>Develop framework for succession planning May 2020</p> <p>Ensure effective Staff Appraisal system is in place by February 2020.</p>	<p>Director CS</p>
	<p>IR1.2: Ensure that staff are provided with appropriate training to meet team and organisational objectives.</p>	<p>Training to be delivered as and when required on programme regulations and administrative arrangements of programmes.</p> <p>Provide formal and informal training on an annual basis to staff in areas of need – as defined within personal development plans.</p>	<p>Director MA</p>
<p>IR2: Ensure that SEUPB attracts and retains high quality individuals.</p>	<p>IR2.1: Ensure SEUPB opportunities reach as wide a base as possible</p>	<p>Develop an innovative solution to our recruitment strategy and processes</p> <p>Carry out a review of the strategy and amend as necessary</p>	<p>Director CS</p>
<p>IR3: To embed a culture of innovation and continuous improvement</p>	<p>IR3.1: Ensure staff are enabled to make changes where inefficiency occurs</p>	<p>All managers to include at least one organisational improvement activity in their personal performance plan</p>	<p>Director CS</p>

		Creation of cross-team improvement groups to pioneer solutions to organisational problems	
--	--	---	--

SECTION FOUR

Resourcing the Plan

Resourcing the Plan

This section sets out the resources and budget required for 2020. 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 Sponsor Departments. Annex A outlines operating costs for the 2020 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

An amount is provided for within each European Programme to cover programme administration costs which includes the management, monitoring, evaluation, information and publicity requirements. . These allocations are termed Technical Assistance. Planning for PEACE PLUS can be financed using TA

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 2020. Administrative arrangements will be reviewed for PEACE PLUS with Sponsor Departments to seek more efficient and effective ways of working.

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 2020 Plan

Monitoring and Evaluating the 2020 Business Plan

Implementation of the objectives outlined within the 2020 Business Plan will be monitored and evaluated through a series of both internal and external measures.

Internal Measures

The Senior Management Team considers and reports 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 Assurance Committee to provide an oversight role to SEUPB in relation to 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 four times per annum and completes activity in accordance with the 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, 2018 and 2019 have not been formally approved, however, they have been deemed legally compliant.

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 2020 Business Plan

The SEUPB is cognisant of the need for managers to demonstrate leadership and direction to ensure that the objectives of the 2020 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 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 2020
Budget Allocation
(Stg)**

North South Body €1 = £0.90 in 2019, and £0.90 in 2020	Agreed Budget 2019			Proposed change +/-			Proposed Budget 2020		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Programme Costs									
Peace IV	40,212	0	40,212	9,891	0	9,9891	50,103	-	50,103
NI	31,518	0	31,518	7,753	0	7,753	39,271	-	39,271
Ireland	8,694	0	8,694	2,138	0	2,138	10,832	-	10,832
Interreg VA	37,651	0	37,651	16,340	0	16,340	53,991	-	53,991
UK	26,492	0	26,492	11,498	0	11,498	37,990	-	37,990
Ireland	11,158	0	11,158	4,843	0	4,843	16,001	-	16,001
Total Programme Expenditure	77,863	0	77,863	26,231	0	26,231	104,094	-	104,094
Pay Costs	1,183	-	1,183	35	0	35	1,218	-	1,218
Non Pay Administration Costs	574	41	615	19	0	19	593	42	635
Total Administration Costs (exc pension)	1,757	41	1,798	54	0	54	1,811	42	1,853
<i>NI share representing 53%</i>	<i>931</i>	<i>22</i>	<i>953</i>	<i>29</i>	<i>0</i>	<i>29</i>	<i>960</i>	<i>22</i>	<i>982</i>
<i>IRE share representing 47%</i>	<i>826</i>	<i>19</i>	<i>845</i>	<i>25</i>	<i>0</i>	<i>25</i>	<i>851</i>	<i>20</i>	<i>871</i>
Pension costs - NI	60	0	60	14	0	14	66	-	66
Pension costs - IRE	15	0	15	9	0	9	21	-	21

Total Admin Costs (inc pension)	1,832	41	1,873	77	0	77	1,898	42	1,940
Overall Total Expenditure for approval	79,695	41	79,736	26,308	0	26,308	105,992	42	106,034
Total NI/UK share, inc pension costs	73%	53%	73%				74%	53%	73%
Total IRE share, inc pension costs	27%	47%	27%				26%	47%	27%
Existing/Projected Staff Numbers			57			0			57

Note:

Breakdown of Pension/benefit costs included in Business Plan

	NI	IRL
	£'000	£'000
Pension/benefit costs for N/S Body service	15	14
Pension/benefit costs for service liability/transferred in	43	0
Pension/benefit costs already in payment and subsumed into the N/S Body	0	0
Administration costs due to Pension Administrator	8	7
Total costs of pensions/benefits included in Business Plan	66	21

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
2020 Budget Allocation (Euro)**

fx rate

0.90

North South Body €1 = £0.90 in 2018, and £0.90 in 2019	Agreed Budget 2019			Proposed change +/-			Proposed Budget 2020		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000
Programme Costs									
Peace IV	44,680	0	44,680	9,888	0	9,888	55,670	-	55,670
NI	35,020	0	35,020	7,750	0	7,750	43,634	-	43,634
Ireland	9,660	0	9,660	2,139	0	2,139	12,036	-	12,036
Interreg VA	41,834	0	41,834	18,156	0	18,156	59,990	-	59,990
UK	29,436	0	29,436	13,816	0	13,816	42,211	-	42,211
Ireland	12,398	0	12,398	4,339	0	4,339	17,779		17,779
Total Programme Expenditure	86,614	0	86,614	28,044	0	28,044	115,660	-	115,660
Pay Costs	1,314	-	1,314	39	0	39	1,353	-	1,353
Non Pay Administration Costs	638	46	683	21	0	21	659	46	704
Total Administration Costs (exc pension)	1,952	46	1,998	60	0	60	2,012	46	2,058

NI share representing 53%	1,035	24	1,059	32	0	32	1,066	24	1,090
IRE share representing 47%	918	21	939	28	0	28	946	22	968
Pension costs - NI	67	-	67	7	0	7	74	-	74
Pension costs - IRE	17	-	17	7	0	7	24	-	24
Total Admin Costs (inc pension)	2,036	46	2,081	74	0	74	2,110	46	2,156
Overall Total Expenditure for approval	88,650	46	88,695	28,118	0	28,118	117,770	46	117,770
Total NI/UK share, inc pension costs	74%	53%	74%				74%	53%	74%
Total IRE share, inc pension costs	26%	47%	26%				26%	47%	26%
Existing/Projected Staff Numbers			57			0			57

Breakdown of Pension/benefit costs included in Business Plan

	NI	IRL
	€'000	€'000
Pension/benefit costs for N/S Body service	17	16
Pension/benefit costs for service liability/transferred in	48	-
Pension/benefit costs already in payment and subsumed into the N/S Body	-	-

Administration costs due to Pension Administrator	9	8
Total costs of pensions/benefits included in Business Plan	74	24

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

ANNEX B

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 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 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>
Non Cash Costs (excl pensions)	
<i>DEL:</i> <i>Depreciation</i>	65
Pension Costs :	
<i>DEL:</i> <i>Increase in provision due to:</i> <i>Current Service Cost</i> <i>Transfers IN</i> <i>Added years</i>	380
<i>Income from:</i> <i>Employee contributions</i> <i>Transfers IN</i> <i>Added years</i>	65
Total DEL above	510
Total NI Budget from Annex A excl Pension Benefits paid	982
Total DEL Budget for Body	1,492
AME: <i>Release of Provision (must match pension cost in Annex A)</i> <i>Interest on the Scheme liability</i>	(66) 266
Total AME above	200
Total NI Pension Costs from Annex A	66
Total AME budget	266

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

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

Description	£k		
Total DEL Budget for Body from Annex D	1,443	1,492	
<i>Of which DEL scoring in RBM for</i>	2019-20	2020-21	Total
	0	0	0
Remove Depreciation	(65)	(65)	
Remove increase in provisions re pensions, etc			
Remove Income from employee pension contributions, etc	(60)	(65)	
Other adjustments (please provide detail)	(365)	(380)	
Net DEL for 2019 requiring cash	953	982	
Total AME Budget for Body from Annex D	268	266	
<i>Of which AME scoring in RBM for</i>	2019	2020-21	
	0	0	0
Remove Release of Provision (benefits paid)	68	66	
Remove Interest on the Scheme Liability	(260)	(266)	
Net AME for 2019 requiring cash	68	66	
	1,021	1,048	
Cash Grant to the Body (Net DEL and NET AME above)			
<i>Of which Cash Grant in RBM for</i>	2019	2020	
	0	0	0

Notes:

NI 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 2019 TARGETS (As at 31 December 2019)

Business Plan 2019 – Update 31 December 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	A Achieved/On Target/At risk	B Amendment Required	C Progress Against Targets		
BR1: 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:	Director MA	Achieved	No	Cumulative N+3 expenditure declared to EC as at 31/12/2019: PIV €67.84m IVA €81.97m		
		PEACE IV	€51.7m					
		INTERREG VA	€54.2m					
	BR1.2 Monitor expenditure against project forecasts for 2019.	Forecast expenditure (ERDF + Match) by 31 December 2019:	Director CS	Achieved	No	Total expenditure of: PIV €50.56m IVA €55.28m		
			PEACE IV				€44.68m	
			INTERREG VA				€41.83m	
BR 1.3: Prepare the Commission Annual Accounts/Management Declaration	Submission of documents in line with regulatory requirements	Director MA	Achieved	No	Annual Accounts and Management Statement were accepted by the Commission on 21 March.			
BR1.4: Prepare the Annual Summary and Annual Implementation Reports	Submission of document in line with regulatory requirements.	Director MA	Achieved	No	Both AIRs submitted by 30 June and accepted by the Commission.			
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	Achieved	No	Verification visits & reports completed for themes with 2019 target (LAAP CYP; Shared Educ; Health) and CYP 14-24 Phase 1.			

						<p>Quarterly JS monitoring completed.</p> <p>Output verification methodology agreed for PIV and underway for IVA. Plans developed for verification activity, Comms, training and managing corrective action.</p>
	BR1.6: Implementation of the INTERREG and PEACE Evaluation Plans.	Progress impact and implementation evaluations as per evaluation plan	Director MA	Achieved	No	<p>The first series of case studies under the evaluation of BPR, VSS and Shared Spaces in PEACE IV have been received and are under review. A Revised version was received in December. Expect sign-off by ESG in January 2020.</p> <p>The two of the INTERREG evaluations – Research & Innovation and Environment are complete. “Key finding” documents for both and have been published on the SEUPB website.</p> <p>3 conferences were completed as scheduled. Sustainable Transport – 8 Oct. Health – 23 Oct. PEACE 5 & 6 Nov.</p> <p>Two conferences are being scheduled for Q1/Q2 2020 (R&I and Environment). The Shared Education Conference is being planned for Q3 2020</p>
	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	Achieved	No	<p>Projects log support tickets via freshdesk, all responses dealt with within timeframe stipulated.</p>

<p>BR2: Commence the development of the post 2020 cross border Programme as and when requested by Sponsor Departments</p>	<p>BR2.1: Initiate the development of the new programme: PEACE Plus</p>	<p>Develop a comprehensive stakeholder plan including the management of a public consultation process with stakeholders across the eligible area 31 by December 2019</p>	<p>Director MA</p>	<p>Achieved</p>	<p>No</p>	<p>Internal Post 2020 Working Group meetings initiated.</p> <p>ASM Research Study report finalised.</p>
		<p>Draft the Cooperation Programme taking into consideration the views of the stakeholders and the results of the EQIA and the SEA</p>	<p>Director MA</p>		<p>No</p>	<p>Drafting of other key documents underway.</p> <p>Initial timeline of work drafted (GANTT Chart etc.).</p> <p>Review of Regulations ongoing throughout negotiations at EU / Member State level.</p> <p>Regular meetings established between SEUPB and two sponsor departments. First meeting took place on the 16 August 2019 with a further on 5 September.</p> <p>Consultation meetings held to date with the majority of government departments North and South including a joint workshop on the 19 November attended by 90 government dept officials. Further consultation meetings held with other stakeholders including political, statutory agencies and other funding bodies.</p> <p>Stakeholder Engagement process commenced on the 10 December 2019 and will close on the 25</p>

						<p>February 2020. This includes public meetings in at least 16 locations throughout the programme area.</p> <p>A Social Economy Study Visit took place on the 15 and 16 May in Dublin. This was attended by a range of stakeholders from government departments, the community and voluntary sector and from academia. Another Study Visit took place in Edinburgh on the 12 September and at the start of November in Belfast.</p>
<p>BR3: Promote and maximise NI partner participation within the INTERREG VB/C Transnational and Inter-Regional Programmes.</p>	<p>BR3.1: During 2019, 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.</p>	<p>Cumulative total of €15m ERDF approved to 70 Partners by 31 December 2019</p>	<p>Director MA</p>	<p>Achieved</p>	<p>Yes</p>	<p>Three major Calls for Applications in 2019. Support programme put in place including application clinic for NW Europe Call 9. Regional Advisory Group met to consider 25 Call 6 applications for the NPA Programme in January. Decisions in March.</p> <p>A Call for Applications for the NPA Programme opened on the 1st July with a joint North/South Information Seminar held on the 5th July to promote the call. A total of 40 people were in attendance.</p> <p>SEUPB assessing Step 1 and Step 2 applications submitted to the NW Europe Programme in June / July and August 2019. €16.4m committed to 78 partners.</p>

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	A Achieved/On Target/At risk	B Amendment Required	C Progress Against Targets
<p>C1: Ensure projects are provided with the support to meet the requirements of their Letter of Offer.</p>	<p>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.</p>	<p>17 workshops to be delivered for approved partnerships by 31 December 2019.</p>	<p>Director MA</p>	<p>Achieved</p>	<p>Yes</p>	<p>17 complete at end December 2019. A contractor was appointed to review training for beneficiaries and recommend alternative delivery approaches, if appropriate. A full report has been submitted along with recommendations. MA/FCU/JS are developing blended learning materials including screencasts/webinars etc to support beneficiaries going forward. This approach was communicated to the Shared Spaces Lead Partners on 22 November. It will be extended to all projects after that date and will be the core of the training programme going forward. We will need to re-think the target for 2020 given the revised approach.</p>
<p>C2: Operate an effective and efficient claims processing system.</p>	<p>C2.1: During 2019, ensure payment to project for claim reimbursements are made once all verification checks complete and MA has approved for payment</p>	<p>100% of payments made to lead partners within 90 days of receipt of consolidated reports</p>	<p>Director CS</p>	<p>Achieved</p>	<p>No</p>	<p>100% of payments YTD made within 90 days of receipt of consolidated reports.</p>
	<p>C2.2: Manage the First Level of Control process for partners for the eligible Transnational and Inter-regional projects. Verification and</p>	<p>85% of claims to be verified and certified within 2 months of commencement of verification.</p>	<p>Director CS</p>	<p>Achieved</p>	<p>No</p>	<p>100% of claims to date certified within 2 months.</p>

	certification of expenditure claims in a timely manner.					
C3: 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.	<p>Creation of a focus group that meets twice per year to obtain feedback on how the current process can improve</p> <p>Develop social media further and achieve a 5% increase in likes and follows.</p>	<p>Director CS</p> <p>Director CS</p>	Achieved	<p>No</p> <p>No</p>	<p>Focus group created to obtain feedback on how the current process can improve. Feedback also obtained via a stakeholder survey contained within the Annual Perception & Awareness Survey.</p> <p>Communications Team appointed external social media support. Comms Team in May 2019 for a 12 month period.</p>

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 accountability requirements.

Strategic Objective	Strategic Action	Target/Measure	Owner	A Achieved/On Target/At risk	B Amendment Required	C Progress Against Targets
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	Achieved	No	The annual total paid 99.17% of valid supplier invoices within 30 days and achieved 96.11% within 10 days. 2018 Annual Report & Accounts were certified by the Northern Ireland Audit Office (NIAO) & the Comptroller & Auditor General (C&AG) on the 28th June 2019. Clean Audit report and no recommendations on the RTTCWG and laid in December. Staffing Levels maximised throughout 2019 within the maximum headcount of 57 FTE permanent staff.
		Prepare accounts and present for audit in line with regulatory requirements	Director CS	Achieved	No	
		Maximise staffing levels throughout 2019 in line with agreed staffing complement of 57 FTE posts.	Director CS	Achieved	No	
	IP1.1: Throughout 2019, ensure the effective management of our finances and resources.	Absence levels less than 4%.	Director CS	Not achieved	No	The annual rate for the last 12 months was 6.25% which was above target
	IP1.2: Maintain and support an effective governance and risk framework.	Review the Corporate Risk Register quarterly at Audit and Risk Committee	Director CS	Achieved	No	4 Audit & Risk Assurance Committee Meetings took place in 2019.

	<p>IP1.3: During 2019, ensure compliance with legislative and governance reporting requirements</p>	<p>Process all FOI requests, SARs and complaints within statutory timeframes.</p> <p>Develop and submit an annual Business Plan for 2020 to the SEUPB's Sponsor Departments in line with agreed timeframes/regulatory requirements</p>	<p>Director CS</p> <p>Director CS</p>	Achieved	No	<p>All complaints processed within statutory timeframe.</p> <p>Corporate Plan 2020-23 drafted and submitted to Departments for review.</p> <p>Business Plan 2020 drafted and submitted to Departments for review.</p>
	<p>IP1.4 During 2019, improve business outcomes by maximising the use of information systems and digital services.</p>	<p>Update ICT Strategy by 31 December. Carry out a complete review of the ICT Strategy.</p> <p>Continue to investigate the options available to improve efficiency and effectiveness of SEUPB information sharing by 31 December 2019.</p>	<p>Director CS</p> <p>Director CS</p>	Achieved	No	<p>Initial review of ICT strategy completed and areas identified needing added/updated/removed.</p> <p>Review of policies and processes underway. Once finalised the appropriateness of an IT solution will be investigated.</p>
<p>IP2: Ensure that all payment applications to the EU are submitted by stipulated deadlines and that the drawdown of ERDF is maximised.</p>	<p>IP2.1: Prepare and submit payment applications to maximise the drawdown of available ERDF in 2019.</p>	<p>Submit a minimum of two payment applications to EU for each programme in line with regulatory/programme requirements</p>	<p>Director CS</p>	Achieved	No	<p>2 Interim Payment Applications have been submitted to the EC for each programme.</p>
<p>IP3: Ensure that processes are put in place to meet the challenges of the UK's withdrawal from the EU on current programmes, on internal processes and governance</p>	<p>IP3.1 in 2019, Ensure effective procedures are in place to meet the challenges of the UK's withdrawal from the EU on current programmes, on internal processes and governance arrangements</p>	<p>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</p> <p>Liaise with Legal representatives as necessary on the actions to be taken based on the manner of the UK's exit from the EU</p>	<p>Director CS</p>	Achieved	No	<p>All submissions have been made to Sponsor Departments. We await further feedback</p>

CORPORATE OBJECTIVE 4: LEARNING & GROWTH

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

Strategic Objective	Strategic Action	Target/Measure	Owner	A Achieved/On Target/At risk	B Amendment Required	C Progress Against Targets
LG1: Invest in the skills, capabilities and knowledge of staff to achieve the organisational objectives.	LG1.1: 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	Achieved	No	OTNA completed and agreed by SEUPB.
		Create an Employee Learning Framework and deliver to staff by 30 September 2019	Director CS	Achieved	No	The OTNA highlighted areas for the Employee Learning Framework and work continues on refining the framework.
LG2: 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	Achieved	No	This work was developed in the context of the recommendations of the Think People Report.
LG3: 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	Achieved	No	Project initiation was in September 2019. All data sources were identified and collated and technical design specification signed off by 31 December 2019.