



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

CORPORATE PLAN 2020-22

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CHIEF EXECUTIVE'S FOREWORD

This Corporate Plan sets out a road map as to how we will ensure that the funds allocated to Northern Ireland, the Border Region of Ireland and the West of Scotland in the PEACE IV and INTERREG VA programmes, will make a real difference to the citizens of those regions. The PEACE IV Programme, with a value of €269m, provides support to projects focusing on four key objectives including Shared Education; Children and Young People; Shared Spaces and Services; and Building Positive Relations. With a value of €283m the INTERREG VA Programme focuses on Research & Innovation in support of economic development; Environmental Protection; Sustainable Transport and Health Services.

It is vital we provide the opportunities for our community to interact, to get to know each other by playing together and talking to each other, to have access to an efficient healthcare society, to live in a sustainable, healthy environment and to live in peace without the threat of violence.

The projects we fund provide those opportunities across the many varied sectors supported by the PEACE IV and INTERREG VA Programmes. Projects in PEACE IV are delivering shared education to thousands of children in Northern Ireland and Ireland, outreach and education programmes to children and young people, enhancing the services delivered to the public by Local Authorities and extending the vital services provided by the Victims and Survivors Service. Projects in INTERREG VA are delivering increased resilience and entrepreneurial skills to SMEs, increasing PhD hours in academic institutions, researching new forms of sustainable energy, building additional miles of greenways and developing a new multi-modal transport hub in Derry/Londonderry in addition to increasing the efficiency of Health services. They are all making a difference.

We are all currently adjusting to a new way of working during the COVID -19 crisis, and we are assisting projects to modify and adjust to ensure that they continue delivering the very important work that they do. The impact of this crisis, is as yet unknown, but we all understand that there will be difficult times ahead, economically and socially, and we are committed to do what we can to assist.

The next three year period will be of extreme importance to this region, as we embark on the development and delivery of the new PEACE PLUS programme. We have put in place

ambitious plans for the programme which we hope will continue the successes of our previous programmes and leave a lasting legacy to the lives of all the people in Northern Ireland and the border region of Ireland. We will of course consider what the Programme can do to mitigate against the shocks of the Covid -19 crisis.

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 staff at the SEUPB, without whom we would not be able to deliver upon this our new Corporate Plan.

Gina McIntyre
Chief Executive
Special EU Programmes Body

SECTION ONE

OVERVIEW OF THE WORK OF THE SEUPB

INTRODUCTION

This Corporate Plan sets out the activities that the Body will carry out during 2020-22 to support the delivery of its vision, strategies and business objectives. The Corporate Plan details specific targets and measurable performance indicators for each business objective along with the budgets and staffing arrangements of the SEUPB.

The SEUPB has successfully delivered on objectives and targets as set out in its 2017-19 Corporate Plan and annual Business Plans. Building on this progress, activity during 2020-2022 will focus on the development and implementation of the PEACE PLUS Programme, along with completing delivery and administrative closure of the 2014-2020 Programmes.

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.

The SEUPB is one of the six cross-border Bodies set up under the “Agreement between the Government of Ireland and the Government of the United Kingdom of Great Britain and Northern Ireland establishing implementing bodies” signed on 8 March 1999 (the British-Irish Agreement of 8 March 1999).

The Agreement was given domestic effect by means of the North/South Co-operation (Implementation Bodies) (Northern Ireland) Order 1999 and the British-Irish Agreement Act 1999 respectively.

We are responsible to two Sponsor Departments, the Department of Finance and the Department of Public Expenditure and Reform along with the European Commission and the North South Ministerial Council.

The SEUPB is required to prepare a three year Corporate Plan and an annual Business Plan. All plans are subject to the approval of the NSMC, which includes the two Finance/Public Expenditure Ministers. The Body is also required to produce an Annual Report on its activities and a Statement of Accounts. This is examined and certified by the respective Comptroller and Auditor General in both jurisdictions. Copies of the report are submitted to the NSMC and laid before the Assembly and the Houses of the Oireachtas.

In line with best practice, an embedded risk management system culminates in the Chief Executive making an annual Assurance Statement. Through an Audit and Risk Assurance Committee, with an independent Chair and Membership, the SEUPB continues to apply sound corporate governance and risk management systems, which support its ability to attain corporate objectives.

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 Referendum on EU Membership gave rise to considerable uncertainty in relation to the continued availability of funding for the programmes. The Irish and UK Governments have repeatedly affirmed their commitment to the successful completion of the programmes and the Withdrawal Agreement between the EU and the UK subsequently provided for the continuation of the PEACE IV and INTERREG VA Programmes for the remainder of the current programming period.

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. 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 all counties in NI (incorporating Belfast) and 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.

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. In this context, the Body 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.

The SEUPB 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

The SEUPB works to support applicants to develop projects for submission to the INTERREG VB/VC Programmes. 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 Northern Ireland partner have been approved under the Programmes with a total of €16.4m ERDF committed.

SECTION TWO

Review of Performance

Performance Review against the 2017-2019 Corporate Plan

This chapter provides a brief review of the SEUPB's performance against the measurable targets outlined within the SEUPB's 2017-19 Corporate Plan. The SEUPB has successfully delivered against its targets as outlined within the 2017-19 Corporate Plan. The annual Business Plans produced during the three year period provided comprehensive details of performance and achievement for each of the years. A summary of the key outputs against each of the four key corporate objectives is outlined below.

1. Implementing the PEACE IV and INTERREG VA Programmes

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.

PEACE IV summary at Dec 2019:

- 96 approved projects (including Technical Assistance) at a value of €276.9m
- Cumulative expenditure of €50.56m
- 2018 Annual Implementation Report submitted and accepted by Commission
- 2018 Annual Accounts submitted with unqualified opinion

INTERREG VA summary at Dec 2019:

- 32 approved projects (including Technical Assistance) at a value of €279.8m
- Cumulative expenditure of €55.28m
- 2018 Annual Implementation Report submitted and accepted by Commission
- 2018 Annual Accounts submitted with unqualified opinion

2. Project Support and Guidance

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

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 period 2017-19. This training was on subjects such as 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 2017-19, 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.

3. Corporate Governance and Services

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.

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. Annual Accounts for the years 2016, 2017 and 2018 were laid in the Assembly and the Houses of the Oireachtas. The Annual Report and Accounts for 2019 have been audited and certified by the Comptrollers and Auditor Generals of both Member States.

The SEUPB operates an Audit and Risk Assurance Committee comprising three independent members, including the Committee Chair, and a representative from each of the two sponsoring departments, who attend as non-voting members. The Committee meets at least four times per year in line with its Terms of Reference.

The SEUPB staffing level was set by the Sponsor Departments in 2014 at 57.00 FTE permanent members of staff, and the SEUPB has continued to successfully meet its business objectives at that staffing level throughout 2017-19.

The key staffing indicator for the 2017-19 period is detailed in the following table:

	2017	2018	2019
Business Plan Target	3%	4%	4%
Actual % Days lost of total available working days	4.62%	2.28%	6.25%

As can be seen from the table above the target for 2017 and 2019 were not attained but this was due to instances of long term sick which were outside the control of the Body.

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.

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, created and implemented 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.

SECTION THREE

SETTING OBJECTIVES FOR THE 2020-
2022 CORPORATE PLAN

Identifying Objectives and Activities for 2020-2022

Throughout the process of establishing the corporate objectives for the next three years, the SEUPB carefully considered the following:

- The economic and public expenditure context
- The European political context
- Sponsor Department objectives
- SEUPB Key regulatory functions
- SEUPB Development and Innovation Plan

The context in which these were developed will alter significantly with the impact of the COVID -19 crisis, and the responses required.

Economic and Public Expenditure Context

Given the significant economic impact of the COVID-19 pandemic both governments, at this stage, are not in a position to accurately quantify the economic position. The impact of COVID-19 on both economies will be significant and it will have financial and budgetary implications for the 2020-22 period. Both governments anticipate recovery plans will be implemented to assist those sectors of the economy most in need. Corporate Objectives contained within this plan are therefore to be considered within a context of ongoing pressures on departmental budgets across the board.

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 currently runs from 2014-2020. The next framework will run from 2020 to 2027.

The Withdrawal Agreement between the EU and the UK provides for the continuation of the PEACE IV and INTERREG VA Programmes for the remainder of the current programming period and for a future successor programme.

In this regard, SEUPB warmly welcomes the inclusion of a proposal for the PEACE PLUS programme to continue and build on the work for the current PEACE and INTERREG Programmes, for the 2020-2027 period which was included in the Multi-Annual Financial Framework and the draft cohesion policy regulations published in May 2018.

Alignment with Sponsor Departments' Objectives

The SEUPB is very aware of the importance of ensuring that the SEUPB's targets are in alignment with its Sponsor Departments. Both Departments are in the process of preparing new strategies for the period and therefore targets within the plan have been considered in light of previous Departmental targets. The SEUPB will continue to monitor its objectives in line with those of its Sponsor Departments:-

Relevant objectives for the 2017-19 period as outlined within the DoF's Corporate Plan include:

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

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

PRIORITY 1: 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.

Within the Department of Public Expenditure and Reform's Statement of Strategy 2016-19, the following objectives are outlined:

- *To manage public expenditure at sustainable levels in a planned, rational and balanced manner.*
- *To have public management and governance structures that are accountable, transparent, and effective.*

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 the 2020-2023 corporate planning period:

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. During 2023 the deadline for closure of the PEACE IV and INTERREG VA programmes will be reached. The SEUPB will ensure that the deadline is met and that the closure complies with all relevant regulations and requirements. There will be adjustments to the closure regulations as a response to the COVID-19 crisis, which we will consider.

3. Work will continue on the development and implementation of the post 2020 PEACE PLUS Programme.

4. 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.

5. 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. Following the lockdown and public health restrictions required as part of the COVID-19 crisis, some projects are likely to require significant support and adjustment to deadlines, outputs, etc.

6. 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 applicable projects, and this role must continue until those projects are complete.

Development & Innovation Plan

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 the 2020-2022 corporate planning period. 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.

Further details regarding the revised vision and mission statements are provided overleaf. Four new corporate objectives for 2020 to 2022, which reflect the development and innovation areas of focus, are outlined in further detail in the following section.

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.

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.</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>

SECTION FOUR

RESOURCING THE PLAN

Resourcing the Plan

Administration/Operating Costs of the SEUPB

Financial resources in respect of administration/operating costs of the SEUPB are provided annually via an agreed budget allocated from its Sponsor Departments (the Department of Finance and the Department of Public Expenditure and Reform). Tables outlining proposed budgets for 2020 and indicative allocations for 2021 and 2022 can be found in Annex C.

Programme Expenditure

The Programme expenditure figures are based on the value of Euro funds required by the Central Payments Unit within the SEUPB to make payment requests to projects to cover both the annual N+3 targets set by the EU Commission under the Operational Programme and in addition to this, any advance payments required. These have been translated to sterling at 0.90, being the planning rate set down by the Department of Finance and the Department of Public Expenditure and Reform. As we get further into 2020 there is likely to be a significant impact on the planned expenditure targets as a result of the COVID-19 lockdown period.

SECTION FIVE

Monitoring, Evaluating and Communicating
the 2020-22 Corporate Plan

Monitoring, Evaluating and Communicating the Plan

Implementation of the objectives outlined within the 2020-22 Corporate 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 Corporate Plan Targets at monthly meetings, primarily through the monitoring of the annual Business Plan targets. The Business Plan targets are set on an annual basis in a manner which ensures that they align closely with the Corporate Plan Targets. Meeting all Business Plan targets will therefore ensure delivery of the Corporate Plan objectives. The Senior Management Team assesses the risks associated with all targets on a monthly basis, using a detailed Risk Register, and agrees/approves mitigating actions to be taken. At the end of each year within the Corporate Plan cycle, consideration is given to any Business Plan targets which have not been achieved, and any remedial action required to reduce the impact upon the associated Corporate Plan target.

The SEUPB considers the Corporate Plan to be a working document and the annual business planning days allow the opportunity for all staff members to discuss progress against the Corporate Plan targets. This also provides the SEUPB with the opportunity to discuss, refine or amend current targets in light of changing operational environments. The Business Plans, produced and reported on annually, are another useful tool to track progress against the corporate objectives and annual targets set in the Corporate Plan.

External Measures

In line with best practice, the Accounting Officer has established an Audit and Risk Committee to support her in her responsibilities for issues of risk, control and governance and associated assurance issues. The committee consists of independent members and includes representation from both Sponsor Departments. The Committee meets four times per annum and completes activity in accordance with stipulations outlined within its agreed Terms of Reference.

As part of the programme governance arrangements, SEUPB submits an Annual Implementation Review and Accounts to the Commission for each programme.

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

Communicating the 2020-22 Corporate Plan

The SEUPB is very aware that delivering the 2020-22 Corporate Plan within the context of the challenging environment will require strong and visible leadership by all SEUPB Managers. As outlined above, the SEUPB Senior Management Team is committed to communicating the Plan to both staff and stakeholders alike.

Annual business and corporate planning events enable objectives and targets to be communicated to all staff members and upon approval of the plan, it will be published and issued to all members of staff. The plan will also be published on the SEUPB website and in line with standard procedure, will be available in alternative formats to ensure accessibility by all.

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

ANNEX A

CORPORATE PLAN 2020-2022

CORPORATE PLAN 2020-2022

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	2020	2021	2022	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: 20px;"> <thead> <tr> <th></th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>PIV</td> <td>€43.07m</td> <td>€43.93m</td> <td>€44.81m</td> </tr> <tr> <td>IVA</td> <td>€45.17m</td> <td>€46.07m</td> <td>€46.99m</td> </tr> </tbody> </table>		2020	2021	2022	PIV	€43.07m	€43.93m	€44.81m	IVA	€45.17m	€46.07m	€46.99m	✓	✓	✓	MA
		2020	2021	2022														
	PIV	€43.07m	€43.93m	€44.81m														
	IVA	€45.17m	€46.07m	€46.99m														
	SH 1.2: Monitor payments to ensure projects spend against expenditure forecasts ¹ .	Forecast project expenditure (ERDF + Match): <table border="1" style="margin-left: 20px;"> <thead> <tr> <th></th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>PIV</td> <td>€55.7m</td> <td>€78.3m</td> <td>€38.9m</td> </tr> <tr> <td>IVA</td> <td>€59.9m</td> <td>€75.8m</td> <td>€48.7m</td> </tr> </tbody> </table>		2020	2021	2022	PIV	€55.7m	€78.3m	€38.9m	IVA	€59.9m	€75.8m	€48.7m	✓	✓	✓	CA
		2020	2021	2022														
PIV	€55.7m	€78.3m	€38.9m															
IVA	€59.9m	€75.8m	€48.7m															
SH 1.3: Prepare and submit the Annual Accounts/Management Declaration and Annual Summary.	Submission of Annual Accounts/Management Declaration and Annual Summary by the regulatory deadline each year.	✓	✓	✓	MA													
SH 1.4: Prepare and submit the Annual Implementation Reports for both Programmes.	Submission of Annual Implementation Reports by 30 June each year.	✓	✓	✓	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	✓			MA												

¹ Targets likely to change due to impact of CV-19

		Draft the Cooperation Programme taking into consideration the views of the stakeholders and the results of the EQIA and the SEA	✓			MA
		Agree and implement the Cooperation Programme		✓	✓	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	✓	✓	✓	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.	✓	✓	✓	JS
	SH 3.2: Continue with the INTERREG and PEACE Evaluation Plans.	Manage the programme of evaluations ensuring that any agreed recommendations are implemented	✓	✓	✓	MA

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	2020	2021	2022	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 ² Review the customer charter each year	✓			SEUPB
	C1.2: Reduce administrative burden for beneficiaries.	Review and update where applicable, internal processes relating to claims verification Ensure eMS is operating effectively	✓	✓	✓	FCU MA
C2: Ensure partners are provided with the timely support to meet the requirements of their project.	C2.1: 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 partners	✓	✓	✓	MA
		Arising from the review, develop channels for training that meet the needs of our partners	✓	✓	✓	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	✓	✓	✓	CA
	C3.2: Manage the First Level of Control process for relevant partners for all Transnational and Inter-regional projects. Verification and	85% of claims to be verified and certified within 2 months of commencement of verification.	✓	✓	✓	TRANS

² Target likely to change due to impact of CV-19

	certification of expenditure claims to be carried out in a timely manner.					
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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	2020	2021	2022	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.	✓	✓	✓	CS
		Ensure sufficient resources are in place to facilitate prompt payment of invoices	✓	✓	✓	CS
		Prepare accounts and present for audit in line with regulatory requirements	✓	✓	✓	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	✓	✓	✓	CS
	BP2.2: Ensure compliance with legislative and governance reporting requirements	Process all FOI requests, SARs and complaints within statutory timeframes.	✓	✓	✓	CS
		Develop and submit an annual Business Plan to the SEUPB's Sponsor Departments in line with agreed timeframes/regulatory requirements	✓	✓	✓	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	✓	✓	✓	ICT

BP3: Continually develop internal processes to improve the efficiency and effectiveness of SEUPB.	BP3.1: Develop new procedures manuals for all SEUPB Teams.	Develop template for the review and assessment of procedures	✓			All teams
		Review procedure assessment templates	✓	✓	✓	All teams
		Develop process maps for all Teams	✓	✓	✓	All teams
		Develop procedures manual for each Team and deliver appropriate training	✓	✓	✓	All teams

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	2020	2021	2022	Owner
IR1: Invest in the skills, capabilities and knowledge of staff to achieve the organisational objectives.	IR1.1: Develop Organisational Human Resources Strategy. ³	Develop annual Corporate Training Plan by March to ensure that each staff member receives training	✓	✓	✓	HR
		Develop workforce planning strategy May 2020	✓			
Review workforce planning strategy March 2022				✓		
Develop framework for succession planning May 2020		✓				
Review succession plan March 2022					✓	
Ensure effective Staff Appraisal system is in place by February each year.		✓	✓	✓		
	IR1.1: Ensure that staff are provided with appropriate training to meet team and organisational objectives.	Training to be delivered as and when required on programme regulations and administrative arrangements of programmes.	✓	✓	✓	MA
			✓	✓	✓	HR

³ 2020 Targets likely to change due to impact of CV-19

		Provide formal and informal training on an annual basis to staff in areas of need – as defined within personal development plans.				
IR2: Ensure that SEUPB attracts and retains high quality individuals.	IR2.1: Ensure SEUPB opportunities reach as wide a base as possible	Develop an innovative solution to our recruitment strategy and processes Carry out a review of the strategy and amend as necessary	✓	✓	✓	HR
	IR2.2: Make SEUPB a more attractive place to work	Review and update induction plan & process for new recruits Review of current job descriptions and job specifications to ensure they accurately reflect the needs of the organisation Carry out an evaluation of SEUPB staffing complement Review and enhance the Corporate Health and Wellbeing Strategy	✓	✓	✓	HR HR HR HR
IR3: To embed a culture of innovation and continuous improvement	IR3.3: Ensure staff are enabled to make changes where inefficiency occurs	All managers to include at least one organisational improvement activity in their personal performance plan	✓	✓	✓	HR
		Creation of cross-team improvement groups to pioneer solutions to organisational problems	✓	✓	✓	CS

ANNEX B

ORGANISATIONAL CHART



JOINT SECRETARIAT

MANAGING AUTHORITY
 (INCLUDING FINANCIAL CONTROL UNIT(FCU))

CORPORATE SERVICES
 (INCLUDING CERTIFYING AUTHORITY)

ANNEX C
PROPOSED BUDGET ALLOCATIONS (£ and €)

Proposed 2020 Budget and Indicative Budgets for 2021 & 2022 (Euro)

North South Body €1 = £0.90	Proposed Budget 2020			Indicative Budget 2021			Indicative Budget 2022		
	Current €'000	Capital €'000	Total €'000	Current €'000	Capital €'000	Total €'000	Current €'000	Capital €'000	Total €'000
Programme Costs									
Peace IV	55,670	-	55,670	78,340	-	78,340	38,920	0	38,920
NI	43,634	-	43,634	61,403	-	61,403	30,505	-	30,505
Ireland	12,036	-	12,036	16,937	-	16,937	8,415	-	8,415
Interreg VA	59,990		59,990	75,080	-	75,080	48,650	0	48,650
United Kingdom	42,211	-	42,211	52,829	-	52,829	34,232	-	34,232
Ireland	17,779	-	17,779	22,251	-	22,251	14,418	-	14,418
PEACE PLUS							22,222		22,222
United Kingdom							17,419		17,419
Ireland							4,803		4,803
Total Programme Expenditure	115,660	-	115,660	153,420	-	153,420	109,792	-	109,792
Pay Costs	1,353	-	1,353	1,393	-	1,393	1,436	-	1,436
Non Pay Administration Costs	659	46	704	679	46	725	747	46	793
Total Administration Costs (excl pension)	2,012	46	2,058	2,072	46	2,118	2,183	46	2,229
<i>NI share representing 53%</i>	1,066	24	1,090	1,098	24	1,122	1,157	24	1,181
<i>IRE share representing 47%</i>	946	22	968	974	22	996	1,026	22	1,047
Pension costs - NI	74	-	74	76	-	76	78	-	78
Pension costs - IRE	24	-	24	25	-	25	26	-	26
Total Admin Costs (inc Pension)	2,110	46	2,156	2,173	46	2,219	2,276	46	2,322
Overall Total Expenditure (Programmes & Administration)	117,770	46	117,816	155,593	46	155,639	112,079	46	112,125

Proportion payable by UK	74%	53%	74%	74%	53%	74%	74%	53%	74%
Proportion payable by IRL	26%	47%	26%	26%	47%	26%	26%	47%	26%
Existing/Projected Staff Numbers			57			57			57

Proposed 2020 Budget and Indicative Budgets for 2021 & 2022 (Sterling)

North South Body €1 = £0.90	Proposed Budget 2020			Indicative Budget 2021			Indicative Budget 2022		
	Current £'000	Capital £'000	Total £'000	Current £'000	Capital £'000	Total £'000	Current £'000	Capital £'000	Total £'000
Programme Costs									
Peace IV	50,103	-	50,103	70,506	0	70,506	35,028	0	35,028
NI	39,271	-	39,271	55,263	-	55,263	27,455	-	27,455
Ireland	10,832	-	10,832	15,243	-	15,243	7,573	-	7,573
Interreg VA	53,991	-	53,991	67,572	0	67,572	43,785	0	43,785
United Kingdom	37,990	-	37,990	47,546	-	47,546	30,809	-	30,809
Ireland	16,001	-	16,001	20,026	-	20,026	12,976	-	12,976
PEACE PLUS							20,000		20,000
United Kingdom							15,677		15,677
Ireland							4,323		4,323
Total Programme Expenditure⁴	104,094	-	104,094	138,078	-	138,078	98,813	-	98,813
Pay Costs	1,218	-	1,218	1,254	-	1,254	1,292	-	1,292
Non Pay Administration Costs	593	42	635	611	42	653	672	42	714
Total Administration Costs (exc pension)	1,811	42	1,853	1,865	42	1,907	1,964	42	2,006
<i>NI share representing 53%</i>	<i>960</i>	<i>22</i>	<i>982</i>	<i>988</i>	<i>22</i>	<i>1,010</i>	<i>1,041</i>	<i>22</i>	<i>1,063</i>
<i>IRE share representing 47%</i>	<i>851</i>	<i>20</i>	<i>871</i>	<i>877</i>	<i>20</i>	<i>897</i>	<i>923</i>	<i>20</i>	<i>942</i>
Pension costs - NI	66	-	66	68	-	68	70	-	70
Pension costs - IRE	21		21	22		22	23		23
Total Admin Costs (inc Pension)	1,898	42	1,940	1,955	42	1,997	2,057	42	2,099

⁴ 2020 targets likely to change due to the impact of CV-19

Overall Total Expenditure (Programmes & Administration)	105,992	42	106,034	140,033	42	140,075	100,870	42	100,912
Proportion payable by UK	74%	53%	74%	74%	53%	74%	74%	53%	74%
Proportion payable by IRL	26%	47%	26%	26%	47%	26%	26%	47%	26%
Existing/Projected Staff Numbers			57			57			57