

Summary of Business Plan Performance Updates as at 31 December 2019

Introduction

Below is a brief summary of the Department's performance for quarter three against the actions set out in the draft 2019-20 Departmental Business Plan. More detailed progress updates are also included below. These updates were approved by the Departmental Board on 30 January 2020.

Status of Actions

The Plan is structured under the Department's seven strategic objectives and contains 54 key actions which DfE aims to deliver during 2019-20.

Each action has been rated as "red", "amber" or "green", and for any actions not rated as green, an explanation for the slippage has been provided as well as remedial actions being taken to bring the action back on track.

At 31 December 2019, the action statuses were rated as follows:	
Rating	Key Points to Note
2	Two actions have been rated as "red" meaning that it is unlikely they will be achieved by the target date. Reasons for the "red" status include: <ul style="list-style-type: none"> • uncertainty over UK funding and lack of a multi-year comprehensive spending review; and • delay caused by the ongoing situation with the EU Withdrawal Agreement.
18	A total of 18 actions have been rated as "amber", meaning that the rate of progress is less than anticipated against the targeted outcome. Reasons for the "amber" status include: <ul style="list-style-type: none"> • the diversion of resources to other priorities; and • uncertainty around the timing and terms of our exit from the European Union.
34	A total of 34 actions have been rated as "green", meaning that there is significant confidence of delivering the targeted outcome on schedule.

Summary

The Department continues to work towards achieving its Business Plan Actions for 2019-20. An end year update will be prepared in April 2020 and reported in the Performance Report section of the Department's Annual Report and Accounts for the year.

2019/20 Business Plan Performance Update - Quarter 3						
QUARTER 3 2019/20						
REF	BUSINESS PLAN 2019/20 ACTIONS	Target Date	LEAD	RAG STATUS (Red, Amber, Green)	PROGRESS UPDATE TO 31 DECEMBER 2019/20	IF RAG STATUS IS NOT GREEN, PROVIDE EXPLANATION AND REMEDIAL ACTION BEING TAKEN
Strategic Objective 1 – Accelerate innovation and research						
1	Lead and manage the six further education colleges to deliver 350 projects in 2019/20 through the InnovateUs programme, enabling small businesses to engage in innovation and development activities.	By March 2020	Skills Strategy	Green	As at 31/12/19, over 249 projects have been delivered through the Innovate Us programme.	
2	Manage the NI Horizon 2020 Contact Point network to support local Universities to increase participation in, and maximise drawdown of funding from, Horizon 2020.	By March 2020	Higher Education Policy	Green	NI participants have secured 86.8 million euros through 272 successful NI participations in Horizon 2020 to date (figures up to mid-October 2019).	
3	Undertake a strategic review of the draft Industrial Strategy to identify emerging economic policy priorities post-Brexit.	By March 2020	Strategic Policy	Amber	Work on developing a strategic review of the draft Industrial Strategy, including an assessment of the evidence base, is underway. Delivery against this action will be impacted by the timings and terms of the UK's exit from the EU.	Delivery against this action will be impacted by the timings and terms of the UK's exit from the EU. The Department continues to closely monitor the EU Exit negotiations. In the interim, work is underway to undertake an analysis of existing and emerging research, policies and interventions to be considered as part of the review.
4	Reconstitute the Matrix Panel, and agree a 3 year work programme.	By September 2019	Strategic Policy	Amber	The Matrix Panel has been reconstituted with the new panel holding its first meeting on 26th September 2019. The panel have agreed a 1 year work programme but a finalised 3 year work programme remains under consideration.	Key areas already agreed for Matrix' work programme are: Agritech; Advanced Manufacturing/Construction; and a rolling review of existing Matrix reports. Additional discussions are planned for the quarterly Matrix meeting scheduled on 5th March 2020 where it is hoped a 3 year work programme will be finalised.
5	City Deals – coordinate the DfE engagement on the NI City Deals and manage DfE input to innovation elements.	By March 2020	Strategic Policy	Amber	A Project Management Office (PMO) to manage and co-ordinate DfE engagement with all City Deals in alignment with NICS governance and funding protocols has been established with initial resources. A 'governance and funding paper' dated 7 Nov 19 was approved by Top Management Team (TMT) on 11 November with a budget of £2m. PMO to submit a paper to the Resourcing Group for the additional posts. PMO continues to engage with DoF on City Deal governance arrangements. City Deal PMO is working with Belfast Region City Deal (BRCD) Innovation Pillar teams to develop outline business cases (OBCs) by March 2020 and are liaising with Derry City and Strabane District Council on delivery of strategic outline cases (SOCs) prior to agreement of Heads of Terms in 2020. PMO is coordinating wider departmental and ALB input into the development of the Tourism, Telecoms & Digital projects.	Resourcing Group has agreed to in principle to need for additional 24 staff across the Department. Business cases for each post to be filled asap in 20/21 are currently being prepared by Directors. A Bid for £2m for 20/21 has been made to DoF. Decision anticipated mid-January 2020. Business cases for 5 additional staff in the PMO have been approved by the Resourcing Group. Subject to availability of in year funding it is hoped to have at least 3 of these posts filled by mid-February.

6	Develop action plan for NI contribution to delivery of UK 2.4% Research & Development (R&D) target by 2027.	By December 2019	Strategic Policy		NI action plan is subject to UK budget and 2.4% action plan. Progress on UK 2.4% action plan and associated budget has slipped due to uncertainty on UK funding and lack of multi-year comprehensive spending review. We anticipate a significant uplift in UK Government investment in R&D in coming years. Barnett consequentials arising from this investment would be helpful (and conversely a lack of funding hamper progress), but the scale of investment required across Business, Academia and Government sectors is likely to require significant improvement in draw down of UK wide competitive funding. Invest NI total R&D budget for 2018/19 was £39m, total NI Business R&D expenditure in 2018 was £549m, Higher Education (HE) R&D was £222m and Government R&D was £22m. Innovate UK R&D budget for 2019/20 was £1.3bn.	Innovations and Specialisation Branch (ISB) are in close liaison with BEIS officials on the preparation and planning for the UK Action Plan. In the interim work is underway to improve drawdown of UK Research & Innovation (UKRI) competitive funding. A survey has been undertaken of R&D active NI companies to ascertain barriers to accessing UKRI funding & this will inform the NI action plan. UK action plan is expected to be published before the end of the financial year.
7	Provide analytical support in order to prepare for and inform the shape of EU Exit in supporting Whitehall through a programme of research and analysis on migration, the Common Travel Area and trade related issues.	By March 2020	Analytical Services		Programme of analysis and research continuing to be taken forward around trade, investment and migration. Continue to work closely with other analysts internally and externally. A substantial volume of publications now available on the EU Exit section of the DfE web-site, including papers on No Deal trade impacts, impacts of EU Exit scenarios on NI's long term performance, District Council area profiles, NI business trade flows, and NI international trade and investment patterns. Further work to be added in due course throughout the reporting year.	
Strategic Objective 2 – Enhance education, skills and employability						
8	To develop a skills strategy for implementation in 2020. This will include exploration with an internationally recognised organisation to assist in evidence based gathering, international benchmarking and international best practice.	By March 2020	Skills Strategy		The Organisation for Economic Cooperation & Development (OECD) has been commissioned to take forward a research project to support the development of the new strategy. The project was officially launched by OECD at the first meeting of the cross government project board on 24th September. Workshops for key stakeholders was held in Belfast and Derry in October, led by the OECD team. These considered 4 themes that will be developed into a revised strategy with recommendations for an implementation plan. A second series of workshops to consider draft recommendations are being held in Belfast, Derry & Dungannon in January 2020. Work is also underway on a draft consultation document.	
9	To have developed and agreed a new Pathways to Success Priorities and Action Plan (to reduce the number of young people who are Not in Education, Employment or Training (NEET)).	By March 2020	Skills Strategy		Ongoing. Collaboration has taken place via a multi-agency stakeholder workshop to explore issues and solutions. 'Have Your Say' events have been facilitated to get the views of NEET young people. We are engaging with relevant stakeholders on a proposed way forward. Engagement with partners is ongoing to further develop priorities and action plan and associated actions.	Slippage due in part to competing demands for all stakeholders and in timing of events with young people but progress continues to be made.
10	Re-skill up to 320 people through the Assured Skills pre-employment training Academies.	By March 2020	Skills Strategy		As at 31/12/19, 240 people have been re-skilled through the Assured Skills programme. The programme is on track to achieve its target of 320 people re-skilled/upskilled.	
11	Lead and manage the Skills Focus programme to deliver 1,700 qualifications to SMEs to help meet business needs and increase the skills levels of the existing workforce to level 2 and above qualifications.	By March 2020	Skills Strategy		As at 31/12/19, the Skills Focus programme has up-skilled 2,409 employees, and is likely to exceed its target for the year	

12	Development of English for Speakers of Other Languages (ESOL) policy for NI.	By March 2020	Further Education		Initial research underway with action plan developed, alongside a draft outline of the proposed structure of the policy.	A draft policy will be developed by 31st March 2020.
13	Develop with DE a more strategic joined-up approach for 14-19 year old education by progressing the development of joint DE/DFE Transition of Young People in Careers 14/19 Strategy.	By March 2020	Portfolio Management		On target for high level paper to be drafted by 31 March 2020.	
14	Support training delivery for circa 9,000 apprentices.	By March 2020	Apprenticeships Careers & Vocational Education		AppsNI programme occupancy (at 30 April 2019) 7,927. Conclusion of Higher Level Apprenticeship (HLA) application process will bring full apprenticeship training occupancy to over 9,000.	
15	Oversee and manage the delivery of Training for Success provision for up to 4,000 young people.	By March 2020	Apprenticeships Careers & Vocational Education		Training for Success programme occupancy (at the end of April 2019) was 3,636.	
16	Take forward the Youth Training Strategy through development of a full Traineeship Implementation plan.	By March 2020	Apprenticeships Careers & Vocational Education		Implementation plan developed and currently operational towards the delivery of the L2 Traineeship in September 2020	
17	Deliver the Careers Strategy 'Preparing for Success 2015-20' Action Plan for 2019/20, which will: offer face to face careers guidance interviews to all Year 12 pupils with the aim of accessing at least 95% of pupils in their final year of compulsory education; and deliver careers guidance to at least 12,000 adults through the delivery channel which best meets their needs including face to face interviews, webchat and telephony.	By March 2020	Apprenticeships Careers & Vocational Education		On Target. Year 12 pupil target has been achieved for the 2018/19 Academic year (97%). Current Management Information indicates that the adult target is on course to be delivered by March 2020.	
18	Support up to 1,500 participants who are suitable to avail of the Peace4Youth offer during 2019/20.	By March 2020	Apprenticeships Careers & Vocational Education		At 1st October 2019, 1,574 young people had been supported to participate on the Peace4Youth Programme in 2019/20. Further recruitment will take place throughout the year and the target has already been met.	
19	Continue to engage with our higher education institutions to protect and promote economically relevant subjects as part of the annual funding allocation process, drawing upon dynamic forecasting information to monitor progress in this area.	By March 2020	Higher Education Policy		For 2017/18, 23.2% of qualifications achieved at an NI HE institution were in Science Technology Engineering & Maths (STEM) areas. The refreshed Skills Barometer identifies continuing shortages in a subset of STEM areas. Analysis shows an upward trend in graduates in those areas, but a forecast undersupply persists. 18/19 figures will be available in February.	
20	To develop the understanding of Northern Ireland access to skills/labour issues in the context of EU Exit in order to inform decision makers.	By March 2020	EU Exit International Trade & Migration		Continued engagement with Home Office on the Immigration White Paper. Submission issued to the Migration Advisory Committee (MAC) on the Salary threshold/Points-Based System commission. Oxford Economics independent assessment of the impact of the Immigration White Paper on the Northern Ireland economy to be finalised. Work ongoing on formal NICS response to Immigration White Paper.	

21	Manage year 2 delivery of the 67 live European Social Fund (ESF) supported projects which aim to combat poverty and enhance social inclusion by reducing economic inactivity and to increase the skills base and employability of potential participants in the workforce.	By March 2020	EU Fund Management		66 live projects remain supported under priorities 1&2 of the European Social Fund. The December 2018 milestone targets for the ESF Programme were all exceeded and a performance reserve, representing 6% (€12.6m) of Programme allocation (€210m) was released by the European Community. NI was the only region of the UK to achieve this in full.	
22	To monitor employment law developments in respect of the "Good Work" Agenda and develop Northern Ireland policy proposals for a future Minister.	By March 2020	Business & Employment Regulations		There has been continuing engagement with BEIS regarding policy development in respect of its Good Work Plan and work is underway to monitor developments elsewhere. There has also been engagement with the Labour Relations Agency on development of a Northern Ireland approach.	There has been a delay in progressing the development of policy proposals due to the need to prioritise other issues that arose in year. Progress on development of policy options is still anticipated within the current financial year.
Strategic Objective 3 – Drive inclusive, sustainable growth						
23	Develop a coherent programme for the Department to secure UK Shared Prosperity Funding (SPF) for economic development activities.	By March 2020	Strategic Policy		DFE has input into an NI funding policy priorities position paper on the SPF which has been approved by the NICS Board (& by the EU Future Relations (EUF) Policy & Finance Workstream) and issued by DoF to Ministry of Housing Communities & Local Government (MHCLG) on 6 Sept 2019. Officials from DfE and DoF continue to engage on a regular basis with MHCLG and with the other Devolved Administrations (DAs) on areas of shared interest.	The ongoing situation with the EU Withdrawal Agreement continues to delay the development of the SPF. We have been advised that none of the key decisions on the SPF will be made until the outcome of the Comprehensive Spending Review (CSR) in 2020 - therefore the March 2020 target date is not achievable. We have also been advised that meaningful and substantive engagement on the SPF will not start until early February 2020.
24	Through a cross-departmental group, develop a policy framework for the Circular Economy (CE).	By March 2020	Strategic Policy		The project team (DfE & Strategic Investment Board) are working towards an agreed timetable as set out in the Project Initiation Document (PID). By 31 March 2020 we will have a 'framework document' setting out agreed policy elements which are in scope for any future strategy. To support this workstream, a Circular Economy Advisory Group will convene to provide expertise and guidance. The draft framework document will be agreed by the Cross-Departmental Steering Group and will form the basis of the call for evidence due to launch August 2020.	
Strategic Objective 4 – Succeeding in global markets						
25	Develop and publish for public consultation a Draft Tourism Strategy to 2030 for Northern Ireland to increase visitor numbers and revenue and to support job creation.	By January 2020	Tourism, Telecoms, Minerals & Petroleum		Development of Draft Tourism Strategy in liaison with Tourism NI continues. The Department has commissioned a Tourism Investment Research Study to inform full costing and investment required to deliver the Strategy. The intention is to bring a draft forward for public consultation in the first quarter of 2020.	Has been a delay in progressing drafting of Strategy and cross-departmental engagement due to other pressures and priorities. Work to refine and produce a final draft strategy document now being taken forward alongside an economic analysis project to inform costing and investment requirements.
26	Support Tourism NI in its lead operational role for the successful delivery of The 148th Open.	By July 2019	Tourism, Telecoms, Minerals & Petroleum		A highly successful Open Championship was held at Royal Portrush in July 2019, attracting over 237,000 spectators - an attendance record for a Championship staged outside of St. Andrews. A recently published independent study commissioned by The R&A and figures released by Tourism NI indicate that the event generated more than £100m to the NI economy.	

27	To develop, inform and coordinate Northern Ireland's contribution to UK International Trade Policy.	By March 2020	EU Exit International Trade & Migration		The relevant evidence base continues to be built including publication of an updated analysis of NI trade with UK Government priority Free Trade Agreements (FTA) (US, NZ, AUS and Japan) and the identification of NI trade with existing EU FTAs in order to inform no deal planning. Engagement continues with stakeholders and the Cross Departmental Working Group to ensure they are informed, are encouraged to respond to relevant consultations and to seek input to evidence papers. There has also been significant engagement with Department for International Trade officials through the Senior Officials Group on International Trade and policy round tables including, recently, on the impact of the Protocol. From that perspective, NI access to UK and/or EU FTAs and protections for NI industry from unfair global trading practices are key issues to be resolved going forward. DfE continues to lead on developing capability in international trade across the NICS.	
28	To develop an International Engagement Protocol for DfE which supports delivery of the NICS International Relations Strategy.	By March 2020	EU Exit International Trade & Migration		While progress is being made against this action it has been somewhat more limited than anticipated as staff resource has been diverted to other high priority work (designing the economic response and the funding required to support EU Exit outcomes). That work has relevance to the longer term achievement of this objective including a focus on supporting business competitiveness in external markets.	
29	Conclude with industry on the position on an agri-food marketing body.	By March 2020	Business Engagement		A Summary Paper, setting out how the agreed option in the completed Business Case would be delivered in practice has been developed and shared with key industry representatives. The key issue is whether industry will financially support the NI Agri-food Marketing Body (NIAFMB). A meeting on 6th December 2019 with DAERA/Invest NI and industry representatives has highlighted industry concerns with the direction of travel and potential industry buy in for the proposed industry led marketing body.	At the meeting on 6th December 2019, industry representatives raised concerns regarding industry buy in, including direct financial support of the proposed industry led marketing body. Industry representatives have agreed to respond, by February 2020, to DfE and DAERA with revised proposals for the marketing body which would be agreeable to all the main industry sectors.
Strategic Objective 5 – Building the best economic infrastructure						
30	To award contract for Project Stratum.	By March 2020	Tourism, Telecoms, Minerals & Petroleum		Second stage of procurement process is underway.	Expect to award contract mid-2020. DfE have published its response to the Open Market Review State aid public consultation on the proposed intervention area for Project Stratum.
31	Complete a consultation on a new Energy Strategy.	By March 2020	Energy Strategy		The Energy Strategy Call for Evidence (CfE) paper was published on 17 December 2019, with responses due by 20 March 2020. This consultation seeks views and evidence on a wide range of issues to assist in developing options for a future Energy Strategy.	
32	Natural gas to be made available to all specified towns under the Gas to the West project.	By December 2019	Energy Markets & European Relations		Natural gas is now available to all 8 towns in the Gas to the West project, including Omagh. Gas availability at each area will allow for further consumers to be connected to gas once local distribution networks are rolled out over a number of years.	

33	In partnership with Department for Business, Energy & Industrial Strategy (BEIS) and working with key stakeholders, ensure effective arrangements are in place to support the continuation of the Single Electricity Market (SEM) in the context of EU Exit.	By March 2020	Energy Markets & European Relations		A Programme structure is in operation to deliver this action, with close collaboration between DfE, BEIS, Utility Regulator and other key delivery partners. Practical measures to ensure SEM continuity have been taken, including engagement with market participants and progression of statutory instruments to ensure energy laws continue to work post EU Exit.	Delivery of this objective is dependent on a range of external factors outside the control of the Department, and delivery risks cannot be fully mitigated.
34	Establish a project to meet the requirements of the Clean Energy Package (CEP) and deliver against project plan (as required following the UK's exit from the European Union).	By March 2020	Energy Sustainability & Infrastructure		The CEP Project is generally progressing well with a comprehensive project management approach being implemented. Clarity on EU exit date means that at least 7 of 8 CEP files will be brought in before the withdrawal on 31 December 2020. Whilst measurable progress is being made to deliver the package, one of the eight work streams (files) - which sits with DoF - is currently delayed .	The Energy Performance of Buildings Directive (EPBD) work stream (which is managed by DoF and lead by Ministry of Housing, Communities & Local Government (MHCLG) not DfE/BEIS is delayed due to proposals from England running late. DoF internal preparations continue to bring NI building regulations standards into line with current (pre-transposition) English position, with a view to easing delivery of EPBD once clear proposals emerge from MHCLG. DfE is working with DoF and BEIS to ensure we are kept abreast of UK progress.
Strategic Objective 6 – Deliver a regulatory environment that optimises economic opportunities for business and commerce, while also protecting consumers and workers						
35	In preparation for the return of the Northern Ireland Assembly to draft a Bill to update and modernise insolvency legislation and regulation in line with developments in England and Wales and ensure effective arrangements are implemented to accommodate the UK's exit from the EU.	By March 2020	Insolvency		A draft Bill has been completed, which will modernise NI insolvency legislation and bring it into line with that in England & Wales, and the Insolvency Service is dealing with drafting queries raised by Legislative Counsel. Provision to make necessary changes to Northern Ireland insolvency legislation, in the event of the UK leaving the EU without a deal, has been included in the UK wide Regulations.	
36	To deliver effective administration and investigation of insolvent estates, take enforcement action to protect the public in appropriate cases, and publish performance details in an Annual Report.	By March 2020	Insolvency		The Insolvency Service has continued to meet its statutory requirements to deliver effective administration and investigation of insolvent estates and has taken enforcement action in company and bankruptcy cases, where appropriate and for the protection of the public. Performance has been reported in the Annual Account which has been approved by the NI Audit Office (NIAO).	
37	To introduce Early Conciliation for employment tribunal claimants and respondents.	By January 2020	Business & Employment Regulations		Work continues to progress within the department to make the necessary legislative amendments to ensure the introduction of Early Conciliation into the tribunal process in January 2020. DfE is working closely with the Labour Relations Agency and the Office of Industrial Tribunals and Fair Employment Tribunal to ensure that both bodies have made the necessary preparations to operationalise Early Conciliation in January 2020. All project milestones have been met and it is anticipated that all further project milestones will also be met.	
38	Set up a project to implement a root and branch review of mutual society legislation in Northern Ireland by June 2019.	By June 2019	Business & Employment Regulations		Initiation of project was delayed due to other divisional priorities.	Project plan will be developed by March 2020.
39	To set up a Regulators' Forum in Northern Ireland to ensure effective delivery of regulation post Brexit.	By March 2020	Business & Employment Regulations		Scoping and landscape review complete. Planning for forum design now underway.	Forum design to be agreed by March 2020

40	To assess what consumer protection will look like outside the EU and develop proposals for action as necessary, in particular in relation to: changes to legislation; cross border enforcement and cooperation; funding for specific enforcement and inspection regimes; EU arrangements and frameworks; and Northern Ireland specific issues.	By March 2020	Business & Employment Regulations		Future action is a matter for UK government with assistance from Consumer Affairs Branch. UK government policy is that EU Consumer law will continue in force with only minor consequential amendments. Future action will depend on final agreement with EU. The Trading Standards Service is continuing with the development of its operational planning to ensure business continuity, taking account of the various potential EU exit outcomes.	
Strategic Objective 7 – Ensure the Department has effective governance, including programme and project management arrangements, and manages its resources, both financial and staff						
41	Continue to implement the lessons learned from the Non Domestic Renewable Heat Incentive (RHI) Scheme Inquiry, including the development of a comprehensive and effective response to the Inquiry's Final Report.	By December 2019, with implementation to follow thereafter.	Corporate Governance		A draft DfE Response to the RHI Inquiry's report has been prepared and regular engagement with DoF continues on the NICS Corporate Response.	The delay in the publication of the RHI Inquiry's report has necessarily delayed the completion of this objective.
42	Agree a Governance Strategy to guide the Department's governance behaviours and activity in future years.	By December 2019, with implementation to follow thereafter.	Corporate Governance		A draft strategy has been produced but not yet agreed by the DfE Board.	The member of staff taking forward this work will now be absent for much of the remainder of the year. It may therefore be early 2020/21 before the draft Strategy is ready for presentation to the Board and final agreement.
43	Oversee and promote good governance and accountability arrangements across all of the Department's Sponsored Bodies, including through: ensuring adherence to Framework Documents; approval of business plans; formal assurance reporting; and regular accountability meetings.	By March 2020	Corporate Governance		Dedicated sponsor teams headed by senior sponsors are in place for all of the Department's ALBs, holding regular Accountability meetings, maintaining suitable Framework documents, etc. Sponsorship Manual maintained and Sponsorship Forum regularly convened to assist. A series of engagements on the new Partnership Agreements are scheduled for early in 2020.	
44	Deliver an effective system of internal assurance for the benefit of the Accounting Officer and Board, including formal assurance reporting, risk management procedures, and the work of internal and external audit.	By March 2020	Corporate Governance		Bi-annual assurance reporting process and quarterly risk management procedures operating effectively and progress against audit plans on track and regularly monitored by Audit Committee.	
45	Implement a Departmental People Plan to respond to the findings of the DfE People Survey, with a range of specific actions and targets owned by all staff within the Department with a view to increasing the Department's Employee Engagement Index.	By May 2019	Central Services		2019/20 Departmental People Plan, which incorporates a wide range of actions informed by staff through the People Survey and various staff engagement mechanisms, was published May 2019. Progress to date includes: delivery of 2 Leadership Team (LT) events with staff at G7 and above, Meet and Greet event held for newly promoted SO/DPs. Delivery of 23 Inform You Sessions, Mentoring Pilot underway, guidance on Task & Finish (T&F) groups developed, 3 Staff Engagement Forum (SEF) meetings held, 2 Long Service events held for staff with over 40 years service, NICS Awards departmental event held, Wellbeing sessions facilitated, pull up stands in buildings showing strategic achievements, developed framework for celebrating success, training for facilitators underway.	

46	Effectively perform the role of Managing Authority for the delivery of European Regional Development (ERDF) and European Social Fund (ESF) Programmes, to ensure that through appropriate governance and compliance with EC rules and regulations, financial allocations in excess of €1 billion are safeguarded.	By March 2020	EU Fund Management		The management of the ERDF and ESF Programmes by their respective managing authorities continues to progress well. Both Managing Authorities submitted Annual Implementation Reports (AIR) to the European Commission in advance of the 30 June 2019 regulatory deadline. All 2018 milestones targets for both Programmes were met successfully securing the performance reserve from the EC of €32m, representing 6% of Programme allocations (€210m ESF and €313m ERDF). NI was the only region of the UK to achieve this across all Programmes and spending priorities. <u>Annual audit process commenced with no significant issues flagged at 31 December 2019.</u>	
47	To participate in relevant UK wide working groups to ensure that all operational issues are taken into account in EU exit planning and that impact on EU funded Programmes and projects is minimised following EU exit.	By March 2020	EU Fund Management		EU Fund Management Division continue to have significant correspondence and discussion with UK Devolved Administration and Whitehall colleagues in relation to ongoing administration of ERDF/ESF Structural funds in a Brexit context.	
48	Ensure that provisional non-ring fenced outturn for each of Conventional Capital and Resource is at least 99%, but does not exceed 100%, of the final Budget. This will be completed through the effective operation of budgetary controls including the application of monitoring rounds.	By March 2020	Finance		The Department is awaiting the outcome of Final January Monitoring Round which includes a Non Ring-fenced Resource bid of £3million for an inescapable Further Education pay pressure. Conventional Capital is currently on target.	Should the £3million pressure not be met, the Department has plans in place to meet the target through a combination of Higher Education resource spend not yet committed for payment to Universities in this financial year, and further resource budget easements across divisions.
49	To monitor and deliver a business plan to assist with the delivery of the Presbyterian Mutual Society loan repayment within the agreed parameters.	By March 2020	Finance		Potential shortfall of Capital repayments being indicated by the Joint Supervisors with a softening of the Investment Property market cited as being due to Brexit.	The Department is awaiting Departmental Solicitors Office (DSO) advice on the Departments vires to accept sales proceeds beyond the Nov 2020 loan facility end date. The Steering Group will additionally take a critical review of the end date following the Brexit date of 31 January 2020
50	Provide strategic oversight for the delivery and governance of seven major Further Education (FE) capital build projects and the Systems Technology and Services (STS) IT project with a value £235m.	By March 2020	Further Education		All FE major Capital projects are progressing with the four projects at NWRC Springtown, SRC Banbridge & Armagh and SWC Erne all currently in construction with completion dates in 2020. Tender proceedings have been initiated for the construction phases for the projects at Coleraine and Ballymena. The Planning approval granted for the Craigavon project is subject to a Judicial Review challenge against ABC Council and this is due to be heard in January 2020. Assuming there is no barrier this will proceed to tender for the construction phase as planned. The STS project is on course to complete in September 2020. Emerging issues and risks and associated budgets are being managed through formal Project Boards and reviewed through the Capital Projects Steering Group. All projects remain within the business case approval limits and tolerances.	

51	Conduct an internal review of the Department's current EU Exit work programme, and develop proposals for the management of the EU Exit transition portfolio (to include the core Department and its ALBs) going forward.	By June 2019	EU Exit Domestic Readiness		An internal review of the EU Exit Programme was undertaken in May/June 2019. The 'Resetting EU Exit Priorities' resulted in a restructuring of the EU Exit Programme which is now structured around 7 Priority Themes basis, with 18 constituent projects currently being taken forward under the Programme. There was a commitment made to undertaking a further review in October to ensure that the Programme and the way it is delivered, continues to align with Departmental EU Exit priorities and managed associated risk in a proportionate manner. This review has been undertaken and a draft report and suite of recommendations prepared for consideration by the DfE EU Exit Programme Board.	
52	Undertake factual analysis of EU Exit issues and develop a clear understanding of related DfE stakeholder views in order that decision makers can be informed about the risks and opportunities for Northern Ireland as the UK prepares to leave the European Union.	By March 2020	EU Exit Trade Negotiations		DfE has published a wide range of factual analysis to support decision makers, inform stakeholders and help businesses to prepare. This information is available at: https://www.economy-ni.gov.uk/articles/eu-exit-analysis Further information will be published in 2020.	
53	Coordinate input and analysis on a range of EU Exit issues including contingency plans, Common Frameworks, legislation, stakeholder engagement etc. to support delivery of services after Exit by the Department and its ALBs.	By March 2020	EU Exit Domestic Readiness		The Division continues to coordinate input and analysis on a range of EU Exit issues and is also leading on a review of Programme Structures for Phase 2 of EU Exit negotiations including the best way to support delivery of services after Exit by the Department and its ALBs.	
54	Continue towards completion of inspections at 100% of sites on the Non-Domestic Renewable Heat Incentive (RHI) Scheme: - Complete Phase 2 inspections at 250 sites. - Undertake inspections at a further 185 sites.	By March 2020	RHI Operations and Energy Co-ordination		Phase 2, year 1 one: Target achieved with 250 site inspections completed by 30 June 2019. Phase 2, year two: Target remains at risk. At 31 December 2019, 86 site inspections completed (5 weeks behind original profile for the financial year). A number of remedial actions have been taken to enable achievement of objective by 31 March 2020.	Staff vacancies for the first six months of the financial year impacted delivery of target. The situation was compounded by unexpected related business priorities which required resource to be redirected accordingly. Remedial actions being taken include the allocation of resource from other business units and the re-profiling of site visits to the end of March 2020.