

Special EU Programmes Body Corporate Plan 2008-2010

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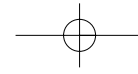


Special EU Programmes Body
Foras Um Chláir Speisialta An AE
Boord O Owre Ocht UE Projects

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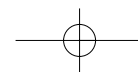
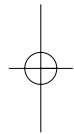
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Foreword

The Special EU Programmes Body's (SEUPB) Corporate Plan 2008 to 2010 sets out the organisation's aims, objectives and goals for the next three years.

Much of the SEUPB's future plans and objectives can be attributed to its many past successes. The Body has successfully managed the PEACE II and INTERREG IIIA Programmes as well as other Community Initiatives and, together with all of its partners and thousands of funded projects, has made a lasting social and economic impact in Northern Ireland and the Border Region of Ireland.

The focus of our work in the next few years will concentrate on managing and implementing the EU Programme for Peace and Reconciliation for Northern Ireland and the Border Region of Ireland 2007-2013 (PEACE III) as well as the new EU Programme for Cross Border Territorial Co-operation 2007-2013 (INTERREG IV), the successor to the INTERREG IIIA Programme. With these new programmes come many challenges and, together with all of our partners, we will need to ensure great strategic focus in implementing and managing the new programmes.

However, along with the challenges come many opportunities. For the first time the eligible area for the INTERREG IV Programme will now include the Western area of Scotland. This presents all of us with the opportunity to build new partnerships and forge new working relationships as we have achieved so successfully through our work between Northern Ireland and the Border Region of Ireland in recent years.

The INTERREG IV Programme will not only encourage and develop greater cross border working but also build transnational and inter-regional relationships, a key objective for the EU in the 2007-2013 funding round. The SEUPB has been asked by the two governments to undertake a broad role to support North/South participation in transnational Programmes which are part of the European Territorial Co-operation objective. The above Programmes are, North West Europe Programme, Atlantic Area Programme and the Northern Periphery Programme.

Northern Ireland and the Border Region of Ireland has enjoyed over 12 years of funding by the EU for the PEACE Programme and the SEUPB looks forward to continuing the valuable work of peace building and cross border cooperation in the future. We also look forward to working with partners, new and old, over the next few years.

As a cross-border Body, the SEUPB operates in a very complex legislative environment. The implementation of such high-profile and valuable programmes requires the highest degree of corporate governance and scrutiny. The SEUPB is committed to ensuring that our functions are carried out in compliance with the provisions of the Financial Memorandum set down by the organisation's sponsoring departments, the Department of Finance and Personnel in Northern Ireland and the Department of Finance in Ireland.

There are numerous individuals, organisations, government departments and social partners with whom we work closely. My thanks and acknowledgement goes to all of them, especially the staff of the SEUPB for their invaluable input and contribution, both in the past and in the future as we enter another demanding but exciting phase in the work of SEUPB.

Pat Colgan
Chief Executive, Special EU Programmes Body

Mission and Vision

SPECIAL EU PROGRAMMES BODY – MISSION

The Mission of the Special EU Programmes Body is:

“To effectively manage and implement funding programmes on behalf of the two governments and the European Union aimed at delivering social and economic improvements to the people in Northern Ireland and Ireland through cross-border, transnational and inter-regional cooperation.”

We intend to achieve our Mission over the period 2008 to 2010 by:

- **Leading** co-operation and action between people and organisations in Ireland and Northern Ireland;
- **Delivering** a comprehensive approach to our statutory responsibilities through the continued implementation of the PEACE II and INTERREG IIIA Programmes, including an effective and successful closure of these programmes, alongside oversight of the North/South elements of Leader+, Urban II, EQUAL and other EU programmes;
- **Creating** a dynamic and productive framework within which co-operation can take place within the future EU Programmes, PEACE III and INTERREG IV;
- **Providing** a focus within and between Northern Ireland and Ireland (in particular the Border Region of Ireland), and the Western area of Scotland, for the encouragement and development of cross-border activities which lead to closer socio-economic co-operation; and
- **Developing** an environment that values participation, partnership, inclusive working, trust and transparency.

SPECIAL EU PROGRAMMES BODY – VISION STATEMENT

“The SEUPB will work as a trusted agent of both governments and the European Commission in the management and delivery of programmes that contribute to the economic and social well being of the region. Its work will be imbued by the values of openness, transparency and accessibility.”

The Special EU Programmes Body

INTRODUCTION

This Corporate Plan sets out how the SEUPB has translated its mission into a strategy for January 2008 to December 2010. It sets out the organisation's key objectives and targets for the period and how it intends to direct its resources in order to fulfil its duties under the legislation which it operates within.

The Special EU Programmes Body has successfully delivered on the objectives and targets set out in its previous Corporate Plans, 2002-2004 and 2005-2007. The Corporate Plans have been supplemented with the implementation of annual Business Plans which form the more detailed performance indicators against which the Body successfully delivered. The Body also publishes an Annual Report which details the main highlights of the Body's work as well as full, annual accounts.

The Body has acted as the Managing Authority for the PEACE II and INTERREG IIIA Programmes 2000-2006, which have a combined value of €1,176 million. PEACE II funded 6,847 projects and INTERREG IIIA supported 300 projects, and all monies have been fully committed. The Programmes also achieved their challenging annual financial spend targets (referred to as N+2).

In addition to the management and delivery of the programmes, the SEUPB has worked to promote the co-ordination of EU funded North/South activity by monitoring the implementation of the Common Chapter¹ activity and producing reports for the years 2002, 2003, 2004 and 2005. The progress of the Common Chapter was overseen by the joint working group established by the NI CSF and Irish CSF/NDP Monitoring Committees.

Building on the outcomes of PEACE II and INTERREG IIIA and informed by an extensive consultation exercise which was undertaken throughout 2006, SEUPB has prepared successor Operational Programmes for new 2007-2013 programming period. This includes the EU Programme for Peace and Reconciliation (PEACE III) and the Cross Border Territorial Co-operation Programme (INTERREG IV). While both Programmes have a central focus on promoting North-South co-operation in line with SEUPB's remit as a cross-border body, for the first time, the INTERREG Programme also includes Western Scotland. This will add a new dynamic to the programme and will provide the opportunity to develop synergies and share best practice.

In the 2007-2013 programming period, the SEUPB will also support North/South participation in transnational and inter-regional programmes. This will provide a further new challenge for SEUPB and will complement broader efforts of the organisation to promote cross-border co-operation and enhance social and economic development in Northern Ireland and Ireland.

This Corporate Plan 2008-2010 outlines the organisational strategy for SEUPB over the initial stage of the new EU programming period.

¹ The 'Common Chapter' on co-operation between Ireland and Northern Ireland. The National Development Plan for Ireland 2000-2006 and the Northern Ireland Structural Funds Plan 2000-2006 each contain a chapter of agreed text that appears in both plans. This sets out a strategic framework for building upon and developing North/ South and wider co-operation across a broad range of sectors and activities.



MANDATE AND AUTHORITY - THE SPECIAL EU PROGRAMMES BODY'S STATUTORY OBLIGATIONS

The Special EU Programmes Body (SEUPB) is a North/South Body, established under the Agreement between the Government of Ireland and the Government of the United Kingdom of Great Britain and Northern Ireland (the Agreement) and came into effect on 2 December 1999. The Agreement stipulates that the SEUPB will implement the policies directed by the North/South Ministerial Council (NSMC) as specified by the North/South Co-operation (Implementation Bodies) (Northern Ireland) Order 1999 and the British-Irish Agreement Act 1999, as amended.

As the governmental sponsors of the SEUPB, departmental responsibility for the SEUPB rests with the Department of Finance and Personnel in Northern Ireland and the Department of Finance in Ireland. The SEUPB carries out its functions in compliance with the provisions of the Financial Memorandum and any other agreements with these Departments.

The SEUPB receives grants of money voted by the Northern Ireland Assembly and Dáil Éireann. The NSMC will, with the approval of the two Finance Ministers, make recommendations as to the amount of such grants. The Body also receives monies directly from the EU Commission, for the designated programme payments. These funds are recorded within the relevant government departments' votes.

In accordance with the Body's Financial Memorandum, the SEUPB is required to prepare a three-year Corporate Plan and an annual Business Plan, subject to the approval of the NSMC, including the two Finance Ministers. The plan will include a description of its proposed activities and their funding implications.

The Body is also required to produce an Annual Report on its activities and prepares a statement of accounts in respect of each year, which is examined and certified by the Comptroller and Auditor General for Northern Ireland and the Irish Comptroller and Auditor General. Copies of the SEUPB's Annual Report and statement of accounts are submitted to the NSMC and are laid before the Northern Ireland Assembly and both Houses of the Oireachtas.

As required by best practice, the SEUPB has embedded a risk management system to ensure that a review of the whole system of internal control is carried out which culminates in the Chief Executive making an annual assurance statement. The Body reports to an enhanced Audit Committee with an independent Chair and Member. During the period of the Corporate Plan, the SEUPB will continue to enhance its corporate governance and risk management systems as it strives to attain the Body's corporate objectives.

In addition, the implementation of the EU funded programmes will be overseen by a Monitoring Committee which will include representatives from the two Member States (Department of Finance and Department of Finance and Personnel), the Certifying Authority, Business, Trade Unions, the Agriculture/Rural Development/Fisheries sector, the Community and Voluntary sector, and those representing environmental and equal opportunities interests. Elected representatives will also be represented.

ORGANISATIONAL STRUCTURE

The Chief Executive of the Special EU Programmes Body is appointed by the NSMC. The Chief Executive is the Accountable Person for the SEUPB with responsibility for all matters of financial propriety and regularity, and for all considerations of prudent and economic administration of the organisation.

There are three directorates within the organisation and the Body currently has a core staffing level of 38 posts with a further 12 programme-specific posts. An organisational chart can be found within Annex A.



The Body's Headquarters are in Belfast with two offices located in Monaghan and Omagh. The Belfast office has responsibility for policy and corporate issues, and is the Head Office for the Managing Authority and Certifying Authority functions for the Programmes.

The Omagh and Monaghan offices oversee the Joint Technical Secretariat (JTS) function for the Programmes and are responsible for assessing project proposals for both Programmes, issuing letters of financial assistance and monitoring project implementation and expenditure.

SEUPB is responsible for the operation of the Centralised Payment Unit responsible for making grant payments to projects and project sponsors under the PEACE II Programme and Community Initiative Programmes, on behalf of all Implementing Bodies and Accountable Departments. This function will continue for the new EU programmes.

In 2008, the Body will implement, manage and report on a new system of financial flows to accommodate the administration of the new EU programmes. This will allow the advance payment made by the EU Commission, for each programme to be retained within the financial systems of the Body. The Budget enclosed within Annex B has been prepared on that basis.

KEY ORGANISATIONAL ROLES

In light of efforts to promote North/South cross-border cooperation and enhance social and economic development in Northern Ireland and Ireland, the SEUPB will undertake the two key roles, over the period of the Corporate Plan, outlined below and detailed in the following paragraphs:

- **Closure of the 2000-2006 Programmes;**
- **Implementation of new 2007-2013 Programmes.**

PROGRAMME CLOSURE

As funding for both the PEACE II and INTERREG IIIA 2000-2006 has been fully committed, it is the SEUPB's responsibility to oversee closure of these programmes, including ensuring full expenditure of the programmes.

NEW PROGRAMME IMPLEMENTATION

The SEUPB will manage and implement two new EU funding programmes, EU Programme for Peace and Reconciliation for Northern Ireland and the Border Region of Ireland 2007-2013 (PEACE III) and the Cross Border Territorial Co-operation Programme 2007-2013 (INTERREG IV). For both of these programmes, the Body has been designated the role of Managing Authority and Certifying Authority and will have a much more substantial role in the delivery of the funding directly to the projects on the ground. In addition to this, SEUPB will promote North/South participation in transnational and interregional programmes.

The new programmes for which SEUPB will have a role in implementation are outlined below:

- **PEACE III.** EU Programme for Peace and Reconciliation for Northern Ireland and the Border Region of Ireland 2007-2013 (PEACE III), (overall financial allocation - €333 million, including €225 million EU ERDF funds). In maintaining the key objectives of the previous Programmes (PEACE I and II), the overall aim of the PEACE III Programme is *"to reinforce progress towards a peaceful and stable society and to promote reconciliation"*. Taking this overall aim forward, the PEACE III Programme will focus on two strategic objectives, implemented by two key priorities outlined as follows:
 - **Priority 1, Reconciling Communities (budget allocation, €190,918,300):** key activities will facilitate relationships on a cross-community and/or cross-border basis to assist in addressing issues of trust, prejudice and intolerance and accepting commonalities and differences. In addition, key activities will seek to acknowledge and deal with the hurt, losses, trauma and suffering caused by the conflict;



- **Priority 2, Contributing to a shared society (budget allocation, €122,000,000):** key activities will address the physical segregation or polarisation of places and communities in Northern Ireland and the Border Region with a view to encouraging increased economic and social cross-border and cross-community engagement.
- **INTERREG IV.** The Cross Border Territorial Co-operation Programme 2007-2013 (INTERREG IV), (overall financial allocation - €256 million, including €193 million EU ERDF funds). The primary objective of the INTERREG IV Programme is “to support strategic cross-border co-operation for a more prosperous region and improve access to services so as to enhance the quality of life for those living in the eligible area”. Taking this overall aim forward, the Programme will focus on two strategic objectives, implemented by two key priorities outlined as follows:
 - **Priority 1,** Co-operation for a more prosperous cross-border region (budget allocation, €100,670,000): this Priority aims to diversify and develop the economy of the eligible region by encouraging innovation and competitiveness in enterprise and business development and promoting tourism;
 - **Priority 2,** Co-operation for a sustainable cross-border region (budget allocation, €139,999,821): this Priority aims to support activities that promote cross-border cooperation in policy development and improve access to services so as to improve the quality of life for those living in the eligible area.
- **Transnational and interregional cooperation Programmes.** SEUPB will undertake a broad role to support North/South participation in transnational Programmes. These include the North West Europe Programme, the Atlantic Area Programme, the Northern Periphery Programme and the INTERREG IIIC Programme.

Having reflected on the mandate, organisational structure and key roles of SEUPB, the next section presents the current economic, social and political environment which will frame the operational context for the Corporate Plan.



Operational Context

INTRODUCTION

This section presents an overview of the operational context for the Corporate Plan and outlines the current stages of development in regard to the programmes for 2000-2006 and 2007-2013. In addition, by critically reflecting on the role of SEUPB and the operational context for the new programmes, the section presents a SWOT analysis to identify key issues for consideration in developing the corporate objectives for 2008-2010.

ECONOMIC AND SOCIAL CONTEXT

The main focus of SEUPB's work is concentrated on Northern Ireland and the Border Region of Ireland. Over the last number of years, this region has experienced a number of social and economic changes. The main issues that frame the current social and economic environment include the following:

- Both Northern Ireland and the Border Region are relatively fast growing areas in terms of economic growth and productivity. Employment has also reached historically high levels. Despite these positive developments, however, levels of employment, economic growth and productivity in both Northern Ireland and the Border Region remain below their respective national averages. In addition, an analysis of sectoral employment demonstrates that there are a number of structural problems in the economies of the Border Region and Northern Ireland. These include, *inter alia*:
 - High dependence on agriculture and traditional manufacturing which is vulnerable to competition from low cost producers;
 - Low levels of employment in the fast growing financial and business services sectors especially in the Border Region;
 - High dependence on the public sector in Northern Ireland.
- While there has been a general decline in the number of deaths and incidents connected with the security situation in Northern Ireland, ‘lower level’ sectarian violence is a significant problem;
- Survey analysis points to improvements in overall community relations, but Northern Ireland remains a divided society. This is evidenced by segregated residential patterns, interface areas, and a lack of shared spaces and cross-community contact. Research has also highlighted those problems of isolation and lack of participation and integration for the minority Protestant Community still remains an issue in the Border Region of Ireland;
- Society in both Northern Ireland and the Border Region is becoming more diverse with an increase in international migration, particularly from Eastern European countries. At the same time, however, racially motivated crime has increased and is a growing concern;
- Northern Ireland and the Border Region shares a number of common features with other border regions across the European Union where the problems of development are compounded by the fragmentation of markets and service delivery along territorial lines. The conflict and the existence of the border continues to have a deep impact on the social, cultural and economic connections among communities within the region.

These social and economic issues provide both challenges and opportunities for SEUPB in delivering the Corporate Plan 2008-2010. It is evident that a great deal of work still needs to be undertaken in order to build a more stable and prosperous society. Building on the PEACE II and INTERREG IIIA and other EU programmes, SEUPB will be at the core of this valuable work through the EU funds which it will manage for the 2007-2013 programming period.



CROSS BORDER COOPERATION

In recognising the potential synergies of cooperation and acknowledging a number of key social and economic problems in Northern Ireland and the Border Region of Ireland, which have been exacerbated by the existence of the border, both the Irish National Development Plan (NDP) (2007-2013) and the Northern Ireland Regional Economic Strategy provide a commitment to enhance North/South cooperation.

The NDP, for instance, seeks to strengthen North/South Co-operation across a wide range of areas such as infrastructure, trade, enterprise, public service provision and social inclusion. Indeed, for the first time, the NDP contains proposals for significant investment by Ireland in North/South projects, over and above current planned investment and projects. These plans will be finalised through discussions with the Northern Ireland Assembly and government.

As well as promoting cooperation on an all-Island basis, the NDP gives specific regard to enhancing co-operation in the border regions and achieving more balanced regional development. The plan sets out how the three National Spatial Strategy Gateways of Ireland (Dundalk, Letterkenny and Sligo) will work closely with the corresponding border areas in Northern Ireland to improve the quality of life within the Border Region.

In a similar vein, the Northern Ireland Regional Economic Strategy outlines the benefits of North/South cooperation and provides a commitment to strengthening co-operation in a number of key fields that include: enterprise promotion; science, technology and innovation; human capital; and, infrastructure.

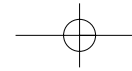
These documents will provide an overarching policy framework for SEUPB in managing the future EU programmes and working to promote social and economic improvements in Northern Ireland and Ireland through cross border and transnational cooperation.

EUROPEAN CONTEXT

One of the most significant developments to occur within the EU in recent years is the enlargement of the union to 27 member countries, with further countries also being considered as candidate counties for membership.

Given efforts of the EU to promote economic and social cohesion across the EU and reduce the disparities between the levels of development of the various regions, a greater proportion of spending priorities have been directed to the new Member States for the 2007-2013 programming period. This has inevitably meant that less money is available for Ireland/Northern Ireland and provides a challenge for SEUPB and its partners to ensure that EU funds are utilised strategically.

Although funding may be reduced compared to previous funding programmes, the combined investment for the PEACE III and INTERREG IV Programmes, including contributions from the two Member States, is €589 million over the 2007-2013 programming period. This represents a significant level of investment for Northern Ireland and the Border Region of Ireland (and the Western area of Scotland as is the case in the INTERREG IV Programme) which will be focused on facilitating cross-border linkages and supporting economic and social cohesion within the area. In managing these programmes, SEUPB will build on its experience of implementing EU funds, and continue to share best practice and knowledge with partners across Europe.



POLITICAL CONTEXT

Through the work of the EU funded programmes, the SEUPB will continue to enhance working relationships between the two jurisdictions with the aim of building upon the peace process, and developing mutual understanding and benefits for all of the people on the island.

Following the restoration of devolution to Northern Ireland on 8 May 2007, the SEUPB will again report directly to the Minister's meeting under the North/South Ministerial Council (NSMC) and will have additional accountability requirements with direct contact with the Assembly. The SEUPB will commit itself to working positively and constructively with both Governments and the Northern Ireland Assembly and its members to ensure that the EU programmes and activities continue to benefit Northern Ireland and the Border Region of Ireland.

In addition, the inclusion of Western Scotland within the INTERREG IV Programme will require the SEUPB to form new partnerships and develop new working relationships with the political institutions, groups and sectors located in this region.

EU PROGRAMMES 2000-2006

The 2000-2006 EU programming period has now ended, and the PEACE II and INTERREG IIIA Programmes are fully committed. Although the programmes will continue to spend into 2008, a closure process has already been initiated in relation to those measures and projects which are currently complete. The priority for the programmes will be centred on ensuring that full commitment is maintained, full expenditure is achieved and EU receipts for both programmes are maximised.

EU PROGRAMMES 2007-2013

As well as having responsibility for overseeing closure of the PEACE II and INTERREG IIIA Programmes 2000-2006, over the period of the Corporate Plan, SEUPB will be responsible for managing and implementing the new EU funding programmes including PEACE III, INTERREG IV and a number of transnational and interregional cooperation programmes.

On 10 January 2007, the SEUPB launched a public consultation seeking views on the draft PEACE III Programme providing detailed proposals on how the €333 million could be spent over the next seven years. The public consultation was opened for a period of 12 weeks and closed on the 4 April 2007, and yielded 98 responses. The public consultation for the INTERREG IV Programme 2007-2013 (a Programme totalling €256 million) opened on 5 February 2007 and closed on 30 April 2007 and yielded 60 responses.

Following public consultation exercises, the draft programme documents have been submitted by the Member states to the European Commission for approval. It is anticipated that these programmes will be launched towards the end of 2007.

SWOT ANALYSIS

Critically reflecting on the role of SEUPB and the operational context for the new programmes, the table overleaf summarises SEUPB's assessment of the strengths, weaknesses, opportunities and threats that need to be taken account of in determining the Corporate Objectives for 2008-2010.

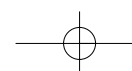




Table 1: Internal strengths and weaknesses and external opportunities and threats

INTERNAL	
Strengths	Weaknesses
<ul style="list-style-type: none"> • 8 years experience of successfully managing and delivering complex EU funded programmes with sound and robust management systems and processes. • Competencies in understanding and managing EU affairs and decision making, including development of extensive contacts with representatives of the EU institutions. • Capabilities of undertaking joint delivery of programmes, and facilitating and nurturing cross-border partnership among a range of stakeholders. • Building on cross-community and cross-border linkages, and utilising capacity and skills resource base established under the PEACE and INTERREG Programmes. • An organisation with experienced and committed staff who have ability to tackle complex issues and have an established reputation for impartiality and neutrality. • Best practice and corporate governance arrangements for financial management, audit and control operations and all aspects of the Body's work. • A proactive approach to maximising efficiency savings. • Providing high standards of quality and service being responsive to the demands of customers and stakeholders. 	<ul style="list-style-type: none"> • Low public awareness of the role and achievements of SEUPB at 'ground level' given that projects largely liaised with implementing bodies in the past, may cause communication issues for the new programming period. • The associated risks of bringing delivery of the programmes in-house originally outsourced to Implementing Bodies who actively engaged with project promoters on our behalf. • Direct reliance on project promoters to manage their projects effectively so as to ensure that the programmes' meet the N+2 target, within the new programmes will be a critical factor. • The perception of the all-island remit of the Body is constrained by the focus on the eligibility areas of the Programmes i.e. the Border Region of Ireland. • As a small organisation, dependent on highly skilled staff, operating in a regulated environment, including all corporate practices, the loss of key personnel can have a significant impact.



EXTERNAL	
Opportunities	Threats
<ul style="list-style-type: none"> • Functioning stable and political institutions provide a positive context for programme implementation. • Restoration of NSMC and inclusion of commitments to promote North/South cooperation in key policy documents provide an overarching policy direction and framework. • Restoration of Northern Ireland Assembly facilitating transition from 'care and maintenance' and allowing organisational review and development. • Greater scrutiny from new Northern Ireland Assembly will provide opportunity to enhance awareness of role and achievements of SEUPB. • Stability arising from continued developments in the peace process encouraging economic development. • Continued strong economic growth in Ireland and sustained growth in the UK. • Identify interregional and transnational opportunities through networking. 	<ul style="list-style-type: none"> • Delay in programme approval by Member States and the European Commission. • Ability to deliver on the objectives of the programmes' may be hampered by paramilitary / sectarian / racial violence creating an unstable environment, which is outside the control of the Body.

Corporate Objectives

The SEUPB's mission is to effectively manage and implement funding programmes on behalf of the two governments and the European Union aimed at delivering social and economic improvements to the people in Northern Ireland and Ireland through cross-border, transnational and interregional cooperation.

In working towards this mission, the SEUPB manages EU Structural Funds Programmes such as the PEACE II and INTERREG IIIA Programmes and other Community Initiatives which have supported a range of development and regeneration activities in the North and South of Ireland. This work will continue in the funding period 2007 to 2013 with the implementation of PEACE III and INTERREG IV and in providing a role to support North/South participation in transnational and interregional cooperation programmes.

Taking forward SEUPB's mission and reflecting on the SWOT analysis, the following corporate objectives have been identified. These objectives specifically relate to the key roles and functions of the organisation, as presented below and detailed in the following paragraphs:

- **PEACE II and INTERREG IIIA Programmes 2000-2006 (current EU Programmes);**
- **PEACE III and INTERREG IV Programmes 2007-2013 (new Programmes);**
- **Transnational and Interregional Programmes 2007-2013 (new Programmes);**
- **Human Resources, Finances, IT and Communications (Corporate Services).**

PEACE II AND INTERREG IIIA PROGRAMMES 2000-2006

CORPORATE OBJECTIVE

'To ensure the effective and efficient closure of the Programmes'

In utilising the organisations competencies in employing best practice corporate governance arrangements, the SEUPB has the responsibility of ensuring that the PEACE II and INTERREG IIIA Programmes are closed effectively and that Fund closure reports are produced. Work has commenced to ensure that measures that ended in December 2006, for ESF and ERDF funds, are effectively closed. The Body must also ensure that the closure information is archived correctly in 2008. The Body must ensure it will:

- Fulfill regulatory requirements and maximise EU receipts;
- Ensure effective closure of FIG, EAGGF, ERDF, ESF funds and produce a closure reports in 2008.
- Submit a programme closure report to Commission by June 2009;
- Ensure 100% Project Article 4 coverage and that every article 4 and audit recommendation is closed by February 2009;
- Provide final Programme Recoveries schedule in 2009;
- Submit final claim and final statement of expenditure to Paying Authority in 2009.

There are challenging expenditure targets set for the Programmes, cumulative N+2 expenditure targets of €182 million for INTERREG III and €994 million for PEACE II.

PEACE III AND INTERREG IV 2007-2013

CORPORATE OBJECTIVE

'To ensure the efficient and effective delivery of PEACE III and INTERREG IV Programmes ensuring programme objectives are met and impact is maximised in the regions'

Building on the experience of SEUPB in managing and delivering complex EU funded programmes, the Body must provide, as Managing Authority and Certifying Authority, leadership to the programmes. This will involve the SEUPB ensuring the programmes are established and functioning effectively in accordance with the regulatory frameworks of the EU and Member States. The Body must chair and provide a secretariat to the Monitoring Committees, which will help ensure that the monitoring of the programme objectives and financial targets in 2009 is effective. The Body must also:

- Meet the information requirements and external reporting requirements in relation to both programmes;
- Produce an Annual Implementation Report for 2007, 2008 and 2009 by the June of the following year;
- Verify and submit expenditure claims to the EU Commission for both programmes.
- Set appropriate delivery standards/targets in relation to programme implementation. In this regard, SEUPB will aim to further develop the cross-border and cross-community linkages that were established under PEACE II and INTERREG IIIA. The delivery of objectives and targets by the programmes will be monitored in 2009 and 2010 and this will focus on measuring key outcomes. These outcomes include, *inter alia*:

PEACE III

- A reduction in sectarian and racial crimes within funded areas;
- A reduction in number of peace walls within funded areas and the number of parades, within funded areas, at which disorder occurred;
- Changes in perception amongst project participants that violence is not a legitimate or effective means of resolving conflict;
- A reduction in the number of sectarian displays (flags, murals and emblems);
- An increased number of people benefiting from shared services.

INTERREG IV

- An increase in turnover of assisted firms;
- Establishment of new firms;
- Creation of new jobs;
- Establishment of cross-border business networks;
- Increase in average length of stay of tourist visitors;
- Establishment of innovative cross-border projects;
- Reduction in road transport journey times;
- Improved cross-border telecommunications, including reduction in time to transmit data;
- Enhanced production of electricity from indigenous renewables.

The SEUPB will act as the Joint Technical Secretariat (JTS) for the new programmes, PEACE III and INTERREG IV. This is a substantive increase in the implementation role for the Body and replaces the work being carried out for the current programmes by the 70 Implementing Bodies. It is a major new challenge for the Body and is resource intensive. The JTS for the new programme will outsource some development work for the programme to one organisation in Northern Ireland and one in the Border Region.



The focus in 2008 will be to ensure the efficient delivery of the programme, through providing leadership, direction and management to ensure a portfolio of high quality projects in accordance with Programme objectives. The SEUPB must:

- Manage public calls for applications under thematic areas throughout 2008 and arrange timely assessments, establish criteria and present to Steering Committee to enable the funding of 50 Letters of Offer;
- Advance up to 50 high quality projects annually in 2008, 2009 and 2010;
- adequate commitment to meet the N+2 targets;
- Ensure the highest standards of probity and financial accountability for the implementation of the programme funds.

The new programmes must achieve expenditure of €7 million INTERREG IV and €9 million PEACE III in 2008, representing approx 30% of declaration required by the end of 2009.

TRANSNATIONAL AND INTERREGIONAL PROGRAMMES

'To promote North South cooperation in all Transnational and Interregional programmes and maximise opportunities for all on the island of Ireland to participate in these programmes'

The transnational and interregional programmes include:

- The North West Europe Programme (involving France, the UK, Germany the Netherlands, Ireland, Luxembourg, Belgium, and Switzerland);
- The Atlantic Area Programme (covering the whole of Ireland and Portugal, and those regions within Spain, the UK and France that border the Atlantic Ocean); and,
- The Northern Periphery Programme (involving parts of Finland, Ireland, Sweden, Scotland and Northern Ireland) - the Special EU Programmes Body has been asked to act as the Regional Contact Point for Northern Ireland for this programme.

Drawing on the organisations capabilities and experience in undertaking joint delivery of programmes and facilitating cross-border partnership, the SEUPB will undertake a broad role to support North/South participation in transnational and inter-regional programmes. In regard to these programmes, SEUPB will:

- Maximise North/South participation in transnational and interregional programmes.
- Work closely with the two Regional Assemblies in Ireland to identify North/South cooperation opportunities.

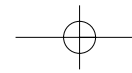
Involvement in transnational and interregional Programmes, therefore, will broaden the focus of SEUPB beyond Northern Ireland and the Border Region of Ireland and allow the organisation to promote North/South activity on an all-island basis.

CORPORATE SERVICES - HUMAN RESOURCES, FINANCES, IT AND COMMUNICATIONS

CORPORATE OBJECTIVE

'Within a framework of governance and accountability implement effective administration, IT and HR strategies to enhance the business performance of the SEUPB'

The SEUPB faces a significant challenge in the coming year to ensure that adequate resources are put in place to implement the new programmes. It is proposed to replace the current 78 Implementing



Bodies with three Implementing Agents, the most significant of which will be the JTS located within the SEUPB. The proposed new implementation structures and in particular the role of the JTS, represents a major efficiency saving in the cost of programme delivery relative to the current programmes. It also represents a significant reduction in the complexity of the programmes but it will also require the SEUPB to grow in size to meet these challenges. The Body must implement the agreed recommendations of the Body's staffing review by end of 2008, and ensure full utilisation of all methods of recruitment. The Body will also:

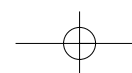
- Implement the agreed recommendations of the 2007 organisational staffing review
- Produce annual training plan by 30 April 2008, 2009 and 2010 and implement by end of each year
- Implement outcomes of the 2008 five year review of Equality scheme by June 2009 and conduct EQIA's in line with annual timetable
- Relocate to new premises in Belfast and Monaghan in 2008
- Fully implement the disability action plan during 2008

A responsive IT support service will be provided to maintain a secure, quality service level and the Body will implement a voice over Internet Protocol (VOIP) service; video conferencing between all three offices and upgrading of lines/band width between all three offices by early 2009. The Body will also pursue website development, to ensure the stakeholders have access to quality, efficient information.

The efficient, effective and strategic use of the Body's resources and the effective management of public expenditure will be achieved through the implementation of robust systems and procedures.

In preparation for PEACE III and INTERREG IV, the Body must review the communications strategy for each programme and create a communication plan to satisfy the requirements of stakeholders. In maintaining the high standards of quality service and responsiveness to the demands of customers and stakeholders provided by SEUPB which were established during the 2000-2006 period, the Body will organise a series of road shows to promote the 2007-2013 programmes for which the Body has responsibility. In addition, SEUPB will organise programme closure events for PEACE II and INTERREG IIIA that will demonstrate their successful delivery and identify media opportunities. In this regard, the Body must:

- Ensure compliance with information and publicity regulations, annually as assessments undertaken.
- Promote SEUPB's role as the Managing Authority and the Joint Technical Secretariat in 2008, 2009 and 2010.
- Ensure the media is well-informed of the SEUPB and programme activities, policies and achievements.



OBJECTIVES AND INITIATIVES 2008 TO 2010

In developing this Corporate Plan, we have translated the key strategic goals of the organisation into corporate objectives and targets set out below. The corporate objectives are defined within the specific functional directorates that form the basis of the work of the SEUPB over the period of the Corporate Plan.

PEACE II AND INTERREG IIIA Programmes

Corporate Objective	Fulfill regulatory requirements.	Key Targets
To ensure the efficient and effective closure of the 2000-2006 programmes		<ul style="list-style-type: none"> • Ensure 100% Project Article 4 coverage. • Ensure every article 4 and audit recommendation is closed by February 2009. • Ensure all irregularities are resolved and provide recoveries statement with each claim to the Paying Authority. • Ensure 100% of Implementers have had an Article 4 check. Ensure the article 10 database is fully populated and reconciled to all article 10 reports by February 2009. • Ensure 5% coverage across the programme to satisfy requirements per Article 10 EU regulation 438/2001 and Closure guidelines.
	Maximise EU Receipts.	<ul style="list-style-type: none"> • Provide final Programme Recoveries schedule in 2009. • Monitor and achieve N+2 expenditure targets in 2008. • Reconcile all expenditure records and ensure maximization of EU receipts in Final Declaration with 2% Closure Flexibility in 2009. • Prepare and submit at least three claims per year to each Paying Authority in 2008. • Prepare DRAFT final statement of expenditure and final claim to Paying Authorities in 2008. • Submit final claim to Paying Authority in 2009. • Prepare and submit final statement of expenditure to Paying Authorities in 2009.
	Managing Authority; fulfill the regulatory requirements of the programmes. To ensure timely completion of aspects of the programme that SEUPB has responsibility. To ensure as JTS the timely completion of	<ul style="list-style-type: none"> • Ensure effective closure of FIGG funds and produce a closure report, in 2008. • Ensure effective closure of EAGGF funds and produce a closure report, in 2008. • Effective closure of Priority 6 by December 2008. • Ensure effective closure of ERDF and ESF funds and produce closure report. • Submit a Programme closure report to Commission by June 2009. • Manage full commitment of M4.1, M4.2 & self applications for Interreg & Measure 5.2 for Peace. • Ensure full expenditure achieved by 31December 2008 for the measures above. • Complete closure reports for Measures of the Programme for which we are responsible by June 2009.

Corporate Objective	Strategic Actions	Key Targets
	aspects of the programme for which SEUPB has implementing responsibility.	
	Communications Ensure the media is well informed of the SEUPB and Programme activities, policies and achievements	<ul style="list-style-type: none"> • Review the communications strategy for both programmes and create a communication plan to satisfy the requirements of stakeholders. • Publish a composite document of examples of good practice and the benefits delivered by the programmes in 2009. • Organise programme closure events for Peace II and Interreg IIIA to demonstrate their successful delivery. • Identify and exploit media opportunities including placing articles in appropriate journals and magazines annually. Proactively issue 15 media releases for both of the closing programmes. • Annually produce four editions of the Your EU magazine. • Annually maintain an interactive and vibrant website with daily input of new material from the programmes and projects.

PEACE III AND INTERREG IV Programmes

Corporate Objective	Strategic Actions	Key Targets
To ensure the efficient and effective delivery of the programmes, ensuring programme objectives are met, and impact is maximised in the region.	Ensure highest standards of probity, accountability and financial management.	<ul style="list-style-type: none"> • Monitor and achieve expenditure of €7m for Interreg IVA and €9m for Peace III in 2008. • Monitor and ensure achievement of cumulative N+2 target of €24m for Interreg IVA and €31m for Peace III, in 2009. • Monitor and ensure achievement of N+2 target of €60m for Interreg IVA and €78m for Peace III, in 2010. • Prepare and submit at least one claim in 2008 and at least four claims in both 2009 and 2010, to the Certifying Authority. • Maintain the services of the Central Payments Unit to ensure grant payments are made within 10 working days, in 2008 and decrease that timeframe to 8 days in 2009. • Ensure all relevant SLAs and agreements are in place with all accountable departments and monitored on a quarterly basis. • Implement training plan for all Programme Finance staff to include 2007-2013 SFC database, EU Structural funds database and SUN. • Test structural funds database to ensure integrity of information and ensure compatibility with Corporate Finance.

PEACE III AND INTERREG IV Programmes

Corporate Objective	Strategic Actions	Key Targets
To ensure the efficient and effective delivery of the 2007-2013 programmes ensuring programme objectives are met and impact is maximised in the region.	<p>Managing Authority; To provide as Managing Authority leadership to the programmes.</p> <p>Meeting the information requirements and external reporting requirements in relation to both programmes.</p> <p>FOI/PQ's/Ministerial briefings/project complaints/letters/correspondence.</p>	<ul style="list-style-type: none"> • Ensure the Programmes are established and functioning in accordance with the EU and Member States Regulatory frameworks. • In 2009 and 2010 the Programmes will be monitored in relation to the delivery of objectives and targets. • Monitor the Programme objectives by Chairing Monitoring Committee and providing secretariat to the Peace monitoring committee. Organise at least two Monitoring Committee meetings annually. • Produce an Annual Implementation Report for 2007, 2008 and 2009 by the June of the following year. • Manage commitment effectively to meet N+2 targets in 2009/2010. • Set appropriate delivery standards / targets in relation to Programme implementation in 2008 and then monitor these targets and standards in 2009 and 2010.
	<p>Joint Technical Secretariat (JTS) To ensure as the JTS the efficient delivery of the programme.</p> <p>Providing leadership, direction and management to ensure a portfolio of high quality projects in accordance with programme objectives.</p> <p>Ensure the highest standards of probity and financial accountability for the implementation of the programme funds.</p>	<ul style="list-style-type: none"> • Ensure adequate commitment in 2008 to meet the N+2 target in 2009 of 31m Peace 24m INTERREG. • Ensure adequate commitment in 2009 to meet the N+2 target in 2010 of 48m Peace 37m INTERREG. • Pro actively identify & engage with key stakeholders to advance up to 50 high quality projects annually in 2008, 2009 and 2010. • Ensure compliance with the EU communication regulations. • Initiate verifications of project activity expenditure in 2008, 2009 and 2010. • Ensure that system audit checks are carried out on lead partners as per EU regulation annually. • Establish systems to ensure the identification and reporting of irregular activity in 2008 and maintain these systems in 2009 and 2010.

TRANSNATIONAL AND INTERREGIONAL PROGRAMMES

Corporate Objective	Strategic Actions	Key Targets
To promote North/South cooperation in all Transnational and Interregional programmes and maximise opportunities for all on the Island of Ireland to participate in these programmes.	<p>Communications To maximise North/South participation in transnational and interregional Programmes.</p>	<ul style="list-style-type: none"> • Promote project participation for each programme. • Provide development support to successful projects and encourage further applications where calls are made. • Effectively communicate the aims and objectives of each of the programmes to a wider public. • To work closely with the two Regional Assemblies in Ireland to identify North/South cooperation opportunities. • Support the promotion of transnational and interregional Programmes and SEUPB's role in relation to the programmes throughout 2008-2010.

CORPORATE SERVICES

Corporate Objective	Strategic Actions	Key Targets
<p>HUMAN RESOURCES & I.T. SECTION</p> <p>Within a framework of Governance and Accountability implement effective Administration, IT and HR strategies to enhance the business performance of the SEUPB.</p>	<p>To support the business performance of the organisation by recruiting the adequate staff numbers required to deliver a quality service, and develop those staff with the knowledge and skills required to maintain that level of service.</p> <p>To support the business performance of the organisation by providing a responsive IT support service to assist with maintaining a quality service level.</p>	<ul style="list-style-type: none"> • Ensure the staffing levels from 2008 to 2010 are sufficient to enable the organisation to meet its corporate objectives, including, for example, programme delivery targets, N+2 and providing a quality service to its stakeholders/scientists. • Implement the agreed recommendations of the organisational staffing review completed in 2007. • Prepare annual training plan by 30 April 2008, 2009 and 2010 and implement training recommendations by end of 2008, 2009 and 2010 respectively. • Conduct the five year review of the Body's equality scheme and implement agreed recommendations. Conduct EQIA's in line with annual timetable. • Implement outcomes of the 2008 five year review of Equality scheme by June 2009 and conduct EQIA's in line with annual timetable. • Locate new premises for Belfast and Monaghan and undertake relocation in 2008. • Fully implement during 2008 the disability action plan agreed with Equality Commission in June 2007. • Implement a voice IP (VOIP) service when the new office locations are established allowing direct communications between offices via extension numbers. • Upgrading of lines/band width between all three offices after relocation by early 2009. Also upgrade existing servers, desktop hardware and software by end of 2009. • Make SEUPB website compliant with disability standards by end of 2008. • Annual testing & review of the IT contingency plan for business recovery.
	<p>Financial Administration</p> <p>Efficient, effective and strategic use of the Body's resources and an effective management of public expenditure through the development and implementation of appropriate systems and procedures.</p>	<ul style="list-style-type: none"> • Development and Implementation in 2008 of a procedures manual to cover enhanced budgeting and cash flow systems. • A full review to be undertaken in 2008, of reporting arrangements for both programmes and administration systems to support effective monitoring arrangements. • Review paying authority procedures in respect of new programmes in 2009. • Prepare Business Plan and Annual Report in 2008 and 2009 to adequately reflect the work of the organisation on a timely basis, to ensure the requirements of the Financial Memorandum are met. • Prepare the Corporate Plan in 2010. • Maintain integrity of Paying Authority as Peace III and Interreg IV come into operation.

Corporate Objective	Strategic Actions	Key Targets
	<p>Communications</p> <p>To promote the Body and their achievements through the appropriate communication, actively pursuing a positive awareness, whilst minimising adverse publicity, for the Body and programmes.</p>	<ul style="list-style-type: none"> • Review the re-branding of SEUPB and the use of its trading name and logos, 2008-2010. • Seek opportunities to promote SEUPB and the programmes it manages at events outside the region to create awareness of SEUPB's role and the good practice delivered by the programmes and to take advantage of opportunities to network with potential partners during 2008-2010. • Publish SEUPB Annual Report for 2008, 2009 and 2010. • Ensure compliance with Irish language Act and any similar legislation which may be introduced 2008-2010.

Guiding Principles

INTRODUCTION

This section sets out the guiding principles that will frame the implementation of the corporate objectives and the work of the SEUPB over the period of the Corporate Plan 2008-2010.

GUIDING PRINCIPLES – THE SEUPB’S VALUES

The SEUPB, as it works towards the achievements of its mission, is committed to the following values, which all staff will strive to uphold.

INCLUSIVENESS

The SEUPB will aim to act in a manner that guarantees equality of opportunity and accessibility. The Body will act fairly and openly towards any one person or any organisation and wishes to encourage participation from all.

TRANSPARENCY AND OPENNESS

In all aspects of its work, the SEUPB will abide by its policy of transparency and openness and will keep staff, stakeholders customers and the general public aware of its policies and actions through effective communication and consultation and the exchange and dissemination of information. We will endeavour to maintain the trust that has been bestowed upon us by our stakeholders and public.

OUTWARD LOOKING

The SEUPB will work impartially with stakeholders and customers and respond to their needs to ensure that issues are identified and addressed. The Body will continue to develop and enhance cross border, transnational and inter-regional partnerships and co-operation and to maintain and expand relationships between Northern Ireland and the Border Region of Ireland with the rest of the European Union.

RESPECT FOR OTHERS

The SEUPB is committed to encouraging and embracing understanding and respect between people and organisations in all aspects of its work.

SHARING KNOWLEDGE AND EXPERIENCE

The SEUPB will be open to new ideas, concepts and ways of working whilst retaining and delivering its corporate objectives. The Body will also encourage the sharing of ideas and experience so as to improve and progress both staff and corporate performance through open, two-way communication.

COMPLEMENTARITY

The SEUPB is committed to ensuring complementarity with national policy documents, and have prepared the new EU Programmes in line with other key policy documents in Northern Ireland and the Border Region that include, *inter alia*, the respective National Strategic Reference Frameworks² and Anti-Poverty Strategies³; A Shared Future, Northern Ireland⁴; National Development Plan 2007-2013⁵, Ireland; and, Economic Vision for Northern Ireland⁶.

² Draft Northern Ireland Chapter Input to Draft UK National Strategic Reference Framework, Annex A, September 2006.
³ Draft National Strategic Reference Framework for Ireland, Cohesion Policy 2007-2013.

³ Department of Social and Family Affairs (2006) National Report for Ireland on Strategies for Social Protection and Social Inclusion 2006-2008. Office of First and Deputy First Minister (2006) Lifetime Opportunities, Government's Anti-Poverty and Social Inclusion Strategy for Northern Ireland.

CUSTOMER FOCUSED

Excellence in the delivery of services to its customers and stakeholders is of paramount importance to the SEUPB. Due to the nature of its cross border work, this is a particular challenge for an organisation delivering a diversity of programmes and services in a very complex administrative environment and across a wide spectrum of clients, customers and stakeholders.

In the period of this Corporate Plan, the SEUPB is committed to the delivery of a range of services that will positively impact on the people of Northern Ireland, Ireland and to a lesser degree, the Western area of Scotland. Taking on board views from the consultation exercise, the SEUPB has established strategic objectives and will develop and implement service standards for the new programme delivery mechanism. These service standards will be monitored to ensure that targets are being adhered to internally.

All staff in the SEUPB are outcome focused and will continue to seek feedback to help continually improve operations, and ensure they meet customer needs and provide the easiest possible access for all.

⁴ Office of the First and Deputy First Minister (2005) A Shared Future, Policy and Strategic Framework for Good Relations in Northern Ireland, March 2005.

⁵ Department of Finance (2007) Ireland, National Development Plan, 2007-2013

⁶ *Economic Vision for Northern Ireland* (www.detini.gov.uk/cgi-bin/downloaddoc?id=936)

Resources and implementation

INTRODUCTION

This section sets out the resources and budget available over the period of the Corporate Plan 2008-2010 and also describes how the Plan will be implemented and monitored.

RESOURCES

SEUPB recognises that it has an opportunity to learn from other government initiatives, such as Best Value and Modernising Government, through the adoption of “best practice” across both jurisdictions.

This Corporate Plan is prepared within the context of the Comprehensive Spending Review 2007 within UK central government, and the desire to obtain real cash savings in administration costs. Within this framework, the Body has identified efficiency savings and the new EU Programmes have been drafted in this regard.

EFFICIENCY SAVINGS

The Body operates within the framework of public reform and is committed to pursuing a proactive approach to maximise efficiency savings. These efficiencies are being achieved through:

- Continued improvement of procurement of goods and services practices;
- Improved efficiencies through changes in transactional services and IT developments;
- Simplifying and standardising processes through improved systems; and
- Ensuring that staffing budgets and levels are kept under review to optimise performance.

Since 2006, the Body has streamlined its programme management function and identified duplication and opportunities for shared services within the finance function in order to gain greater efficiencies.

The SEUPB undertook a staffing review in 2007 to identify resources required for the new programmes and to identify savings by bringing the delivery in house.

During the 2000-2006 programming period, programme implementation functions were outsourced to 70 Implementing Bodies (56 in the case of the PEACE II Programme and 14 in the case of the INTERREG IIIA Programme). These arrangements created a complex structure for the programmes, and placed administrative burdens on Programme administrators and for those who wish to engage with the programmes. Indeed, during the public consultation exercises for the new programmes there was a widespread desire expressed for a decrease in the number of delivery bodies and overall simplification of programme structures.

Furthermore, with around 250 staff involved in implementing the programmes (200 people involved in the PEACE II Programme and around 50 in the implementation of INTERREG IIIA), the costs of administering the programmes were substantial, estimated at €96million (€87 million for PEACE and €9 million for INTERREG).

With a view to reducing administration costs and simplifying programme structures, new implementation structures have been proposed for the 2007-2013 programming period. The existing 70 Implementing Bodies will be replaced with three Implementing Agents, the most significant of which will be the Joint Technical Secretariat (JTS) function which will be located within the SEUPB.

The proposed new implementation structures and in particular the role of the JTS, represents a major efficiency saving in the cost of programme delivery relative to the current programmes. Taking account of additional staff resources required by SEUPB to undertake the JTS functions, it is estimated that the new implementation arrangements will achieve efficiency savings of €14.7million in staff costs if the current structures for implementation remained in force during the upcoming programme period. This represents an annual saving over the life of the programmes of €2.1million per annum. In addition to savings in administrative costs, the new implementation structures also represent a significant reduction in the complexity of the programmes.

ADMINISTRATION/OPERATING COSTS OF THE SEUPB

Financial resources in respect of the administration/operating costs of the SEUPB are provided via an agreed budget annually from its Sponsoring Departments; the Department of Finance and Personnel in the North and the Department of Finance in the South. The budget for 2008 is set at £2.7 million. This requirement is shown in more detail in Annex B. The budget for 2008 represents a 18% increase on the 2007 budget allocation. However, the increase is mainly due to one-off capital costs associated with planned office relocation. The increase in administration costs, excluding this capital expenditure, is therefore 5% in real terms. As stated in an earlier paragraph on efficiencies, the SEUPB have tried to hold the expenditure levels in most areas of operating costs at the 2007 level and any increase in costs will be made by way of the cash savings we obtain.

The apportionment of administration costs North and South is set at 53% North and 47% South. This is slightly different from previous years and is based on an assessment of the benefits falling to each jurisdiction and the fact that the salaries and activities of the Regional Partnership Board in Omagh no longer exist.

The SEUPB will continue to work closely with its sponsoring Departments to ensure that the approved level of resources meets its requirements to deliver the broad range of services. Resources for subsequent years, consistent with its key objectives and targets will be negotiated with the Body's Sponsoring Departments on an ongoing basis.

Financial resources are provided via an agreed budget annually from its sponsoring Departments, the Department of Finance and Personnel in the North and the Department of Finance in the South.

IMPLEMENTATION AND MONITORING OF THE CORPORATE PLAN

A number of key actions are taken to ensure the successful implementation and delivery of the Corporate Plan.

The SEUPB is committed to putting in place a robust and effective performance information system. In developing this Corporate Plan, the Body has identified targets through discussion with the staff and internal departments of the Body. The completed Corporate Plan is presented to all staff so that they are made aware of the Body's overall aims and objectives, as well as those of other departments, for the period of which the Plan covers. Indeed, the targets will feed into work plans and individual job plans and will be reviewed as part of the business planning process to ensure continuous improvement and better practices throughout its activities.



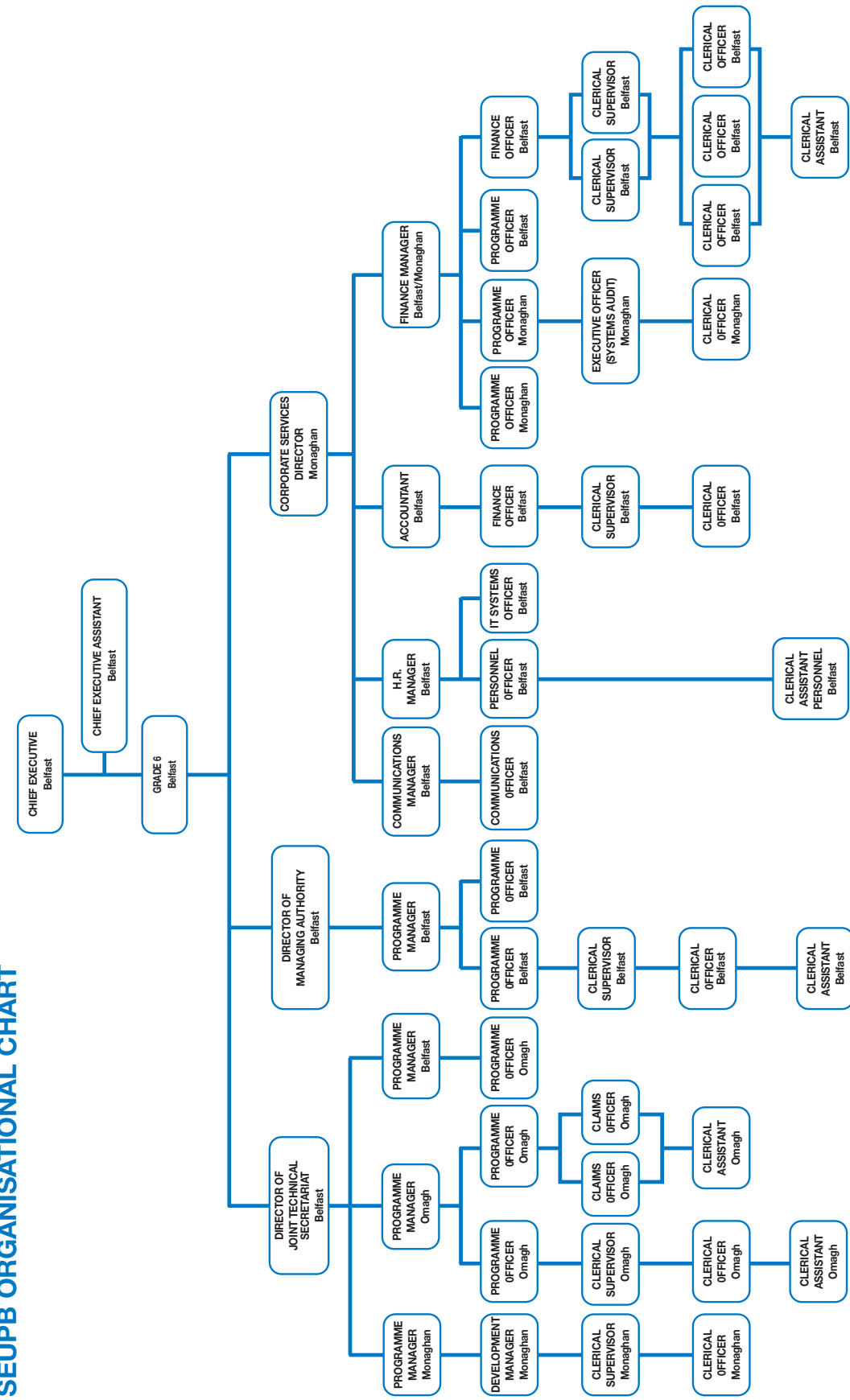
Corporate Plan progress is a standing report agenda item at the regular meetings of the Senior Management Team, led by the Chief Executive, where the Plan's development can be discussed and steps agreed and taken to ensure delivery of targets.

A number of Corporate Days, attended by staff across all three sites, are held throughout the year when the various departments of the organisation report on progress against targets.

Progress is also monitored on a monthly basis by the Corporate Services Department which reviews the implementation of the Plan.

Copies of the Corporate Plan are distributed to each member of staff within the organisation. The Body's mission statement will be displayed on a plaque in the reception area of each office.

ANNEX A SEUPB ORGANISATIONAL CHART



ANNEX b - TABLE 1

CORPORATE/BUSINESS PLAN SUMMARY - PROPOSED 2008 BUDGET AND INDICATIVE ALLOCATIONS PRO FORMA

North South Body	Proposed Budget 2008			Indicative Budget 2009			Indicative Budget 2010		
	Current £000	Capital £000	Total £000	Current £000	Capital £000	Total £000	Current £000	Capital £000	Total £000
€1 = 0.67 GBP									
PEACE III	6,047	2,328	8,375	12,370	4,299	16,668	24,534	8,412	32,946
Northern Ireland	3,854	1,484	5,338	7,885	2,740	10,624	15,638	5,362	21,000
Ireland	2,193	0,844	3,037	4,485	1,559	6,044	8,896	3,050	11,946
INTERREG IVA	5,151	3,224	8,375	9,877	17,382	27,259	13,801	9,010	22,811
Northern Ireland	3,729	2,334	6,063	7,151	12,584	19,735	9,992	6,523	16,515
Ireland	1,422	0,890	2,312	2,726	4,798	7,524	3,809	2,487	6,296
Total Programme Expenditure	11,198	5,552	16,750	22,247	21,681	43,927	38,335	17,422	55,757
Pay Costs	1,363	0	1,363	1,410	0	1,410	1,436	0	1,436
Pension Costs	152	0	152	158	0	158	163	0	163
Non Pay Administration Costs	858	350	1,208	888	60	948	915	62	977
Total Administration Costs	2,373	350	2,723	2,456	60	2,516	2,514	62	2,576
Overall Total Expenditure (Programme & Administration)	13,571	5,902	19,473	24,703	21,741	46,433	40,849	17,484	58,333
Existing/Projected Staff Numbers	38			40			40		

Narrative to support expenditure figures:

The programme expenditure figures are based on the value of Euro funds required for Central Payments Unit to make payment requests to projects to cover both N+2 expenditure targets as set down under the Operational Programme and in addition to this, advance payments. These have been translated to sterling at 0.67. It is assumed that the payments to expenditure ratio, based on historical information is approximately 125% in 2008 and 115% in 2009.

The figures above reflect ERDF and match contribution for Ireland and for Northern Ireland. However for Northern Ireland Public Expenditure planning only the matched funding elements will be shown in departmental budgets.

The 2009 budget for Interreg IVA assumes the successful implementation of a large capital communications project. This is highly likely to happen but is subject to various feasibility studies and other planning conditions. €20m (Stg 13.4) has been accounted for this one project in 2009.



Inside back cover