



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

# **BUSINESS PLAN 2015**

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## CHIEF EXECUTIVE'S FOREWORD

I am pleased to present the Special EU Programmes Body's (SEUPB) Business Plan for 2015. This plan has been specifically designed to outline our strategic and business objectives and also review our performance against the targets included within the Body's Corporate Plan, for 2014-2016. We have continued the use of the 'Balanced Scorecard' model to articulate our main business outputs and the work of the Body's individual teams.

Both the PEACE III and INTERREG IVA Programmes are fully committed and we are working closely with all of the funded projects to ensure that expenditure targets are met, in line with our vouching and verification procedures. We are also working to ensure that projects reaching the end of their life-cycle are closed in a timely and efficient manner. This work will increase in volume throughout 2015 as both programmes move towards closure.

Towards the end of 2014 a number of truly impressive 'shared space' projects, supported under the EU's PEACE III Programme were officially launched. These included the new multi-use sports complex, called the 'Peace Link', in Clones which was opened by the President of Ireland in late September. The new €7.8 million supported facility will encourage increased cross-community engagement, through the medium of sport.

Of similar significance was the official opening of the £4 million supported Glen Community Complex on the site of the former Colin Glen Mill building, Belfast in early October. Located within the Lenadoon/Suffolk interface area, the project is currently supporting the delivery of various peace and reconciliation activities under the Lenadoon Suffolk Neighbourhood Renewal Plan in order to increase positive cross-community interaction at a local level.

As we move into 2015, a number of other 'shared space' initiatives will also be launched. These include the £7 million PEACE III funded 'Earls' project which will create a shared community space on a well-known interface area in Dungannon. The project aims to encourage greater levels of cross-community interaction with the construction of a new 30,000 sq ft community building accessed via specially constructed public walkways north and south of the town.

Other capital-build projects on track for launch in 2015 include the 'Girdwood Community Hub', which will create a world-class shared services building designed to support local people, on a cross-community basis.

The PEACE III funded 'Garden of Reflection' in Derry-Londonderry, which is part of a larger development initiative for the city managed by the Londonderry Inner City Trust, is also scheduled for completion next year. Over £2.3 million of financial support has been provided to the project

which will transform a currently derelict and under-used public space into a focal point for enhanced community relations.

Over the past year, a number of highly innovative projects, funded within the INTERREG IVA Programme, have been officially launched or reached a successful conclusion. These include the £2.9 million funded SPIRE (Storage Platform for the Integration of Renewable Energy) initiative which is currently conducting research that will have significant implications on how we store and manage our electricity on both sides of the border.

The project involves intensive collaboration between researchers from the University of Ulster alongside the Dundalk Institute of Technology (DkIT) and has great potential to enhance the security of our existing energy supply and support the development of the renewable energy sector.

A number of initiatives supported under the £25 million funded CAWT (Co-operation and Working Together) healthcare project have also moved towards a successful conclusion, with great results. Its 'Diabetes' project, for example, has established pre-pregnancy care clinics in 14 different health service sites across Northern Ireland and the Border Region of Ireland. Almost 400 women with diabetes have benefited from attending these clinics and the project is being independently evaluated to determine its potential to be mainstreamed within the health services North and South of the border.

Moving into 2015 work on two significant INTERREG IVA cross-border railway investments, NI Railways/Translink's 'Enterprise' project and the Drogheda Viaduct re-development will be concluded. With a combined value of approximately £17.5 million these projects will significantly enhance the transport infrastructure of the region. Of the total investment £12.2 million has been allocated to a significant upgrade of the Belfast to Dublin 'Enterprise' service and approximately £5.3 million awarded to a major refurbishment of the Boyne Viaduct in Drogheda.

2014 was also an exciting time in the development of the new PEACE and INTERREG Programmes, for 2014-2020. During the summer months, we co-ordinated a series of public consultation events so that we could take on board views and comments on the proposed content of both programmes. Attended by over 500 people, these events proved very successful and resulted in over 300 written submissions from the general public and other key stakeholders.

The content of the new programmes was submitted to the European Commission on 22 September and SEUPB, along with representatives from the Member States (UK and Ireland), are currently engaged in negotiations as to their final form. We anticipate that these negotiations will be

completed by February 2015 allowing us to officially launch the new programmes and funding calls in the spring.

Finalising the implementation arrangements for the new programmes has been a significant challenge. After detailed discussions and negotiations, these arrangements are now ready to be implemented. The effect of the revised arrangements may result in the need to introduce minor amendments to this Business Plan throughout the coming year to reflect changing circumstances.

I would like to express my sincere gratitude for the continued hard work of all the beneficiaries of both programmes. Without their collective effort, we would not be able to deliver upon the core objectives of PEACE III and INTERREG IVA.

I would also like to recognise the efforts of our Monitoring and Steering Committees, Accountable and Sponsor Departments in Northern Ireland and Ireland, alongside the Scottish Government who have, since the current programmes were first launched, been instrumental in ensuring that funding is allocated to the most deserving of projects.

Finally, I would like to congratulate all of my colleagues within the SEUPB who strive, on a daily basis, to ensure that all EU funding available to us is used to maximum effect in order to create a more prosperous, peaceful and sustainable cross-border region.



**Pat Colgan**  
**Chief Executive, Special EU Programmes Body**

# **SECTION ONE**

**Overview of the work of the SEUPB**

## SEUPB Mission Statement:

*“To effectively manage and implement funding programmes on behalf of the two Governments aimed at delivering social and economic improvements to the people in Northern Ireland, Ireland and parts of Western Scotland through cross-border, transnational and inter-regional co-operation.”*

## SEUPB 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 wellbeing of the region. Its work will be imbued by the values of openness, transparency and accessibility.”*

## Our Guiding Principles:

These describe the essence of how we work. They define our culture and core beliefs and are firmly embedded within the strategic and business objectives outlined within this Business Plan. Our guiding principles have been developed through consultation with staff members and consideration of the dynamic environment within which we operate.

- *Financial Integrity*
- *Customer / Stakeholder Focused*
- *Equality in opportunity and accessibility for all*
- *Efficiency and value for money*
- *Transparency and openness in governance*
- *Collaboration, Sharing and Learning*
- *Respect for all*

## **Introduction**

In accordance with its Financial Memorandum, the Special EU Programmes Body (SEUPB) is required to prepare a three year Corporate Plan and annual Business Plan which is subject to the approval of the North South Ministerial Council (NSMC), including the two Sponsor Ministers (the Minister of Finance and Personnel in Northern Ireland and the Minister for Public Expenditure and Reform in Ireland).

The SEUPB intends to use this 2015 Business Plan as an operational tool to review performance in 2014 and to detail how we plan to deliver in 2015, the strategic objectives and targets set out within the Corporate Plan 2014-2016.

The budget for 2015 is driven by the operational activity targets identified and by the need to achieve value for money in the current challenging economic environment. The Business Plan will be a working document that will be further refined throughout the year to react to any challenges that may arise.

## **Governance Structures and Statutory Obligations**

The Special EU Programmes Body 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) on 8 March 1999. The Agreement stipulates that the SEUPB will implement the policies directed by the NSMC as specified by the North South Co-operation (Implementation Bodies) (Northern Ireland) Order 1999 and the British-Irish Agreement Act 1999, as amended.

The Body operates within a complex legislative and financial environment and as the governmental sponsors of the SEUPB departmental responsibility rests with the Department of Finance and Personnel (DFP) in Northern Ireland and the Department of Public Expenditure and Reform (DPER) in Ireland. The Body carries out its functions in compliance with the provisions of the Financial Memorandum and any other agreements with these Departments. The Financial Memorandum is designed to ensure the proper use of public monies and sets out financial procedures and accountability arrangements which govern the operating and financial relationships between the SEUPB and the NSMC, DFP and DPER in their roles as both Sponsor and Finance/Public Expenditure Departments.

The SEUPB also reports to an Audit and Risk Committee, with independent Chair and Membership. The Audit and Risk Committee provides an oversight role for the Accounting Officer in the areas of risk, control and governance and associated assurance issues.

The SEUPB receives grants of money voted by the Northern Ireland Assembly and Dáil Éireann. The NSMC will, with the approval of the Finance/Public Expenditure Ministers, make recommendations as to the amount of such grants. The SEUPB will also receive monies directly from the EU Commission, for the designated programme advance and interim payments. However, these interim payments will be returned to the Governments who provided the grant on which this EU income received has been earned.

## **Organisational Structure**

The Chief Executive of the SEUPB 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.

In relation to Human Resources, SEUPB has been the subject of rigorous staffing reviews commissioned by the Department of Finance and Personnel in Northern Ireland and Department of Public Expenditure and Reform in Ireland. The recommendation of the most current staffing review, approved by the Finance Ministers at an NSMC meeting in December 2013, was for 57 staff in 2014. The SEUPB was also requested to explore with the sponsor Departments other opportunities to gain additional efficiencies within the development and implementation of the new 2014-2020 European Programmes.

The SEUPB's Headquarters is located in Belfast and a further two offices are situated in Omagh and Monaghan. The SEUPB were also requested at the same NSMC meeting outlined above to review the necessity of two office locations in Northern Ireland. These discussions are currently ongoing with the Departments.

## **Key Organisational Roles**

The primary role of the SEUPB is to manage cross-border European Union Structural Funds Programmes in Northern Ireland, the Border Region of Ireland and parts of Western Scotland.

### **2007-2013 Programmes**

The two 2007-2013 Programmes are the European Union's Programme for Peace and Reconciliation (PEACE III Programme) and the European Union's Cross-Border Programme for Territorial Co-operation (INTERREG IVA Programme).

The SEUPB, via the Programme Steering Committees, has now approved funding to projects to the full value of both Programmes and continues to monitor their implementation to ensure they meet expenditure targets and deliver the agreed outputs by December 2015. At this stage in the

Programme life cycle some projects are complete and the SEUPB is now preparing these projects for the closure process.

### **Development and Implementation of 2014 – 2020 Programmes**

The SEUPB has been asked by the two Member States (UK and Ireland) to prepare two Cooperation Programmes (CPs) for the period 2014-2020, for INTERREG and PEACE. These new Programmes will be governed by the EU Regulations that were adopted and entered into force by the EU Council and EU Parliament on 21 December 2013.

A second public consultation exercise was carried out between 3 June – 29 July 2014 and the results of this informed the content of the CPs. The final CPs were agreed by the Northern Ireland Executive and Government of Ireland (and the Scottish Government for INTERREG Programme only) and were submitted to the European Commission by 22 September 2014 for formal negotiation and approval. The EU Commission has indicated that the negotiation phase is likely to last approximately 6 months. North South Ministerial Council approval will be required as part of this process.

The SEUPB will continue to fulfil the role of managing authority and certifying authority for the 2014-2020 Programmes, as outlined below. The delivery structures for implementation of the Programmes are still to be finalised; however funding will be dispersed to successful projects, based on a series of calls for applications, which in turn will be assessed by the Joint Secretariat (currently known as the Joint Technical Secretariat) of the SEUPB and then considered by the Steering Committee.

In managing the PEACE III and INTERREG IVA Programmes, and future EU Programmes SEUPB's work is divided into three main areas:

**1. Managing Authority** - has overall responsibility under EU Regulation EC 1080/2006 for the management and implementation of the Operational Programmes. It has a number of ongoing responsibilities including; guiding the work of the Monitoring Committee; ensuring proper Programme evaluation; and commencing the closure process of the Programmes to ensure maximum EU receipts are drawn down for the Member States.

**2. The Joint Technical Secretariat (JTS)** - oversees the day-to-day implementation of the Programmes, supporting both the Managing Authority and lead partners in the monitoring of projects. Currently their focus is on project monitoring to ensure they meet objectives and expenditure targets. Going forward under the 2014-2020 Programmes this department will be known as the Joint Secretariat (JS).

**3. Corporate Services** - incorporates a range of different roles which support the implementation of the Programmes. The SEUPB's Communications, ICT and HR teams all lie within Corporate Services. A key part of this directorate is the **Certifying Authority**.

**The Certifying Authority** has responsibility for the certification of all expenditure claims submitted to the EU Commission ensuring eligibility with EU and National Rules. It also controls the cashflow of the Programmes, including making payments to lead partners, drawdown of funds from the Accountable Departments and the European Commission and subsequent reimbursement to each Member State.

### **INTERREG Transnational and Inter-Regional**

The SEUPB also has a role in maximising North/South participation in the following INTERREG IVB and IVC Programmes, and in the new round of Programmes for the 2014-2020. The Programmes are as follows:

- The North West Europe Programme
- The Atlantic Area Programme
- The Northern Periphery and Arctic Programme
- The INTERREG EUROPE Programme

SEUPB acts as the Regional Contact Point for the Northern Periphery and Arctic Programme in assisting programme development, attending programme monitoring committees, liaising with the programme secretariat and assisting project partners within NI with project development and applications. SEUPB also chairs the Regional Advisory Group for the Programme which assesses project applications and provides a view on the project to the Programme Monitoring Committee. SEUPB also assists in project development for the other three programmes and acts as an information point for potential partners within NI.

# **SECTION TWO**

## **Progress against 2014 Business Plan Targets**

## Our Performance In 2014

This section of the Business Plan will report briefly on outputs delivered against the SEUPB's Balanced Scorecard as contained within the 2014 Business Plan. A summary of the scorecard is presented below.

### SEUPB Summary Balanced Scorecard for 2014

BUSINESS RESULTS	CUSTOMER REQUIREMENTS
<p><b>BR1:</b> Ensure the efficient and effective delivery of the 2007-2013 PEACE III and INTERREG IVA Programmes.</p> <p><b>BR2:</b> Ensure effective business processes for closure are implemented for the 2007-13 programmes.</p> <p><b>BR3:</b> Ensure programmes are functioning in accordance with EU and member state Regulatory Framework.</p> <p><b>BR4:</b> Develop effective processes to facilitate the implementation of future programmes.</p>	<p><b>CR1:</b> Manage the implementation of high quality projects in all Programmes.</p> <p><b>CR2:</b> Ensure projects are provided with the support and guidance to meet the demands of their Letter of Offer.</p> <p><b>CR3:</b> Ensure projects are provided with the support to enable their functioning in accordance with EU and member state Regulatory Frameworks.</p> <p><b>CR4:</b> Ensure compliance with the new regulations for information and publicity for the programmes.</p> <p><b>CR5:</b> Meet any information and reporting requirements as stipulated within SEUPB's Financial Memorandum and other governing documents.</p> <p><b>CR6:</b> Consult extensively in the development of the new Operational Programmes.</p>
INTERNAL BUSINESS PROCESSES	GROWTH AND LEARNING
<p><b>IP1:</b> Ensure good corporate governance and effective management of resources.</p> <p><b>IP2:</b> Continually develop internal processes to improve the efficiency and effectiveness of SEUPB.</p>	<p><b>GL1:</b> Develop the skills, capabilities and knowledge of staff to achieve the organisational objectives.</p> <p><b>GL2:</b> Train staff on the implementation of the new regulations and administrative arrangements for the new programmes.</p>

The actions outlined within this balanced scorecard represent the strategic objectives of the organisation and assigned to these are a number of specific activities. Data was collected from target owners within SEUPB on the progress against these targets and a detailed breakdown is outlined within Annex D.

A summary of the key outputs delivered in 2014 is provided overleaf.

# Summary of Key Outputs Delivered in 2014

## KEY OUTPUTS

### PEACE III and INTERREG IVA Programme Implementation

As of 31 July 2014, 218 PEACE III projects worth approximately €334.4m have been approved for funding, a commitment rate of 100%.

Also as of 31 July 2014, 88 INTERREG IVA projects worth €264.4m have been approved for funding, a commitment rate of 103%.

The tables below outline progress for each of the Programme Themes as at 31 July 2014.<sup>1</sup>

PEACE III	Allocation €M	Commitment €M	Expenditure €M	% Commitment	% Expenditure
1.1 – Building Positive Relations at the Local Level	155.86	156.86	131.04	101%	84%
1.2 – Acknowledging and Dealing with the Past	43.15	42.93	36.60	99%	85%
2.1 – Creating Shared Public Spaces	100.48	103.08	50.43	103%	50%
2.2 – Developing Institutional Capacities	15.57	13.62	10.75	88%	69%
Technical Assistance	17.83	17.94	15.30	101%	86%

INTERREG IVA	Allocation €M	Commitment €M	Expenditure €M	% Commitment	% Expenditure
1.1 - Enterprise	34.26	34.47	22.25	101%	65%
1.2 - Tourism	22.89	23.02	8.95	101%	39%
2.1 - Collaboration	95.01	97.39	57.68	103%	61%
2.2 - Infrastructure	93.55	99.43	68.18	106%	73%
Technical Assistance	10.32	10.50	8.17	102%	79%

<sup>1</sup> Please note the commitment figures presented include all approved projects, projects with a Letter of Offer issued, accepted and all completed projects.

There are currently 209 live projects that all require management support from the case officers in SEUPB, and also monitoring to ensure the projects are complying with the letters of offer in regard to objectives, conditions of funding and financial targets.

### **N+2 Targets**

For the PEACE III Programme, the cumulative N+2 target for 2014 is €250.03m. As at 31 July 2014, the PEACE III Programme has achieved cumulative expenditure of €244.12m, leaving a remaining expenditure target of €5.91m.

In respect of the INTERREG IVA Programme, the cumulative N+2 target for 2014 is €191.02m. As at 31 July 2014, the INTERREG IVA Programme has achieved cumulative expenditure of €165.22m, leaving a remaining expenditure target of €25.80m.

The 2014 Business Plan targets for both Programmes were assessed and revised downwards on 30 June 2014, due to slower than expected spend on behalf of a number of high value projects for various reasons. Furthermore, those projects that were assessed to replace significant withdrawn awards of funding in early 2014, will take longer than originally envisaged, to commence spending within 2014. The PEACE III Programme target is €52.0m decreased from €57.15m and as of 31 July 2014 cash payments of €23.58m have been achieved. The 2014 Business Plan target for the INTERREG IVA Programme is now €53.0m, previously set at €60.92m and as of 31 July 2014 €18.43m has been achieved. This will be notified to the next NSMC Sectoral meeting, due to take place in the last quarter 2014.

### **Probity, Accountability and Financial Management**

In ensuring the highest standards of probity, accountability and financial management of the programmes, the SEUPB must ensure that all governance and accountability requirements of all key stakeholders and policy instruments are met. This includes: the European Court of Auditors, the European Commission, the Member States (specific requirements regarding the management of public money), the Accountable Departments in Northern Ireland and Ireland (fourteen in total), the provisions contained in the Operational Programme for each of the Programmes, the provisions contained in all guidance notes, the implications of SEUPB's own Financial Memorandum and the standards and expectations of the Northern Ireland Audit Office and the Comptroller and Auditor General in Ireland. The SEUPB has continued to adhere to all requirements throughout 2014.

The SEUPB also ensured that all projects were selected and implemented in accordance with the objectives, regulations and guidelines associated with the Programmes. As of 31 July 2014, one

Programme Monitoring Committee has taken place for each Programme. It is anticipated there will be a second meeting organised in the latter months of 2014.

It is expected that the Monitoring and Evaluation Working Group will meet twice in the autumn of 2014 to review the draft and final Attitudinal Survey for the PEACE III Programme.

A Closure Protocol was issued for comment to Member States in April 2014. A detailed closure plan and risk register will be developed by the closure working group which is scheduled to have its first meeting in September 2014.

Representatives of SEUPB participate in the Systems 2007 Database User Monitoring Group to consider change requests to the systems and monitor the integrity of the information supplied from the database. As of the 31 July 2014 one group meeting has taken place. The database required for the New Programmes is currently going through a process of procurement, and this process is being managed by DFP. SEUPB is represented, at Director level, on the Database development Project Board and is part of the Tender Evaluation Panel considering submissions.

In terms of the verification of claims, the target lead time from receipt of Lead Partner declaration to payment authorisation is 7 working weeks. The verification team are in line to meet the internal target of 75% set on an annual basis.

### **INTERREG IVB and IVC Transnational and Inter-regional Programmes**

The SEUPB has continued to promote and maximise North/South participation in the INTERREG IVB and IVC Programmes. The SEUPB is currently working with 55 projects and has secured 69 project partners across the four relevant programmes. The additional ERDF which these projects bring to Northern Ireland totals €11.3m. A wide range of organisations are involved, including local authorities, universities, government departments and community and voluntary organisations.

Of these 55 projects, 36 have a North/ South partnership. There are 5 projects with Lead Partners from Northern Ireland. The SEUPB continues to work closely with the two Regional Assemblies in Ireland to promote the remaining opportunities in the programmes and to highlight the successes of the programmes.

The SEUPB also continues to manage the First Level of Control process for Northern Ireland partners in the transnational and interregional programmes and is continuing to carry out vouching and verification visits for the 69 project partners. SEUPB also carries out the 'On the Spot' checks on all transnational projects.

## **INTERREG VB and VC Transnational and Inter-regional Programmes**

In 2013 the Northern Periphery Programme issued letters of offer to 8 Preparatory projects which have Lead Partners/ Partners based in Northern Ireland. SEUPB is assisting these partners in developing their proposals in advance of the first call for applications for the Programme in autumn 2014. The SEUPB will also be involved in publicising the new programmes (North West Europe Programme/Atlantic Area Programme/INTERREG EUROPE Programme) and assisting project partners as they develop proposals ahead of the first call for applications.

## **Development of the 2014 – 2020 Programmes**

In 2014 the SEUPB, in consultation with the Programme Development Steering Group, completed working drafts of the Cooperation Programmes for the 2014-2020 Programmes in accordance with the EU Regulations.

A second public consultation exercise was undertaken from 3 June to 29 July 2014, on the contents of the draft CPs. The final CPs were agreed by the Northern Ireland Executive and Government of Ireland (and the Scottish Government for INTERREG Programme only) and were submitted to the European Commission by 22 September 2014 for formal negotiation and approval. The EU Commission has indicated that the negotiation phase is likely to last approximately 6 months.

## **Corporate Governance and Services**

The SEUPB is in full compliance with its Corporate Governance requirements. The 2013 Annual Accounts have been prepared by SEUPB within the required timescales, and the audit of these accounts is complete. An unqualified audit opinion was issued jointly by the Comptroller and Auditors General in early July 2014. The 2013 Annual Report and Accounts will be laid before the NI Assembly and the Houses of the Oireachtas in late 2014.

The SEUPB has also worked diligently during the first half of 2014 to ensure that workplace efficiencies are achieved in line with those outlined within its Efficiency Savings delivery plan and are delivering on the 4% efficiency target and prompt payment targets.

Staff turnover for the period 1 January 2014 to 31 July 2014 remains low at 10.5% and absence levels are on target with less than 2.89% of total available days lost. This equates to an average of 3.94 days lost per employee. For the past 12 months (1 August 2013 to 31 July 2014) the average days lost per employee is 6.1 days.

## **Communications Activity in 2014**

### **PEACE III Programme**

On 23 January 2014, the official launch of the City Garden of Reflection project took place in Derry-Londonderry – this project will create a new shared space, situated in the Pump Street Courtyard.

On 10 April, a ground breaking ceremony attended by the Lord Mayor of Belfast took place to mark the beginning of construction for the Girdwood project. This project will provide a state-of-the-art inclusive community hub on part of the former Girdwood Barracks site in North Belfast, to enable residents to access the services they need in one place and tackle some of the long term issues facing local communities including poverty, health problems and a lack of opportunities for young people.

On the 27 March 2014 the Training for Women Network (TWN) held a special certificate giving ceremony to mark the end of the 'Extending Positive Relations' project.

A major public conference which will showcase some of the projects funded by the EU's PEACE III Programme to help acknowledge and deal with the past will take place at The MAC in Belfast on Tuesday 2 September; the conference will also look forward to the new PEACE Programme 2014-2020, which has an EU contribution of €229million.

### **INTERREG IVA Programme**

The Topping Out ceremony for the £12million North West Region Science Park took place at the beginning of April. This marked the completion of the roof and glazing of the new 50,000 sq ft premises at the Fort George site in Derry-Londonderry.

The SEUPB will host an event in Dundalk in September to give an overview of the impact of environment focused projects within the INTERREG IVA Programme, outlining the importance of environmental protection and renewable energy provision on a cross-border basis and reviewing the lessons learnt and key challenges in addressing environmental issues on a cross-border basis. The conference will also look forward to the new INTERREG Programme, and consider the results and indicators outlined within the Environment Priority.

### **Communications**

The SEUPB will be involved in the delivery of a communications plan to help promote the new programming period, 2014-2020. It is also in the process of developing a new SEUPB website to coincide with the launch of the new programmes.

Communications support will be provided for all project launch and closure events throughout the year in line with the requirements of the SEUPB's Communications Strategy as approved by the Programme Monitoring Committee.

### **Information Technology Services**

SEUPB continues to embrace new and evolving technologies to enable us to implement a robust technological platform, which will in turn improve efficiency. Mobile technologies are being employed for relevant staff to enhance flexibility and productivity. Investment in Server Infrastructure provides higher system availability and underpins our Business Continuity Service planning. We have also upgraded our Wide Area Network and invested in a backup Wide Area Network that will allow all our offices to remain connected if there is any issue with our primary connection.

We are currently planning upgrades to some of our existing key systems: the Finance System, the EDRM system and MS Office.

This year also sees IT involved in a key role to develop SEUPB's Specification of Requirements for the 2014-2020 Programmes Monitoring System.

Information Security is always a primary consideration when we are going through a process of implementation of any upgraded or new system. SEUPB has implemented an Information Security Policy and procedures and will continue to ensure these security considerations are met when evaluating the need to change or implement systems.

# **SECTION THREE**

## **SETTING TARGETS FOR THE 2015 BUSINESS PLAN**

## Setting Strategic Objectives and Goals for 2015

In setting the strategic objectives for the 2015 Business Plan consideration was given to:

- The Vision and Mission of the SEUPB;
- The SEUPB's performance during 2014;
- The operational environment within which the SEUPB will be required to operate during 2015;  
and
- Alignment with the objectives and targets of the SEUPB's Sponsor Departments.

### **Mission, Vision and Guiding Principles**

The Mission, Vision and Principles of the SEUPB are outlined within the introductory section. These statements and principles embody the essence of how we work. They define our culture and core beliefs and are firmly embedded within the strategic and business objectives outlined within both our Corporate and Business Plans. Our Mission, Vision and Guiding principles have been developed through consultation with staff members and consideration of the dynamic environment within which we operate. Our business targets and key activities have been developed in line with this approach.

### **Economic and Public Expenditure Context**

Undoubtedly the major challenge facing the SEUPB, as with all public bodies in both Northern Ireland and Ireland, is the challenging economic and public expenditure context within which we will be required to operate.

As both UK and Irish Governments deploy policies to aid economic recovery and address significant budgetary challenges, there will be considerable impact on the resources available for the planning period.

The economic challenges facing the Northern Ireland economy are significant. While there are tentative signs of growth, Northern Ireland economic performance and employment levels remain below pre-recession levels. The Executive has taken the important step of making the economy the top priority in their Programme for Government. Indeed in this vein the vision outlined in the Northern Ireland Economic Strategy is that the economic vision for 2030 is *'an economy characterised by a sustainable and growing private sector, where a greater number of firms compete in global markets and there is growing employment and prosperity for all'*.

Despite the low but positive growth over the last few years, the significant deterioration in the economic environment from around 2008 has had a serious impact upon the public finances in Ireland. Budget 2014 was the latest in a series of budgetary adjustments aimed at stabilizing the

public finances and returning sustainability to the fiscal position over the coming years. The Irish Government is committed to continuing with this process of budgetary consolidation in order to reduce the deficit to below 3% of GDP by 2015. In this vein, the Government is continually examining how public services are delivered, making major efficiency gains while ensuring the protection of essential services as far as possible.

Corporate Objectives contained within this plan are therefore to be considered within a context of spending cuts and increased pressures on departmental budgets for decision makers in Great Britain, Northern Ireland and Ireland. A robust and effective Efficiency Savings Delivery Plan is also required to demonstrate the SEUPB's continued commitment to deliver value for money and adjust to the changing public expenditure environment.

### **European Context**

The cohesion policy (or regional policy) of the European Union provides a framework for financing a wide range of projects and investments with the aim of encouraging economic growth in EU Member States and their regions. The policy is reviewed by the EU institutions once every seven years. The next round of programmes are those for the 2014-2020 period.

The development of the Cooperation Programmes is informed by the European Union's key policy instruments, namely the Europe 2020 Strategy (EU2020) and the Common Strategic Framework (CSF), and the European Commission's position papers on the UK and Ireland.

The Europe 2020 Strategy (EU2020) outlines a ten-year growth strategy centred on five measurable targets to be achieved by 2020. The targets identified relate to expenditure on research and development; generation of renewable energy; working age employment levels; educational achievement; and reduction in poverty and exclusion. The achievement of these targets will be based on plans for smart, sustainable and inclusive growth.

This Strategy has become the cornerstone of all EU policies and programmes. Preparation of Cooperation Programmes for the period 2014 to 2020 have taken account of this strategy and contain proposals that will contribute to the attainment of the targets set out in EU2020.

The EU Regulations for the Cohesion Policy 2014-2020 were approved by the European Council and the European Parliament on 17 December 2013 and came into force on 21 December 2013. The Cohesion Policy Legislative Package for the 2014-2020 period comprises seven regulations: Common Provisions Regulation (CPR) - Regulation (EU) No 1303/2013; ERDF Regulation - Regulation (EU) No 1301/2013; ESF Regulation - Regulation (EU) No 1304/2013; ETC Regulation - Regulation (EU) No 1299/2013; EGTC Regulation - Regulation (EU)

No 1302/2013; Cohesion Fund Regulation - Council Regulation (EU) No 1300/2013; EAFRD Regulation - Regulation (EU) No 1305/2013. The allocation for Cohesion Policy in 2014-2020 will be €351.8 billion. The Cross-Border Cooperation allocation for the UK is €612.3m and for Ireland is €150.5m.

These will be supplemented by a number of Delegated and Implementing Acts containing specific provisions or rules with regard to the Legislative package above.

### **Alignment with Sponsor Departments**

The SEUPB is very aware of the importance of ensuring that agreed targets are in alignment with those of its Sponsor Departments. Objectives have been considered in light of Sponsor Departmental targets. The SEUPB will continue to monitor its objectives in line with those of its Sponsor Departments upon finalisation of the plans.

Relevant objectives for the period as outlined with the DFP's SPAR Balanced Scorecard 2014-15 include:

**BR1:** *To support the Minister and the Executive in the securing, allocation and effective use of available resources.*

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

**OP2:** *Continue to develop and embed a culture of continuous improvement.*

Within the Department of Public Expenditure and Reform's Statement of Strategy 2011-14, the following objectives are outlined:

- *To manage public expenditure at more sustainable levels in a planned, rational and balanced manner in support of Ireland's economic performances and social progress.*
- *To have public administration and governance structures that are transparent, efficient, accountable and responsive.*

### **Priorities for SEUPB in 2015**

Throughout the process of establishing the corporate objectives for 2015, SEUPB carefully considered its key regulatory functions as outlined in statutory legislation and EU regulations for the management of EU funding programmes. The work activities currently ongoing within SEUPB

were appraised against a backdrop of the regulatory functions and the resources available to SEUPB, and decisions were taken with regard to activities and services that SEUPB could undertake and deliver in 2015.

The key functions for SEUPB are set out below and the scope of the work activities for 2015 is summarised for each function:

**1.** To act as the Managing Authority, Certifying Authority and First level of Control (verification) within the current PEACE III and INTERREG IVA Programmes. The 2007-2013 Programmes are in full implementation mode, and therefore the funded projects require support from SEUPB to enable them to fulfil the objectives of their letter of offer, meet the required expenditure targets set for each project, and undertake their activities in line with EU and Member State regulations. If the projects deliver what they have been funded to do, the overall objectives of the programmes will be met, however SEUPB do have to assist and guide the projects in achieving these objectives, and expenditure targets, and this will remain a significant role for SEUPB in 2015, as almost €110 million must be verified for eligibility from funded claims to maximise the EU receipts in 2015 alone.

**2.** SEUPB has a corporate team for key functions including finance, human resources, communications and IT. SEUPB has a significant role in ensuring that the highest standards of public accountability and financial management are adhered to meet the expectations of its many stakeholders.

**3.** JTS provides services in relation to monitoring and supporting projects. This role of supporting and assisting projects to deliver their objectives is inextricably linked to the Managing Authority role set out above, and JTS will assist projects in effective closure processes throughout 2015. The JTS unit is established by the Managing Authority and the work with projects that they undertake, has been delegated by the Managing Authority to the JTS unit.

**4.** Support will be provided to partners from Northern Ireland applying under the new Transnational Programmes through workshops and project surgeries in 2015. Two calls for applications will be held for the NPA Programme in 2015 with a number of other calls held under the Atlantic Area, North West Europe and INTERREG Europe Programme. Assistance will also be provided to all those project partners that are successful in receiving funding through the transnational programmes during the early stages of implementation and beyond. The role undertaken by SEUPB in assisting projects in accessing funding is seen as vital as it helps Northern Ireland to maximise the drawdown of EU funds for high quality projects during the new programming period. SEUPB will also continue with its commitment with regards to the verification of the 69 project partners under the 2007-2013 Programmes, and this role must continue until

those projects are complete in 2015. SEUPB will also work with the two Regional Assemblies in Ireland to launch the Transnational Programmes in Ireland for the new programming period to promote North South Cooperation and networking.

5. SEUPB was requested by the Member States to develop, draft and implement the 2014-2020 Programmes. This role in 2014 involved a significant work load to ensure that the 2014-2020 programmes will be ready for the first applications in early 2015. In 2013 the SEUPB carried out the first consultation process across the eligible area for both programmes, and carried out a second public consultation exercise in 2014. SEUPB completed the drafting of the Cooperation Programmes, the SEAs and the EQIAs, and these were ratified and approved by the Northern Ireland Executive, the Irish Government, the Scottish Government ( INTERREG only) before being formally submitted to the European Commission for approval by 22 September 2014. The European Commission has 6 months to negotiate with the Member States on the content of the Programmes.

Running co-terminously alongside this activity is the essential development of the architecture of the Programmes delivery mechanisms, administrative and governance arrangements. The funding database must be specified, procured, developed and implemented by early 2015. SEUPB is fully committed to the process and involved through its membership of the Project Development Board and tender evaluation panel. This in itself is a significant task, given that the delivery mechanisms, and administrative arrangements are still in the process of development and discussion with sponsor departments.

SEUPB is working with Sponsor Departments to ensure that the delivery mechanisms are agreed and procured, to ensure that the application and assessment process, including all funding guidance and associated administration arrangements will be ready for calls for application in March 2015. The Joint Secretariat JS, (previously known as JTS), will be responsible for assisting Managing Authority in the development and implementation of a robust project application and assessment process, creating a project pipeline by issuing calls for proposals in line with the criteria defined in the Cooperation Programmes, providing secretariat services to the Steering Committees, issuing letters of offer to successful project applicants and establishing a monitoring and evaluation process for new projects.

Taking all of the above into consideration, the SEUPB have established 5 corporate objectives for 2015, which reflect the essential elements of the role and functions of the organisation.

## Overarching Corporate Objectives

Five overarching Corporate Objectives have been identified for the 2014-16 period. These are outlined below.

### **CORPORATE OBJECTIVE 1**

Effectively achieve the objectives of the PEACE III and INTERREG IVA Programmes, by providing guidance and support to the approved projects to enable them to maximise their contribution to society.

### **CORPORATE OBJECTIVE 2**

To ensure that funded projects are provided with support and guidance to enable their functioning in accordance with EU and Member State Regulatory Framework.

### **CORPORATE OBJECTIVE 3**

To ensure effective business processes for closure are implemented for the 2007-13 Programmes which will result in maximising EU receipts for both Member States.

### **CORPORATE OBJECTIVE 4**

Enhance business performance of SEUPB and its staff through the implementation of effective and efficient administrative processes within a corporate governance framework designed to meet accountability requirements.

### **CORPORATE OBJECTIVE 5**

To ensure the development of effective administrative structures and processes which will facilitate the implementation of future Programmes for the period 2014-2020, in accordance with the regulatory frameworks of the EU.

## SEUPB Balanced Scorecard 2015

The SEUPB will continue to use a balanced scorecard to assist with Business Planning for 2015. The Balanced Scorecard allows the SEUPB to incorporate strategic and business objectives and their associated activities into resource allocation processes, therefore increasing the understanding of the SEUPB Corporate Vision and strategy for both internal and external stakeholders. The Balanced Scorecard is divided into a four-perspective view comprising Business Results; Customer Results; Internal Business Processes and Growth and Learning.

The summary balanced scorecard is outlined below and detailed activities to be undertaken to achieve these objectives, are outlined on the following pages.

### SEUPB Summary Balanced Scorecard for 2015

BUSINESS RESULTS	CUSTOMER REQUIREMENTS
<p><b>BR1:</b> Ensure the efficient and effective delivery of the 2007-2013 PEACE III and INTERREG IVA Programmes.</p> <p><b>BR2:</b> Ensure effective business processes for closure are implemented for the 2007-13 programmes.</p> <p><b>BR3:</b> Ensure programmes are functioning in accordance with EU and member state Regulatory Framework.</p> <p><b>BR4:</b> Develop effective processes to facilitate the implementation of 2014-2020 EU programmes.</p> <p><b>BR5:</b> Ensure 2014-2020 Programmes are open for calls for applications in early 2015</p>	<p><b>CR1:</b> Manage the implementation and closure of the projects funded in both of the current Programmes.</p> <p><b>CR2:</b> Ensure projects are provided with the support to meet the demands of their Letter of Offer and enable their functioning in accordance with EU and member state Regulatory Frameworks.</p> <p><b>CR3:</b> Ensure compliance with the new regulations for information and publicity for the programmes.</p> <p><b>CR4:</b> Meet any information and reporting requirements as stipulated within SEUPB's Financial Memorandum and other governing documents.</p> <p><b>CR5:</b> Assist applicants to prepare and develop projects for the 2014-2020 Programmes, ready for calls in 2015.</p>
INTERNAL BUSINESS PROCESSES	GROWTH AND LEARNING
<p><b>IP1:</b> Ensure good corporate governance and effective management of resources.</p> <p><b>IP2:</b> Continually develop internal processes to improve the efficiency and effectiveness of SEUPB.</p>	<p><b>GL1:</b> Develop the skills, capabilities and knowledge of staff to achieve the organisational objectives.</p> <p><b>GL2:</b> Train staff on the implementation of the new regulations and administrative arrangements for the new programmes.</p> <p><b>GL3:</b> Ensure the lessons learnt from the 2007-2013 Programmes are taken forward into the design and implementation of the 2014-2020 Programmes.</p>

## Balanced Scorecard 2015

<b>CORPORATE OBJECTIVE 1</b>				
<i>Effectively achieve the objectives of the PEACE III and INTERREG IVA Programmes, by providing guidance and support to the approved projects to enable them to maximise their contribution to society.</i>				
<b>Corporate Scorecard</b>	<b>Measure/Strategic Action</b>	<b>Target</b>	<b>Actions</b>	<b>Owner</b>
BR1	Monitor and achieve expenditure targets for 2015 for PEACE and INTERREG Programmes to maximise EU receipts.	Programme targets: - PEACE III = €53.8 - INTERREG IVA = €56.08	Establish and maintain regular contact with all Lead Partners to offer project implementation guidance and support to ensure financial expenditure targets and project objectives are fulfilled.  Facilitate Audits from European Commission, Article 62, Managing Authority, Northern Ireland Audit Office and Internal Audit  Distribute expenditure report to key stakeholders on quarterly basis.	MA/CS/JS
		Maintain full commitment across both Programmes.	Monitor commitment levels on a monthly basis and take any remedial action required if necessary and possible to recommit slippage funds. The recommitment of funds is governed by internal guidance to ensure projects life is not simply extended without due reason and outputs	MA/CS/JS
	Monitor the delivery of Programme objectives.	Organise two Programme Monitoring Committee meetings for both PEACE and INTERREG Programmes and any working groups that may be required during 2015.	Organise and provide secretariat support for two meetings per Programme annually.  Write and distribute relevant meeting papers, a minimum of 10 days prior to the meetings.	MA
BR3/CR3	Ensure both Programmes are functioning in accordance with the EU and Member States	All regulatory reports submitted by dates specified by the European Commission during 2015.	Produce Annual Implementation Reports for both PEACE and INTERREG Programmes by deadline of 30 June 2015.	MA

	Regulatory Frameworks.	Implement effective suite of external communications activity in line with Communication Strategy 2014-2020.	<p>Organise at least one major communication event/conference per Programme per year.</p> <p>Produce 'Your EU' Magazine three times a year and public affairs bulletin 'euroPA' on a bi-annual basis as a minimum.</p> <p>Maintain interactive and vibrant website with regular input of new material from programmes and projects.</p> <p>Co-ordinate media relations activities.</p>	CS
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**CORPORATE OBJECTIVE 2**

*To ensure that funded projects are provided with support and guidance to enable their functioning in accordance with EU and Member State Regulatory Framework*

<b>Corporate Scorecard</b>	<b>Measure/Strategic Action</b>	<b>Target</b>	<b>Actions</b>	<b>Owner</b>
BR3/CR1/CR2	Work with applicants and other relevant organisations to deliver high quality projects for all Programmes.	Manage up to a total of 158 live projects from 1 January 2015 ensuring projects are functioning in accordance with all conditions and financial requirements as set out in letters of offer. <ul style="list-style-type: none"> <li>• 98 PEACE projects</li> <li>• 57 INTERREG projects</li> <li>• 3 Transnational and Inter-regional projects</li> </ul>	Monitor the implementation of the letters of offer including considering one annual budget change request per project, deal with requests for extension and issue Addenda as required.  Co-ordinate at least one monitoring visit per project per annum.  Set targets for each project with regard to expenditure, and monitor project expenditure on a quarterly basis against annual and cumulative targets, proactively managing all variances.  Reallocate funds that become available through slippage or project failure.  Provide secretariat to a minimum of 4 meetings between CPD and SEUPB, per annum.  Arrange at least one Bi-Lateral with Accountable Departments per annum to provide information on projects within their remit.	JS/MA
		Ensure the provision of information and support to key stakeholders.	Timely provision of reports and information to key stakeholders.  Timely resolution of queries and complaints from key stakeholders.  Ensure transparency and accessibility of information through reporting and update of website.	MA
CR2	Ensure the highest	Carry out First Level Control	Quarterly pre-payment verification of Lead Partner expenditure claims.	FCU

	standard of financial accountability with regards to the implementation of Programme funds.	vouching and verification of expenditure for all PEACE and INTERREG approved projects in line with the internal guidelines for each Programme during 2015.	<p>75% of claims to be authorised within 7 working weeks of receipt of Lead Partner declaration.</p> <p>All On the Spot Systems Review checks complete by 31 March 2015.</p> <p>Process valid advance requests received from the JTS within 10 working days. Review and accept/reject post payment irregularities submitted by the JTS, Consortium and other bodies within 5 working days of receipt.</p> <p>Maintain an up-to-date irregularity database and issue within 3 working days of each month end.</p>	<p>FCU</p> <p>FCU</p> <p>CA</p> <p>CA</p>
		<p>67 Project First Level of Control vouching and verifications carried out twice per year, in line with Transnational and Inter-regional Programme timetables and in line with Programme rules.</p> <p>On the spot checks carried out across all transnational and interregional programmes, in line with agreements for each programme.</p>	<p>Provide support to project partners on programme and national rules organising meetings / seminars as required.</p> <p>Participate in the network of first level of controllers as required by each programme.</p> <p>Provide onsite training on practical submission of claims and on the spot checks.</p>	MA/FCU
CR2	Ensure adherence to EU Member States Regulatory Framework by all funded projects.	Ensure project compliance with publicity requirements as outlined within the Communications Strategy.	<p>Conduct quarterly reviews of project communication outputs.</p> <p>Organise two communication and network meetings with project communication leads, on annual basis, which will focus on closure issues.</p>	CS

**CORPORATE OBJECTIVE 3**

*To ensure effective business processes for closure are implemented for the 2007-13 Programmes which will result in a maximisation of EU receipts for both member states.*

<b>Corporate Scorecard</b>	<b>Measure/Strategic Action</b>	<b>Target</b>	<b>Actions</b>	<b>Owner</b>
BR2	Ensure a framework of closure procedures is established.	Ensure adequate guidance is in place to facilitate closure in line with regulatory and Programme requirements.	<p>Implement and monitor closure plan for both programmes throughout 2015.</p> <p>Organise a minimum of 2 closure working group meetings in 2015.</p> <p>Review and issue programme guidance on project completion in accordance with regulatory and member state requirements.</p> <p>Establish quarter end reconciliation procedures and audit processes.</p> <p>Ensure the remaining 155 projects within PEACE III and INTERREG IVA are closed by December 2015 across both Programmes.</p>	<p>MA</p> <p>MA/CA/JS</p>

**CORPORATE OBJECTIVE 4**

*Enhance business performance of SEUPB and its staff through the implementation of effective and efficient administrative processes within a corporate governance framework designed to meet accountability requirements.*

Corporate Scorecard	Measure/Strategic Action	Target	Actions	Owner
IP1/IP2	Effective financial strategies implemented to improve business performance.	<p>Pay over 95% of invoices within the 30 day statutory timeframe, and over 75% within 10 days.</p> <p>Pay Lead Partner payment requests received from the MA on a prompt basis.</p> <p>Conduct a review annually of internal apportionment policy, to identify opportunities for Technical Assistance to be used effectively as part of the efficiency delivery exercise.</p> <p>Ensure that all procurement is in accordance with regulation and best practice.</p> <p>Prepare at least four expenditure claims to be completed in line with necessary procedure and regulations annually for each Programme.</p> <p>Provide a recovery statement by project with each claim to satisfy both EU and Member State</p>	<p>Make payments to Suppliers on a prompt basis – over 95% within 30 days, and over 75% within 10 days.</p> <p>Make payments to lead partners within 8 working days of a valid payment request.</p> <p>Increase consistency in apportionment through the design and implementation of a revised apportionment policy for 2007-13 TA, including the implementation of flat-rate allowances for 2014-20 TA.</p> <p>Implement clear system of file review and QA at all stages of procurement process.</p> <p>Certify 5 PEACE III and 5 INTERREG IVA claims and submit to the EU Commission for reimbursement per annum.</p> <p>To be completed alongside each completed claims. Prepare monthly Irregularity reports.</p>	CS



	Financial Memorandum and governing documents.	<p>Prepare and publish an Annual Report.</p> <p>Prepare Annual Accounts for each year of the planning period and submit to the NIAO for Audit.</p> <p>All requests for information to be answered within agreed timeframes.</p> <p>Adhere to the Freedom of Information Code of Conduct for all North South Bodies.</p> <p>Implement effective corporate complaints procedures.</p>	<p>Prepare 2014 Annual Report by April 2015 and ensure SEUPB provide the auditors with all information that would facilitate the accounts being signed off by 30 June 2015.</p> <p>Prepare Financial Statements for 2014 by 31 March 2015.</p> <p>Provide accurate and timely information for all responses to NSMC meetings, Assembly Questions, Parliamentary Questions, Ministerial Briefings, Departmental Requests and Committee briefings.</p> <p>Manage the FOI process and respond to all requests in line with the Code of Practice.</p> <p>Provide a response to all complaints within specified deadlines.</p>	
	Effective IT strategy and equipment to service the needs of the organisation.	Ensure the ICT Department provides an effective IT management and support service.	<p>Provide specification, project management and technical support to the development and implementation of the new SEUPB website</p> <p>Implementation of necessary and improved technologies such as; Power management, UPS, Telecommunications, and AC systems by December 2015.</p> <p>Complete annual testing and review of ICT Area Recovery Plan in line with the BCP Plan, and Update ICT Area Recovery Plan as necessary in line with findings.</p> <p>Specification, Procurement and Implementation of identified hardware &amp; software for key business applications for Business Continuity purposes</p> <p>Support Information Officer with the design, setup and implementation of new classification file structures for New Programmes within our EDRM system.</p>	CS

IP1	Fulfil all requirements of the Communications Strategy 2014-2020.	Maintain and enhance corporate communications activity as identified within the Communication Strategy during 2015.	<p>A staff Corporate Day to be held once during the year.</p> <p>Maintain Facebook, Twitter and You Tube accounts on a daily basis, and ensure prompt messages are uploaded.</p> <p>Pro-actively issue 15 press releases per programme on an annual basis to highlight achievements and raise profile of Programmes</p> <p>Create and issue 3 Your EU publications per year.</p> <p>Co-ordinated one major annual communications activity per programme.</p> <p>Issue 2 public affairs (euroPA) bulletins on an annual basis.</p> <p>Co-ordinate an annual stakeholder perceptions survey to assess the effectiveness of the Communications Strategy.</p>	CS
IP1	Legislation compliance control.	Complete annual progress report to Equality Commission by 31 August 2015.	<p>Conduct activities as outlined within revised Equality Scheme including policy screening and EQIAs where required.</p> <p>Draft and submit Annual Section 75 Progress Report to Equality Commission.</p>	CS
		Maintain a working environment which is health and safety compliant for both staff and members of the public.	<p>Conduct risk assessments in line with 2015 schedule and take appropriate action as required to ensure compliance.</p> <p>Conduct risk assessments biannually.</p> <p>Manage PPM Facilities Contract in line with Service Agreement.</p>	CS
		Full compliance with Data Protection principles.	<p>Annual registration with The Information Commissioners' Offices in the UK and Ireland.</p> <p>Systems tested annually to ensure compliance with the Data Protection legislation.</p>	CS

IP2	Appropriate systems in place to enable the effective audit of SEUPB business services.	<p>SEUPB Audit &amp; Risk Committee to meet 3 times during 2015.</p> <p>Ensure recommendations are implemented, appropriate recommendations register is completed and articulated to relevant areas. Register to be updated on an ongoing basis, and reviewed quarterly in keeping with Audit &amp; Risk Committee Schedule.</p>	<p>Schedule and facilitate at least 4 meetings of the SEUPB Audit &amp; Risk Committee.</p> <p>Maintain appropriate systems to enable the effective audit of SEUPB business services by ensuring processes and procedures are reviewed and updated on a quarterly basis.</p> <p>Review, update and issue the Audit Recommendations Register within 3 working days of each month end. Prepare summary information for Audit information for Audit and Risk Committee on a quarterly basis.</p>	CS
IP1	Efficient delivery of organisation's key targets.	Ensure effective monthly monitoring and evaluation of overall Business Plan and Corporate Plan targets.	<p>Each business area to report and discuss Business and Corporate Plan targets at Senior Management Team Meetings.</p> <p>Manage ERDF cashflow including the reimbursement of EU receipts to Member States within 4 weeks of receipt and provision of annual forecast to the EU Commission by 30 April.</p>	ALL
IP1/IP2	Processes in place to allow organisation to fulfil all budgetary requirements.	<p>Ensure expenditure of at least 98.5% of budgeted amounts.</p> <p>Ensure 4% per annum minimum cumulative cash releasing efficiency savings over the period 2014-16 in accordance with Business Planning guidance issued by the Finance/Public Expenditure Departments.</p>	<p>Preparation of month end financial analysis within 3 working days to enable the Managing Authority to monitor N+2 expenditure, Business Plan and commitment levels against targets.</p> <p>2015 admin budget to be set at level which facilitates the required 4% efficiency savings to be met. Monthly review of expenditure to maintain within budget, including introduction of additional efficiencies.</p>	CS

IP2	Achieve results in delivering business services through appropriately trained staff.	<p>Maintain staffing levels throughout the period in line with the agreed staffing complement of 57 WTE posts, based on recommendations of the 2012 Staffing Review and agreement between Ministers.</p> <p>Achieve a Turnover Rate of less than 20%</p> <p>Achieve absence levels of less than 3%</p>	<p>Maximise staffing resources within agreed staffing complement levels to ensure full utilisation of staffing numbers through:</p> <ul style="list-style-type: none"> <li>- Effective recruitment strategies</li> <li>- Effective retention policies</li> <li>- Managing absence and attendance policies</li> <li>- Updating Staff Handbook/HR Policies in line with best practice and new legislation.</li> </ul>	CS
GL1/GL2		<p>Develop annual Training Plan by 31 August 2015 that prioritises training and development activities to support the achievement of business objectives.</p> <p>Employees to attend an average of 3 training events over 12 months, for training considered business critical and improve individual performance</p>	<p>Maximise training opportunities for staff development through:</p> <ul style="list-style-type: none"> <li>- Use of the annual staff appraisal system.</li> <li>- Individual and organisational TNA.</li> <li>- Continuous review of staff training.</li> <li>- Utilisation of EU experts /specialists to enhance EU specific knowledge.</li> <li>- Ensure the opportunities for in house shared training is offered and availed of across other MAs in NI Ireland and Scotland.</li> </ul>	CS
IP2		Achieve Investors in People (IIP) status by 30 June 2015.	Implement development plan to achieve IIP status.	CS

**CORPORATE OBJECTIVE 5**

*To ensure the development of effective administrative structures and processes which will facilitate the implementation of future Programmes for the period 2014-2020, in accordance with the Regulatory Frameworks of the EU.*

<b>Corporate Scorecard</b>	<b>Measure/Strategic Action</b>	<b>Target</b>	<b>Actions</b>	<b>Owner</b>
BR4/GL1/IP 1/CR4/CR5/ GL3/BR5	Provide leadership on the implementation of the new Programmes.	Ensure the Programmes are established and functioning appropriately in accordance with EU and Member State regulatory frameworks by end of 2015.	<p>Development of robust and comprehensive Monitoring System for 2014-2020 and ensure online applications are available by March 2015.</p> <p>Develop and issue programme rules in line with EU Regulations.</p> <p>Manage the process of recommendations for appointment of both Monitoring Committee memberships to the Member States.</p> <p>Establish Member State Overview Committee for INTERREG Programme involving three jurisdictions.</p> <p>Liaise with DFP to ensure compliance with e-cohesion requirements; including on line applications are available at the time for the first call.</p> <p>Implement and monitor SLA with service providers including: JS, Audit Authority, Internal Audit and monitoring services.</p> <p>Implement Lead Partner training programme completing a minimum of 10 seminars by the end of 2015.</p> <p>Manage the process of appointment of Steering Committee membership.</p> <p>Establish Steering Committees structures, terms of reference and rules of procedure and training for members.</p> <p>Hold Steering Committee meetings for the implementation of both</p>	<p>MA/CS</p> <p>MA</p> <p>MA</p> <p>MA</p> <p>MA</p> <p>JS</p> <p>MA/JS</p>

			<p>Programmes in line with regulatory requirements</p> <p>Initiate and facilitate guidance and support for potential applicants on programme criteria and rules for the development of possible applications.</p> <p>Development of project application and assessment documentation, and funding guidance, post award rules. Development of programme letters of offer and standard conditions of grant based on lessons learnt from 2007-2013 Programmes and New EC Regulations</p> <p>Develop assessment process, criteria and methodology along with appropriate template documentation.</p> <p>Development and procurement of a call off list for economical appraisal services and technical advice.</p> <p>Programming of calls and preparation of thematic calls guidance.</p> <p>Development of procedures regarding assessment of project applications.</p> <p>Establishment of feedback surgeries for successful and unsuccessful applicants.</p> <p>Development and implementation of guidance for Local Authorities for the development of Peace Action Plans.</p> <p>Establishment of relationships with appropriate delivery partners.</p> <p>Establishment of monitoring and evaluation process for projects.</p>	
	Ensure the highest standards of financial accountability are applied to the implementation of programme funds.	<p>Economic appraisal of new programme applications in excess of €5M. <b>CURRENTLY UNDER REVIEW</b></p> <p>Effective budgeting of TA expenditure.</p>	<p>Monitor process for award of EAs, to ensure efficient allocation in timely manner and on VFM basis.</p> <p>Monitor TA budgets during 2015 for both Programme periods. Budgeted spend across both Programmes 2013-2020 has been anticipated at €1.5M.</p> <p>Further develop an electronic interface between Monitoring</p>	CS

		Database interface with general ledger.	System and SEUPB accounting system to capture all required project payment details in a secure manner.	
BR4		Develop new procedures for Article 4(5) Develop the second level of control checklists and procedures for the certifying authority to use on the first level functions.	Draft procedures for Article 4(5) checks (prepayment verification, eligibility for funding & on the spot, including checklists and sampling methodology; Input to development of MIS-replacement for System 2007).  Draft procedures required for second level control environment, when the delivery mechanisms have been agreed.	MA  CA

# **SECTION FOUR**

## **Resourcing the Plan and Delivering Efficiency Savings**

## **Resourcing the Plan**

This section sets out the resources and budget required for 2015 and discusses the efficiency savings delivered to date and those achievable within the 2015 Business Plan period.

In light of the current economic position, there continues to be a need for all North South Bodies to examine urgently and robustly their programme objectives with a view to delivering them with the most efficient and effective use of resources during 2015. The North South Bodies have been asked to achieve 4% per annum cumulative cash releasing efficiencies in the years 2014-2016 against the 2013 baseline. Therefore for 2015, the administration budget will reflect a 4% reduction upon the 2013 baseline (a cumulative 8% reduction against the 2013 baseline, and a 16.2% reduction against the 2010 baseline). It is important to consider that the SEUPB is also required to ensure that all available income from the European Union is maximised over the 2007-2013 and 2014-2020 Programming Periods.

### **Administration / Operating Costs of the SEUPB**

Financial resources in respect of the administration/operating costs of the SEUPB are provided annually via an agreed budget from its Sponsoring Departments.

Annex A outlines operating costs for the 2015 Business Plan period, and Annex B is the Efficiency Savings Delivery Plan.

These savings should be viewed alongside the context of the much larger savings that have been identified and which continue to be implemented within the Technical Assistance budgets for the 2007-2013 EU Programmes. Further detail on these savings is outlined in the Technical Assistance Efficiencies section below.

The SEUPB will continue to work closely with its Sponsor Departments to ensure that the approved level of resources meets its requirements to deliver the broad range of services which the SEUPB is mandated to provide.

### **Delivering Efficiencies within the Administration / Operating Cost Budget**

The SEUPB operates within the framework of public reform and is committed to pursuing a proactive approach to maximise both cash and non-cash releasing efficiency savings. Previous business plans identified a series of measures within both the Administration/Operating Costs of the SEUPB as well as Programme Expenditure. These have resulted in very real and significant savings from 2010 to 2014. During 2015, and throughout the remainder of the 2014-16 period of

the Corporate Plan, the SEUPB will consolidate these savings, and continue to look for further changes to work processes which can deliver further reductions.

Efficiencies have already delivered within the Administration / Operating Cost Budget up to and including 2014, and further savings will be required in 2015 and beyond. A summary of the efficiency savings achieved and planned is as follows:

**Staffing** – During 2013 & 2014, the SEUPB has continued to implement changes to work processes with a view to unlocking the workflow efficiencies required to accommodate the required reduction in headcount from 60 to 57. This 5% reduction in headcount resulted in direct cash saving in the region of £115k in 2014 with similar per annum savings arising in 2015 and beyond. In addition to the direct salary savings, associated indirect savings in areas such as travel, training, etc have also been achieved.

**Recruitment** – The SEUPB continues to minimise recruitment costs where possible. The decision not to recruit for 3 posts which became vacant in late 2013 / early 2014, saved recruitment/advertising costs of approximately £15k, in addition to the above mentioned salary costs.

**2014-20 Programme Design** – The design of the architecture of the 2014-20 Programmes, (including all aspects of assessment, monitoring, verification and financial management) continues with efficiency at the heart of all proposals made. The new programme period represents a key opportunity to build efficiency improvements into the principal systems/processes.

**ICT** – A range of actions in relation to the Body's ICT systems continue to accommodate efficient working. The videoconferencing facilities continue to minimise unnecessary travel costs and staff time, and the re-tendering of key services has resulted in cost reductions. For example, the contract for Wide Area Network (WAN) and internet services has been re-tendered resulting in an improved service (increased bandwidth/speed) at a reduced cost. The savings in respect of this service alone represent 37% of the previous cost (a saving of over £8k per annum).

Efforts will continue in 2015 to identify contracts in ICT and other areas which could be re-tendered to achieve efficiencies.

## **Programme Expenditure**

The Programme expenditure figures are based on the value of Euro funds required by the Central Payments Unit within the SEUPB to make payment requests to projects to cover both the annual N+3 targets set by the EU Commission under the Operational Programme and in addition to this, any advance payments required. As this expenditure earns EU income, it is not subject to the requirement for 4% cumulative year on year efficiency savings.

The figures included in Annex A reflect the ERDF and match contribution for Ireland and Northern Ireland for PEACE III and INTERREG IVA and the ERDF contribution only for Scotland (INTERREG IVA only).

## **Delivering Technical Assistance Efficiency Savings**

The Commission allocated amounts within each European Programme for programme administration costs which includes the management, monitoring and evaluation of the Programmes and information and publicity. These allocations are termed Technical Assistance.

The SEUPB in conjunction with its Sponsor Departments have always been committed to delivering services efficiently as demonstrated within past business plans. Most significantly, when developing the programme implementation structures for the 2007-2013 Programmes, the structures were significantly rationalised compared with those for the 2000-2006 Programmes, with a reduction in the number of external implementing bodies from 72 to just 2 with the SEUPB assuming greater internal responsibility. This rationalisation has already resulted in an annual efficiency saving estimated at £1.44m that will be ongoing throughout the life of the 2007-2013 Programmes (which run until December 2015) and will total approximately £10m.

In addition, many of the individual efficiency savings identified in the administration section above will apply equally to both the core and TA budgets., so leading to better value for money for the TA expenditure

Savings to the value of €6.9m have been identified across both Programmes' 2007-13 TA budgets and this has been re-allocated into 'front line' measures. This represents some 20% of the total TA budgets allocated for the administration of those programmes.

# **SECTION FIVE**

## **Monitoring, Evaluating and Communicating the 2015 Plan**

## **Monitoring and Evaluating the 2015 Business Plan**

Implementation of the objectives outlined within the 2015 Business Plan will be monitored and evaluated through a series of both internal and external measures.

### **Internal measures**

The Senior Management Team consider and report on progress against Business Plan Targets at monthly meetings. A comprehensive register is maintained to identify potential areas of risk associated with the delivery of the objectives and targets of the Body.

The SEUPB considers the Business Plan to be a working document and the Annual Business Planning Day allows the opportunity for all staff members to discuss progress against the Business Plan targets. This also provides the SEUPB with the opportunity to amend and discuss targets in light of changing operational environments.

### **External Measures**

In line with best practice, the Accounting Officer has established an Audit and Risk Committee to provide an oversight role to him in his responsibilities for risk, control and governance and associated assurance issues. Membership of the Committee is independent and includes representation from both Sponsor Departments. The Committee meets at least four times per annum and completes activity in accordance with stipulations outlined within its agreed Terms of Reference.

The SEUPB meets several times a year formally with its sponsor departments and reports on progress. The SEUPB also reports progress on the EU Programmes at 4 Programme Monitoring Committees held throughout the year.

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

## **Communicating the 2015 Business Plan**

The SEUPB is very aware that strong and visible leadership by all SEUPB managers will be required in order to deliver the 2015 Business Plan within the context of the current challenging environment. As outlined above, the SEUPB Senior Management Team is committed to communicating the Plan to both staff and stakeholders alike.

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

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

# **ANNEX A**

**Proposed 2015 Budget Allocation (£ and €)**

Business Plan Summary - Proposed 2015 Budget Allocation (Sterling)

North South Body	Agreed Budget 2014			Proposed change +/-			Proposed Revised Budget 2015		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
€1 = £0.86 in 2014, and £0.81 in 2015									
<b>Programme Costs</b>									
<b>Peace III</b>	<b>49,149</b>	<b>0</b>	<b>49,149</b>	<b>(5,569)</b>	<b>0</b>	<b>(5,569)</b>	<b>43,580</b>	<b>0</b>	<b>43,580</b>
Northern Ireland	31,327	0	31,327	(3,549)	0	(3,549)	27,778	0	27,778
Ireland	17,822	0	17,822	(2,020)	0	(2,020)	15,802	0	15,802
									0
<b>Interreg IVA</b>	<b>28,979</b>	<b>23,415</b>	<b>52,394</b>	<b>(10,515)</b>	<b>3,546</b>	<b>(6,969)</b>	<b>18,464</b>	<b>26,961</b>	<b>45,425</b>
UK	22,124	17,632	39,756	(7,912)	3,045	(4,867)	14,212	20,677	34,889
Ireland	6,855	5,783	12,638	(2,603)	501	(2,102)	4,252	6,284	10,536
<b>Peace IV</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>810</b>	<b>0</b>	<b>810</b>	<b>810</b>	<b>0</b>	<b>810</b>
Northern Ireland	0	0	0	648	0	648	648	0	648
Ireland	0	0	0	162	0	162	162	0	162
<b>Interreg VA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>405</b>	<b>0</b>	<b>405</b>	<b>405</b>	<b>0</b>	<b>405</b>
UK	0	0	0	283	0	283	283	0	283
Ireland	0	0	0	122	0	122	122	0	122
<b>Total Programme Expenditure</b>	<b>78,128</b>	<b>23,415</b>	<b>101,543</b>	<b>(14,869)</b>	<b>3,546</b>	<b>(11,323)</b>	<b>63,259</b>	<b>26,961</b>	<b>90,220</b>
Pay Costs	1,202	0	1,202	(91)	0	(91)	1,111	-	1,111
Pension Costs	7	0	7	0	0	0	7	-	7
Non Pay Administration Costs	583	40	623	16	0	16	599	40	639
<b>Total Jointly Funded Administration costs</b>	<b>1,792</b>	<b>40</b>	<b>1,832</b>	<b>(75)</b>	<b>0</b>	<b>(75)</b>	<b>1,717</b>	<b>40</b>	<b>1,757</b>
<b>(ii) Costs Funded by North Only</b>									
Pay Costs	103	0	103	(8)	0	(8)	95	0	95
Pension Costs	34	0	34	1	0	1	35	0	35
<b>Total Administrative Costs Funded By North Only</b>	<b>137</b>	<b>0</b>	<b>137</b>	<b>(7)</b>	<b>0</b>	<b>(7)</b>	<b>130</b>	<b>0</b>	<b>130</b>
<b>Total Administrative Costs</b>	<b>1,929</b>	<b>40</b>	<b>1,969</b>	<b>(82)</b>	<b>0</b>	<b>(82)</b>	<b>1,847</b>	<b>40</b>	<b>1,887</b>
<b>Overall Total Expenditure (programmes &amp; Administration)</b>	<b>80,057</b>	<b>23,455</b>	<b>103,512</b>	<b>(14,951)</b>	<b>3,546</b>	<b>(11,405)</b>	<b>65,106</b>	<b>27,001</b>	<b>92,107</b>
<b>Proportion payable by NI</b>	<b>68%</b>	<b>75%</b>	<b>70%</b>				<b>67%</b>	<b>77%</b>	<b>70%</b>
<b>Proportion payable by IRL</b>	<b>32%</b>	<b>25%</b>	<b>30%</b>				<b>33%</b>	<b>23%</b>	<b>30%</b>
Existing/Projected Staff Numbers			57			0			57

Narrative to support expenditure figures:

- **All figures in £'000 Stg and a planning rate of €1=£0.81 has been used.**
- **The administration costs are funded Northern Ireland 53% and Ireland 47%**

The following planning assumptions have been used in relation to the Budgeted total Programme Expenditure:

- The figures included in Annex A reflect ERDF and match contribution for Ireland and for Northern Ireland and the ERDF element only for Scotland, where projects provide their own match funding (that will not flow through SEUPB).
- The budget request is based on an analysis of the approved and anticipated approved projects forecasts of expenditure, including consultation with project lead partners. These forecasts are then adjusted by SEUPB to allow for collective slippage on Project expenditure, and to include the cash flow implications of granting advance payments of expenditure to projects to facilitate activity. The Programme expenditure target imposed by the Commission is the overarching consideration.
- Admin costs incorporate 12% efficiency savings over 3 years, against the 2013 baseline. No budget provision has been made for any new pension costs (lump sums or monthly payments), as the SEUPB is not aware of any staff intending to retire during 2014-16. Should a retirement occur, additional budget cover in addition to the above will be sought from Sponsor Departments, in line with the agreed financing mechanism.
- At time of writing (August 2014), the process for estimation of the required 2015 budget for the PEACE IV and INTERREG IV Programmes carries a significant level of risk. There are a number of factors which would impact upon the level of funding required in 2015 for these new Programmes, including the timing of Calls, the format of the assessment process, and the timing of the implementation of the new database system. The above represents an estimation, on the basis of certain assumptions with respect to these uncertainties.

Business Plan Summary - Proposed 2015 Budget Allocation (Euro)

North South Body  €1 = £0.86 in 2014, and £0.81 in 2015	Agreed Budget 2014			Proposed change +/-			Revised Proposed Budget 2015		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000	€'000
<b>Programme Costs</b>									
<b>Peace III</b>	<b>57,150</b>	<b>0</b>	<b>57,150</b>	<b>(3,347)</b>	<b>0</b>	<b>(3,347)</b>	<b>53,803</b>	<b>0</b>	<b>53,803</b>
Northern Ireland	36,427	0	36,427	(2,133)	0	(2,133)	34,294	0	34,294
Ireland	20,723	0	20,723	(1,214)	0	(1,214)	19,509	0	19,509
<b>Interreg IVA</b>	<b>33,696</b>	<b>27,227</b>	<b>60,923</b>	<b>(10,901)</b>	<b>6,058</b>	<b>(4,843)</b>	<b>22,795</b>	<b>33,285</b>	<b>56,080</b>
UK	25,725	20,503	46,228	(8,179)	5,024	(3,155)	17,546	25,527	43,073
Ireland	7,971	6,724	14,695	(2,722)	1,034	(1,688)	5,249	7,758	13,007
<b>Peace IV</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
Northern Ireland	0	0	0	800	0	800	800	0	800
Ireland	0	0	0	200	0	200	200	0	200
<b>Interreg VA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>500</b>
UK	0	0	0	350	0	350	350	0	350
Ireland	0	0	0	150	0	150	150	0	150
<b>Total Programme Expenditure</b>	<b>90,846</b>	<b>27,227</b>	<b>118,073</b>	<b>(12,748)</b>	<b>6,058</b>	<b>(6,690)</b>	<b>78,098</b>	<b>33,285</b>	<b>111,383</b>
Pay Costs	1,398	0	1,398	(26)	0	(26)	1,372	0	1,372
Pension Costs	8	0	8	1	0	1	9	0	9
Non Pay Administration Costs	678	47	725	62	2	64	740	49	789
<b>Total Jointly Funded Administration costs</b>	<b>2,084</b>	<b>47</b>	<b>2,131</b>	<b>37</b>	<b>2</b>	<b>39</b>	<b>2,121</b>	<b>49</b>	<b>2,170</b>
<b>(ii) Costs Funded by North Only</b>									
Pay Costs	119	0	119	(2)	0	(2)	117	0	117
Pension Costs	40	0	40	3	0	3	43	0	43
<b>Total Administrative Costs Funded By North Only</b>	<b>159</b>	<b>0</b>	<b>159</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>160</b>	<b>0</b>	<b>160</b>
<b>Total Administrative Costs</b>	<b>2,243</b>	<b>47</b>	<b>2,290</b>	<b>38</b>	<b>2</b>	<b>40</b>	<b>2,281</b>	<b>49</b>	<b>2,330</b>
<b>Overall Total Expenditure (programmes &amp; Administration)</b>	<b>93,089</b>	<b>27,274</b>	<b>120,363</b>	<b>(12,710)</b>	<b>6,060</b>	<b>(6,650)</b>	<b>80,379</b>	<b>33,334</b>	<b>113,713</b>
<b>Proportion payable by NI/UK</b>	<b>68%</b>	<b>75%</b>	<b>70%</b>				<b>67%</b>	<b>77%</b>	<b>70%</b>
<b>Proportion payable by IRL</b>	<b>32%</b>	<b>25%</b>	<b>30%</b>				<b>33%</b>	<b>23%</b>	<b>30%</b>
Existing/Projected Staff Numbers			<b>57</b>			<b>0</b>			<b>57</b>

Narrative to support expenditure figures:

- **All figures in €'000 and a planning rate of €1=£0.86 has been used.**
- **The administration costs are funded Northern Ireland 53% and Ireland 47%**

The following planning assumptions have been used in relation to the Budgeted total Programme Expenditure:

- The figures included in Annex A reflect ERDF and match contribution for Ireland and for Northern Ireland and the ERDF element only for Scotland, where projects provide their own match funding (that will not flow through SEUPB).
- The budget request is based on an analysis of the approved and anticipated approved projects forecasts of expenditure, including consultation with project lead partners. These forecasts are then adjusted by SEUPB to allow for collective slippage on Project expenditure, and to include the cash flow implications of granting advance payments of expenditure to projects to facilitate activity. The Programme expenditure target imposed by the Commission is the overarching consideration.
- Admin costs incorporate 12% efficiency savings over 3 years, against the 2013 baseline. No budget provision has been made for any new pension costs (lump sums or monthly payments), as the SEUPB is not aware of any staff intending to retire during 2014-16. Should a retirement occur, additional budget cover in addition to the above will be sought from Sponsor Departments, in line with the agreed financing mechanism.
- At time of writing (August 2014), the process for estimation of the required 2015 budget for the PEACE IV and INTERREG IV Programmes carries a significant level of risk. There are a number of factors which would impact upon the level of funding required in 2015 for these new Programmes, including the timing of Calls, the format of the assessment process, and the timing of the implementation of the new database system. The above represents an estimation, on the basis of certain assumptions with respect to these uncertainties.

# **ANNEX B**

## **EFFICIENCY SAVINGS DELIVERY PLAN**

## NORTH/SOUTH BODY: Special EU Programmes Body

This Delivery Plan describes the measures Special EU Programmes Body will implement to achieve its target savings for 2014 – 2016.

### Efficiency Programme

The Body will realise total efficiencies of **£246,000 / €286'000s** from 2014-2016 as shown in the Total Efficiency Table below.

<b><u>Total Efficiency Targets</u></b> <b>(4% p.a., 12% cumulative)</b>	<b>Sterling</b>			<b>Euro</b>					
	<b>Baseline &amp; Total Efficiencies</b>	<b>2014 Efficiency Savings</b>	<b>2015 Efficiency Savings (Cumulative)</b>	<b>2016 Efficiency Savings (Cumulative)</b>	<b><u>Total Efficiency Targets</u></b> <b>(4% p.a., 12% cumulative)</b>	<b>Baseline &amp; Total Efficiencies</b>	<b>2014 Efficiency Savings</b>	<b>2015 Efficiency Savings (Cumulative)</b>	<b>2016 Efficiency Savings (Cumulative)</b>
	£`000s	£`000s	£`000s	£`000s	€`000s	€`000s	€`000s	€`000s	€`000s
Baseline (2013 approved budget)	<b>2,051</b>				Baseline (2013 approved budget)	<b>2,385</b>			
Total Efficiencies Required	<b>246</b>	<b>82</b>	<b>164</b>	<b>246</b>	Total Efficiencies Required	<b>286</b>	<b>95</b>	<b>191</b>	<b>286</b>

The areas that have been targeted as a means of realising cash releasing efficiencies are summarised in the first column of the table below and the monitoring arrangements and measures that will be put in place to ensure efficiency savings are delivered without impacting on targets and service delivery are detailed in the final column.

**EFFICIENCY PROGRAMME SUMMARY TABLE - exchange rate used throughout for planning purposes - €1 = £0.86**

	Sterling	Euro		
Details of efficiencies	2015 Savings £'000s	2015 Savings €'000s	Responsible Officer	Monitoring arrangements / measures to ensure forecast level of savings are delivered without a detrimental impact on priority services.
<b>(a) Admin</b>				
1. Staff costs	98	121	P Colgan	Apportionment policy amendments
2. Premises	(7)	(9)	P Colgan	Unavoidable increased in rates, service charges etc
3. Office costs	(3)	(4)	P Colgan	Minor inflationary increases anticipated in telecoms etc
4. Other costs	(6)	(7)	P Colgan	Unavoidable increases in pensioner payments, pension scheme administration and other professional fees etc.
<b>(b) Resource</b>				
1.	-	-		
<b>(c) Capital</b>				
1.	-	-		
2.				
<b>Total Savings</b>	<b>82</b>	<b>101</b>		
<b>Savings-NI contribution</b>	<b>45</b>	<b>56</b>		
<b>Savings-Irish contribution</b>	<b>37</b>	<b>45</b>		

# **ANNEX C**

## **DETAILS FOR NORTHERN IRELAND BUDGET REQUIREMENTS**

## DETAILS FOR NORTHERN IRELAND BUDGET REQUIREMENTS

NI sponsor departments are required to provide some additional budgetary information on North South Bodies. The following table is required to complement the North South Bodies Budgetary information contained within the Business Plan Budgets. This information ensures that the full Budget costs to their departments are approved by Northern Ireland Executive Ministers.

### ***SPECIFIC REPORTING REQUIREMENTS FOR NI BUDGETS 2015***

	<b>Current</b>	<b>Capital</b>	<b>Total</b>
<b><i>Northern Ireland Non Cash Costs</i></b>	£444,000	£0	£444,000
<b><i>Northern Ireland AME Costs</i></b>	£140,000	£0	£140,000

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

**Note –** The Non Cash Costs above include the estimated NI element of Depreciation and Current Service Cost for the pension scheme. AME Costs include the estimated NI element of the Interest on Scheme Liabilities.

As the pension scheme calculations for 2014 will not be received until February 2015, the figures used above are based on the most recent (2013) calculations, and therefore subject to significant variation. The extent to which the current service cost and interest figures will be impacted by the change in contribution rates (which has been implemented in 2014) is also unclear.

# **ANNEX D**

## **PROGRESS AGAINST 2014 TARGETS**

**CORPORATE OBJECTIVE 1**

*Effectively achieve the objectives of the PEACE III and INTERREG IVA Programmes, by providing guidance and support to the approved projects to enable them to maximise their contribution to society.*

Measure/Strategic Action	Target	Actions	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target
Monitor and achieve cumulative N+2 expenditure targets for 2014 for PEACE III and INTERREG IVA Programmes.	<p>Programme targets:</p> <ul style="list-style-type: none"> <li>- PEACE III = €56,901,439</li> <li>- INTERREG IVA = €44,580,992</li> </ul>	<p>Establish and maintain regular contact with all Lead Partners to offer project implementation guidance and support to ensure financial expenditure targets and project objectives are fulfilled.</p> <p>Facilitate Audits from European Commission, Article 62, Managing Authority, Northern Ireland Audit Office and Internal Audit</p> <p>Distribute expenditure report to key stakeholders on quarterly basis.</p>	MA/CS/JTS	PEACE III – On target	No	PEACE III – 2013 Cumulative carryover of €21.3m. 2014 achievement to date of €22.5m. €13.1m remains to be achieved in 2014.
	Achieve full commitment across both programmes.	Monitor commitment levels on a monthly basis and take any remedial action required if necessary.		Achieved	No	<p>INTERREG IVA – 2013 carryover of €1.8m. 2014 achievement to date of €9.9m. €32.9m remains to be achieved in 2014.</p> <p>Facilitation of audits is ongoing (no. to be added).</p> <p>Quarterly meetings have been facilitated with appropriate reports on project activity and spend for all Accountable Departments.</p>
Monitor the delivery of programme	Organise two Programme Monitoring Committee meetings	Organise and provide secretariat support for two meetings per programme annually.	MA	On target	No	PMC meetings for each programme held on 7 <sup>th</sup> May 2014. Next meetings planned for

objectives.	for both PEACE III and INTERREG IVA Programmes in 2014.	Write and distribute relevant meeting papers, a minimum of 10 days prior to the meetings.				October 2014.
	Organise and attend three meetings of the Monitoring and Evaluation Working Group (MEWG) in 2014.	Organise and provide secretariat support for the MEWG meetings.  Review the monitoring and evaluation plans for both programmes.  Conduct relevant research and evaluation to comply with regulations in line with the Monitoring and Evaluation plan for both programmes.  Monitor delivery standards and targets set for programme implementation.	MA	At risk	Yes – to be reduced to 2 meetings	No meetings have taken place to date, however it is expected that 2 meetings will be arranged in Autumn 2014 to review the draft and final Attitudinal Survey for PEACE III.
Ensure both programmes are functioning in accordance with the EU and Member States Regulatory Frameworks.	All regulatory reports submitted by dates specified by the European Commission during 2014.	Produce Annual Implementation Reports for both PEACE III and INTERREG IVA Programmes by specified deadline of 30 <sup>th</sup> June 2014.	MA	Achieved	No	Both Annual Implementation Reports were submitted to the Commission on 23 June 2014
	Implement effective suite of external communications activity in line with Communication Strategy 2014.	Organise at least one major communication event/conference per Programme per year.  Produce 'Your EU' Magazine three times a year and public affairs bulletin 'euroPA' on a bi-annual basis as a minimum.	CS	On target  On target	No  No	The PEACE Programme Conference is to be held on the 2 <sup>nd</sup> September 2014 in the MAC Theatre Belfast.  The INTERREG Programme Conference is to be held on the 7 October 2014 at the Crown Plaza Dundalk.  The Spring and Summer editions of 'Your EU' are now complete. Edition one of 'euroPA' is now

		Maintain interactive and vibrant website with regular input of new material from programmes and projects.		On target	No	complete. Updated weekly.
		Co-ordinate media relations activities.		On target	No	On-going for project launches and closure events.

## CORPORATE OBJECTIVE 2

*To ensure that funded projects are provided with support and guidance to enable their functioning in accordance with EU and Member State Regulatory Framework*

Measure/Strategic Action	Target	Actions	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target
<p>Work with applicants and other relevant organisations to deliver high quality projects for all programmes.</p>	<p>Manage up to a total of 270 live projects as at 1 January 2014, ensuring projects are functioning in accordance with all conditions and financial requirements as set out in Letters of Offer.</p> <ul style="list-style-type: none"> <li>• 153 PEACE III projects</li> <li>• 81 INTERREG IVA projects</li> <li>• 36 Transnational and Inter-regional projects</li> </ul> <p>NB. Throughout the year the number of projects will continue to decrease due to closure.</p>	<p>Monitor the implementation of the Letters of Offer including considering one annual budget change request per project, deal with requests for extension and issue Addenda as required.</p> <p>Review 4 progress reports per annum for each live project against targets and work plans and ensure the data on the database is maintained.</p> <p>Co-ordinate at least one monitoring visit per project per annum.</p> <p>Set targets for each project with regard to expenditure, and monitor project expenditure on a quarterly basis against annual and cumulative targets, proactively managing all variances. Reallocate funds that become available through slippage or project failure.</p> <p>Provide secretariat to a minimum of 4 meetings between CPD and SEUPB, per annum.</p> <p>Attend at least one Bi-Lateral with</p>	<p>JTS</p>	<p>On Target</p> <p>On Target</p> <p>On Target</p> <p>On Target</p> <p>On Target</p>		<p>149 live projects are being managed in accordance with all conditions and financial requirements.</p> <p>298 Quarterly progress reports reviewed year to date.</p> <p>At least 50% of projects have received a monitoring visit to date in 2014.</p> <p>149 Expenditure targets established and reviewed on a quarterly basis.</p> <p>2 quarterly meetings held to date.</p>

		Accountable Departments per annum.		Achieved		Two Bi Lateral held with each AD to date in 2014. Reviewed 1 Annual Assurance statement for each live project.
		Review 1 Annual Assurance Statement per live project in year.		Achieved		Issued spend target for 149 live projects.
		Issue 1 spend target memo per live project in January 2014 and monitor in year.		Achieved		Agreed 149 work plans which are subject to ongoing monitoring.
		Initiate and disseminate 1 Work Plan per live project. Monitor each project against the work plan via the progress report.		On Target		Attended over 40 launches and events to date.
		Attend those project launches, and other project events that are considered priority.		On Target		
	Ensure the provision of information and support to key stakeholders.	Develop & implement 2014 Lead Partner Training Programme. Run a minimum of 20 seminars by end of 2014.	MA	On target	No	18 out of 22 seminars have taken place to date. Remaining sessions will take place in September and October 2014.
		Timely provision of reports and information to key stakeholders.		Achieved	No	
		Timely resolution of queries and complaints from key stakeholders.		Achieved	No	
		Ensure transparency and accessibility of information through reporting and update of website.		Achieved	No	
Ensure the highest standard of	Carry out First Level Control vouching and	Quarterly pre-payment verification of Lead Partner expenditure claims.	MA	On Target	No	Ongoing

financial accountability with regards to the implementation of programme funds.	verification of expenditure for all PEACE III and INTERREG IVA approved projects in line with the internal guidelines for each programme during 2014.	<p>75% of claims to be authorised within 7 working weeks of receipt of LP declaration.</p> <p>Lead Partner eligibility of funding check prior to issue of Letter of Offer.</p> <p>Process valid advance requests received from the JTS within 10 working days. Review and accept/reject post payment irregularities submitted by the JTS, Consortium and other bodies within 5 working days of receipt.</p> <p>Maintain an up-to-date irregularity database and issue within 3 working days of each month end.</p>	MA/CS	<p>At Risk</p> <p>Achieved</p> <p>On target</p> <p>On target</p>	<p>No</p> <p>No</p> <p>No</p> <p>No</p>	<p>67% as at 26 June 2014</p> <p>Achieved</p> <p>IIVA - 8 processed PIII – 2 processed</p> <p>Ongoing</p>
	<p>67 Project First Level of Control vouching and verifications carried out twice per year, in line with Transnational and Inter-regional programme timetables and in line with programme rules.</p> <p>On the spot checks carried out across all transnational and interregional programmes, in line with agreements for each programme.</p>	<p>Provide support to project partners on programme and national rules organising meetings / seminars as required.</p> <p>Participate in the network of first level of controllers as required by each programme.</p> <p>Provide onsite training on practical submission of claims and on the spot checks.</p>	FCU	<p>On target</p> <p>On target</p> <p>On target</p>	<p>No</p> <p>No</p> <p>No</p>	
Ensure adherence to EU Member	Ensure project compliance with	Conduct quarterly reviews of project communication outputs.	CS	On target		On-going activity – conducted on a

States Regulatory Framework by all funded projects.	publicity requirements as outlined within the Communications Strategy.	Organise four communication and network meetings with project communication leads, on annual basis.		Complete		quarterly basis.  Four communication network events were co-ordinated in April/May 2014.
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**CORPORATE OBJECTIVE 3**

*To ensure effective business processes for closure are implemented for the 2007-13 Programmes which will result in a maximisation of EU receipts for both member states.*

Measure/Strategic Action	Target	Actions	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target
Ensure a framework of closure procedures is established.	Ensure adequate guidance is in place to facilitate closure in line with regulatory and programme requirements.	<p>Draft programme closure timetable. Finalise Closure Plan and implement by January 2014.</p> <p>Review and issue programme guidance on project completion in accordance with regulatory and member state requirements.</p> <p>Establish quarter end reconciliation procedures and audit processes.</p> <p>Ensure 98 projects are closed by 2014 across both programmes.</p>	<p>MA</p> <p>MA/CA/JTS</p>	<p>On target</p> <p>Achieved</p> <p>On target</p> <p>On target</p>	<p>Yes – as amended (date)</p> <p>No</p> <p>No</p> <p>No</p>	<p>A Closure Protocol was issued to Member States in April 2014. A detailed closure plan and risk register will be developed by the closure working group which will have their first meeting in September 2014.</p> <p>Ongoing</p> <p>93 projects have been closed (up to end of May 2014). 84 of these are PEACE III (53 under Theme 1.2) and 9 are INTERREG IVA. Rate of closure in INTERREG significantly slower than anticipated.</p> <p>Closure has been impacted due to the extension of letters of offer to absorb funds</p>

						released late in the programme period and assessment/monitoring activities for those projects. The staffing complement within JTS has also reduced during the period.
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**CORPORATE OBJECTIVE 4**

*Enhance business performance of SEUPB and its staff through the implementation of effective and efficient administrative processes within a corporate governance framework designed to meet accountability requirements.*

Measure/Strategic Action	Target	Actions	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target
Effective financial strategies implemented to improve business performance.	Pay over 95% of invoices within the 30 day statutory timeframe, and over 75% within 10 days.	Make payments to Suppliers on a prompt basis – over 95% within 30 days, and over 75% within 10 days.	CS	On target	No	As at 31/05/14, 99.8% within 30 days, and 84.4% within 10 days.
	Pay Lead Partner payment requests received from the MA on a prompt basis.	Make payments to lead partners within 8 working days of a valid payment request.		On target	No	IIVA – 252 payments made (90% within 8 days as at 26/06/14) PIII – 443 payments made (94% within 8 days as at 26/06/14)
	Conduct a review annually of internal apportionment policy, to identify opportunities for Technical Assistance to be used effectively as part of the efficiency delivery exercise.	Achieve year on year cost efficiencies in line with Efficiency Savings identified for current and previous years.		On target	No	Incorporated within 2014 core budget. Current management accounts show that expenditure is within budget.
	Ensure that all procurement is in accordance with regulation and best practice.	Centralise all major procurement responsibility within Corporate Finance Team.		Achieved	No	All major activity now managed by the Corporate Finance Team.
	Prepare at least four expenditure claims to be completed in line	Certify 5 PEACE III and 5 INTERREG IVA claims and submit to the EU Commission for		On target	No	3 PIII claims and 3 IIVA claims submitted

	<p>with necessary procedure and regulations annually for each Programme.</p> <p>Provide a recovery statement by project with each claim to satisfy both EU and Member State requirements.</p> <p>Implement improvements and efficiencies in the area of budget responsibility and workflow management (purchasing)</p>	<p>reimbursement per annum.</p> <p>To be completed in line with completed claims.</p> <p>During 2014 carry out 1 improvement exercise in respect of budget responsibility and work flow management.</p>		<p>On target</p> <p>On target</p>	<p>No</p> <p>No</p>	<p>Ongoing</p> <p>Re-profiling exercise completed for TA, and reports designed to assist budget holders.</p>
Effective internal control and management of organisational risk.	Ensure that Risk Register is maintained and update Business Continuity Plan during 2014.	<p>Monitor all Directorates updates to Risk Register on monthly basis, and co-ordinate an overall Corporate Risk Register quarterly for Audit &amp; Risk Committee.</p> <p>Complete annual disaster recovery testing of the Business Continuity Plan.</p> <p>Update Business Continuity Plan as necessary in line with post testing review and recommendations and best practice.</p>	CS	<p>On target</p> <p>On target</p> <p>On target</p>	<p>No</p> <p>No</p> <p>No</p>	<p>Risk Registers populated monthly using a revised manager governance/risk report.</p> <p>Annual Disaster Recovery testing to be undertaken in August 2014.</p> <p>The Incident Management Team met in April 2014 to agree amendments to the Business Continuity Plan.</p> <p>The Plan was reviewed and</p>

		<p>Quarterly review of SLAs and update 'Schedule 1' budget following each budget exercise or monitoring round.</p> <p>Embed the systems around information management which were designed and implemented in 2013.</p>		On target	No	<p>revisions made to contact details. A further update will be undertaken following the outcome of annual testing.</p> <p>Ongoing</p>
	<p>Ensure all relevant SLAs and agreements are in place with all Accountable Departments and reflect accurate and up to date budgets following each monitoring round.</p>	<p>Monthly monitoring of cash balances by Accountable Departments including variance analysis against project cash forecasts.</p> <p>Arrange a meeting with key Accountable Department prior to each monitoring round in Northern Ireland and budget exercise in Ireland to ensure sufficient budget cover against forecasts.</p>	CS	<p>On target</p> <p>On target</p>	<p>No</p> <p>No</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>Meet all information and reporting requirements as stipulated within the Financial Memorandum and governing documents.</p>	<p>Complete an annual business plan in line with NSMC deadlines.</p> <p>Prepare and publish an Annual Report.</p> <p>Prepare Annual</p>	<p>Develop 2015 Business Plan within stipulated timeframe.</p> <p>Prepare 2013 Annual Report by September 2014 and ensure SEUPB provide the auditors with all information that would facilitate the</p>	CS	<p>On target</p> <p>At Risk</p>	<p>No</p> <p>No</p>	<p>First draft to be submitted to DFP/DPER by 15 August 2014. Guidance received early August.</p> <p>Delay in signing of accounts by C&amp;AG until early July.</p>

	<p>Accounts for each year of the planning period and submit to the NIAO for Audit.</p> <p>All requests for information to be answered within agreed timeframes.</p> <p>Adhere to the Freedom of Information Code of Conduct for all North South Bodies.</p> <p>Implement effective corporate complaints procedures.</p>	<p>accounts being signed off by 30 June 2014.</p> <p>Prepare Financial Statements for 2013 by 31 March 2014.</p> <p>Provide accurate and timely information for all responses to NSMC meetings, Assembly Questions, Parliamentary Questions, Ministerial Briefings, Departmental Requests and Committee briefings.</p> <p>Manage the FOI process and respond to all requests in line with the Code of Practice.</p> <p>Answer all complaints satisfactorily within specified deadlines.</p>		<p>Achieved</p> <p>Achieved</p>	<p>No</p> <p>No</p>	<p>At the time of writing, SEUPB has provided:</p> <ul style="list-style-type: none"> <li>- 2 CEO Progress Reports for NSMC Sectoral meetings.</li> <li>- Responses to 12 AQs</li> <li>- Responses to 7 PQs</li> <li>- 3 ministerial briefings</li> <li>- 4 Committee Briefings</li> </ul> <p>To date we have processed 9 FOI requests in line with Code of Practice.</p> <p>To date we have processed 1 formal complaint.</p>
<p>Effective IT strategy and equipment to service the needs of the organisation.</p>	<p>Ensure the ICT Department provides an effective IT management and support service.</p>	<p>Implementation of necessary improved technologies such as WAN, LAN, Server Virtualisation and Clustering, and Workstations by December 2014.</p> <p>Complete annual testing and review of ICT Business Recovery Plan.</p>	<p>CS</p>	<p>On Target</p> <p>On Target</p>	<p>No</p> <p>No</p>	<p>LAN/WAN 100% complete. Server Virtualisation and Workstations 95% complete as of June 2014.</p> <p>Testing &amp; Review to be completed August 2014 in conjunction with the Business</p>

		<p>Update ICT Business Recovery Plan as necessary in line with findings.</p> <p>Create a centralised email system for all offices by December 2014.</p>		<p>On Target</p> <p>On Target</p>	<p>May require change after test.</p> <p>No</p>	<p>Continuity Plan test and reviewed by IA.</p> <p>Plan will be updated if review &amp; test produce any findings not already documented.</p> <p>New system ready – a few staff already using system, remaining staff to be moved over by end of 2014.</p>
<p>Fulfil all requirements of the Communications Strategy 2014.</p>	<p>Maintain and enhance corporate communications activity as identified within the Communication Strategy during 2014.</p>	<p>Staff electronic newsletter to be produced on a quarterly basis throughout 2014.</p> <p>A staff Corporate Day to be held once a year.</p> <p>Maintain Facebook and Twitter accounts on a daily basis, and ensure prompt messages are uploaded.</p> <p>Pro-actively issue 15 press releases per programme on an annual basis [to highlight achievements and raise profile of Programmes</p>	<p>CS</p>	<p>At risk</p> <p>Complete</p> <p>On target</p> <p>On target</p>	<p>Newsletter activity to be reduced to a bi-annual basis.</p> <p>No</p> <p>No</p>	<p>Due to staff resourcing issues this target was revised. It will now be produced on a bi-annual basis in a revised format.</p> <p>SEUPB now has 500 followers on Twitter.</p> <p>10 press releases have been issued for the PEACE Programme including:</p> <ul style="list-style-type: none"> <li>- Inner City Trust – Garden of Reflection</li> <li>- Schomberg House (REACH)</li> <li>- Girdwood</li> <li>- Earls project</li> </ul>

		Co-ordinate an annual stakeholder perceptions survey to assess the effectiveness of the Communications Strategy.		On target		<p>- Paymaster General Workbook</p> <p>9 Press Releases have been issued for the INTERREG Programme including:</p> <ul style="list-style-type: none"> <li>- iFactory Awards</li> <li>- SPIRE project</li> <li>- NW Science Park (Topping Out)</li> </ul> <p>Survey to be commissioned in Oct/Nov 2014.</p>
Legislation compliance control.	Complete annual progress report to Equality Commission.	Conduct activities as outlined within revised Equality Scheme.	CS	On Target	N/A	<p>Screening activity in line with 2014 timetable.</p> <p>11 staff undertook training in screening policies for inequalities.</p>
		Produce Disability Action Plan and report to Equality Commission.		On Target	N/A	<p>Revised Disability Action Plan drafted in line with Corporate Planning period 2014-2016.</p> <p>Annual Section 75 progress report on target to be submitted to Equality Commission by 31/08/14.</p>

	Maintain a working environment which is health and safety compliant for both staff and members of the public.	<p>Conduct risk assessments biannually.</p> <p>Update health and safety risk register.</p> <p>Manage PPM Facilities Contract in line with Service Agreement.</p>	CS	<p>On Target</p> <p>On Target</p> <p>On Target</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>All risk assessments reviewed in line with timetable.</p> <p>No updates to date within 2014.</p> <p>Contract closely managed in line with service agreement. Schedule closely monitored to ensure timely completion of all service/maintenance activities. Successfully managed transition of service provider in April 2014 for Belfast Office.</p>
	Full compliance with Data Protection principles.	Implement and review appropriate measures to observe Data Protection principles.	CS	On Target	N/A	<p>Data Protection compliance managed in line with Data Protection policy. Annual registration with Information Commissioners submitted in line with legislative requirement.</p> <p>Data Controller undertook training on new Data Protection requirements in Ireland during May 2014.</p>

<p>Appropriate systems in place to enable the effective audit of SEUPB business services.</p>	<p>SEUPB Audit &amp; Risk Committee to meet 3 times during 2014.</p> <p>Ensure recommendations are implemented, appropriate recommendations register is completed and articulated to relevant areas. Register to be updated on an ongoing basis, and reviewed quarterly in keeping with Audit &amp; Risk Committee Schedule.</p>	<p>Schedule and facilitate at least 3 meetings of the SEUPB Audit &amp; Risk Committee.</p> <p>Maintain appropriate systems to enable the effective audit of SEUPB business services by ensuring processes and procedures are reviewed and updated on a quarterly basis.</p> <p>Review, update and issue the Audit Recommendations Register within 3 working days of each month end. Prepare summary information for Audit information for Audit and Risk Committee on a quarterly basis.</p>	<p>CS</p>	<p>Achieved</p> <p>On target</p> <p>On target</p>	<p>No</p> <p>No</p> <p>No</p>	<p>Meetings held in January, March and June.</p> <p>Procedures under regular review and updated. Sound audit trails in place.</p> <p>Ongoing</p>
<p>Efficient delivery of organisation's key targets.</p>	<p>Ensure effective monthly monitoring and evaluation of overall Business Plan and Corporate Plan targets.</p>	<p>Each business area to report and discuss Business and Corporate Plan targets at Senior Management Team Meetings.</p> <p>Manage ERDF cashflow including the reimbursement of EU receipts to Member States within 4 weeks of receipt and provision of annual forecast to the EU Commission by 30<sup>th</sup> April.</p>	<p>ALL</p>	<p>On target</p>	<p>No</p>	<p>On going Annual F/C budget submission – achieved</p>
<p>Processes in place to allow organisation to fulfil all budgetary requirements.</p>	<p>Ensure expenditure of at least 98.5% of budgeted amounts.</p> <p>Ensure 4% per annum minimum cumulative cash releasing efficiency</p>	<p>Preparation of month end financial analysis within 3 working days to enable the Managing Authority to monitor N+2 expenditure, Business Plan and commitment levels against targets.</p> <p>2014 budget to be set at level</p>	<p>CS</p>	<p>On target</p> <p>On Target</p>	<p>No</p> <p>No</p>	<p>Ongoing</p> <p>Budget incorporates</p>

	savings over the period 2014-16 in accordance with Business Planning guidance issued by the Finance/Public Expenditure Departments.	which allows required 4% efficiency savings to be met. Monthly review of expenditure to maintain within budget, including introduction of additional efficiencies.				4% efficiency. Management accounts show that expenditure is within budget to date.
Achieve results in delivering business services through appropriately trained staff.	<p>Maximise staffing resources within agreed staffing complement levels to ensure full utilisation of staffing numbers:</p> <ul style="list-style-type: none"> <li>- Effective recruitment strategies</li> <li>- Retention policies</li> <li>- Managing attendance policies</li> </ul>	<p>Maintain staffing levels throughout the period in line with the agreed staffing complement, based on recommendations of the 2012 Staffing Review and agreement between Ministers.</p> <p>Achieve a Turnover Rate of less than 20%</p> <p>Achieve absence levels of less than 3%</p>	CS	<p>Achieved</p> <p>Achieved</p> <p>Achieved to date</p>	<p>No</p> <p>No</p> <p>Absence rates closely monitored and under review.</p>	<p>Staffing complement continues to be managed in line with NSMC Determination of 57 WTE posts for 2014. Current staffing levels are 57.0 WTE.</p> <p>Current staff Turnover Rate is 7.37% for the last 12 months (Stability Index: 92.75%).</p> <p>The absence rate for the period Jan – May 2014 is 1.84%.</p> <p>Successfully managed introduction of the new Public Service Sick Leave Scheme in Ireland with effect from 01/04/14.</p>
	Develop annual training plan for the body that prioritises training and	Prepare Training Plan by 31 August 2014.	CS	On Target	No	Training Plan to be drafted on completion of 2014 Performance

	<p>development activities to support the achievement of business objectives.</p> <ul style="list-style-type: none"> <li>- Through staff appraisal system.</li> <li>- Individual and organisational TNA.</li> <li>- Continuous review of staff training.</li> <li>- Utilisation of EU experts /specialists to enhance EU specific knowledge.</li> </ul>	<p>Employees to attend an average of 3 training events over 12 months.</p>		<p>On Target</p>	<p>No</p>	<p>Appraisals.</p> <p>During the period Jan –June 2014 a total of 23 training events have been held. On average staff have received 1.90 days training over this period.</p> <p>Focus of training to date has been on enhancing EU specific knowledge and health and safety compliance.</p>
	<p>Achieve Investors in People (IIP) status by 31 December 2014.</p>	<p>Implement development plan to achieve IIP status.</p>	<p>CS</p>	<p>At Risk</p>	<p>Target date revised to June 2015.</p>	<p>Following discussions with IIP advisors it was agreed to delay submission of application until a further staff survey was conducted at the end of 2014.</p>

**CORPORATE OBJECTIVE 5**

*To ensure the development of effective administrative structures and processes which will facilitate the implementation of future Programmes for the period 2014-2020, in accordance with the Regulatory Frameworks of the EU.*

Measure/Strategic Action	Target	Actions	Owner	A Achieved/On Target/At Risk	B Amendment Required	C Progress Against Target
Provide leadership on the implementation of the new programmes.	Ensure the programmes are established and functioning appropriately in accordance with EU and Member State regulatory frameworks by end of 2014.	Develop programme rules in line with EU Regulations.	MA/JTS	On target	Joint ownership between MA/JTS	Draft programme rules are currently being considered.
		Establish Programme Monitoring Committees and Working Groups.		On target	No	
		Establish the arrangements for the delivery mechanisms as instructed by the Departments of Finance/Public Expenditure, and implement the agreed arrangements.	MA/CS	At risk	No	Discussions remain ongoing in relation to reducing administrative burden in both programmes. Aim to be in place for CP submission (22 September 2014)
		Development of robust and comprehensive Monitoring System for 2014-2020 and ensure online applications are available by January 2015	JTS		Unlikely to offer pipeline calls, offer support as alternative.	Database Specification of Requirements issued to tender in May 2014. Scoring of tender submissions scheduled to commence mid September 2014
		Commence preparation of the Management and Control Statement for submission to EU.	MA/CA	At risk	Action date moved from August 2014 to January 2015. Ownership should be shared with MA & CA	Management and Control System drafted in chapter 5 of CP
Produce and implement SLA with JTS, Audit Authority and Internal						

		Audit by December 2014.	MA	On target		
		Develop and implement potential applicant information programme completing a minimum of 5 seminars by the end of 2014.	MA	On target	Amendment of wording	Information seminars currently being developed to be offered in Autumn 2014
		Establish programme Steering Committees by October 2014.				
		Development of project application and assessment documentation, and funding guidance.	JTS	On target	Date added and JTS responsibility added	Project assessment procedures have not been agreed between the Member States.
		Development of programme letters of offer and standard conditions of grant by September 2014.	JTS	At risk		
Ensure the highest standards of financial accountability are applied to the implementation of programme funds.	Economic appraisal of new programme applications. TA budgeting. Database interface with general ledger.	Design procurement process for economic appraisals. Prepare multi annual budgets for Technical Assistance for each programme. Design interface between database and accounting system to capture all required information.	CS	On target On target On target	No No No	Initial meetings with CPD scheduled. Initial paper on potential uses of TA has been prepared. Initiating consideration in this area. Activity will increase when database is awarded, designed.
	Develop new procedures for Article 13 checks. Develop the second level of control checklists and procedures for the certifying authority to use on the first level	Draft procedures for Article 13 checks (prepayment verification, eligibility for funding & on the spot, including checklists and sampling methodology; Input to development of MIS-replacement for System 2007). Draft procedures required for second level control environment, when the delivery mechanisms have been	MA CA	On target On target	No No	Drafting to commence in second half of 2014 Drafting to commence in second half of 2014

	functions.	agreed.				
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