**DRAFT MINUTES OF DELIVERY COMMITTEE MEETING**

**WEDNESDAY 08 JANUARY 2020   
ROOM 106, DUNDONALD HOUSE & BALLYKELLY VIDEO LINK**

**In Attendance:**

Brian Doherty Director of Central Services (Chair)

Lynda Lowe Finance

Sean McGrade Corporate Services

Paul McGurnaghan Digital Services

Derek Williamson Brexit

Steven Millar Brexit

Brian Dooher Veterinary Service

John Joe O’Boyle Forest Service

Jason Foy EU Area Based Schemes

Colette McMaster Sustainable Agri Food Development

Catherine Fisher Veterinary Service

Brian Ervine Environmental Farming

Paddy Savage Ammonia Policy

**Secretariat:**

Hugh Quinn Strategic Planning Branch

Ronan Gunn Strategic Planning Branch

**Apologies:**

Roger Downey Finance

Tracey Teague NIEA

Michael Hatch Veterinary Service

Paul Donnelly Rural Affairs

Dave Foster Regulatory and Natural Resources Policy

Briege Lafferty Strategic Planning

William Peel Strategic Planning

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| **Item** | **Description** | **Action Owner** |
| **Opening** | |  |
| **1** | **Chairs introduction** |  |
|  | Chair welcomed the continued challenge function from the Committee and encouraged future challenge from the members. |  |
|  | **Apologies** |  |
|  | Chair noted apologies from those detailed above. |  |
| **2** | **Minutes and Action Points of previous meeting** |  |
|  | Minutes were noted and formally signed off as accurate, subject to amendments by Secretariat. |  |
| **3** | **2019/20 Business Plan Targets – November progress report** |  |
|  | Of the 50 targets in the 19/20 plan, 7 are reported as red and 7 as amber.  Brian asked members to consider the targets reporting as Red and Amber in further detail.  Discussions were as follows:  Red Targets  **By 31 January 2020 issue Environmental Farming Scheme (EFS) agreements to all successful 2019 higher and wider level applicants.** – Brian Ervine confirmed that this remains Red as the 31 Jan date will not be met. Further tranches have been suspended until this is resolved.  **By 31 December 2019, publish a draft Ammonia Action Plan for consultation.** – Paddy Savage confirmed that this remains Red. The Action Plan cannot move forward until the operational policy aspect has been finalised.  **By 31 March 2020, secure a 5% decrease in Soluble Reactive Phosphorus (SRP) against the average in order to support the draft Programme for Government Outcome 2 indicator (improve water quality) and the 2021 EU Water Framework Directive water quality status target. –** remains Red.  **By 31June 2020 to have concluded development of NIFAIS Cattle Disease Control, Movement etc. software; while maintaining APHIS services in a secure manner**. –  **Action Point:** Current position on NIFAIS to be checked with David Reid.  **Performance management compliance:**   * **By 31 May 2019, achieve 90% completion of 2018/19 End of Year Reviews** * **By 30 June 2019, achieve 90% completion of 2019/20 Personal Development Plans** * **By 31 October 2019, achieve 90% completion of 2019/20 Mid-Year Reviews**   All Performance management targets are Red.  **Action Point:** Sean McGrade to write to all Grade 5s ahead of year end re-enforcing the need for all End of Year reports to be completed on time and for EYR discussion dates to be put in diaries now.  **Amber Targets**  **By 31 March 2020, open the second tranche of Farm Business Improvement Scheme - Capital Tier 2 scheme, subject to greater certainty in relation to the UK's exit from the EU and taking account of any further guidance developed by DAERA on ammonia reduction and mitigation. –** Colette McMaster advised that this is linked to consideration of operational policy on ammonia emissions and planning permission for farm development and there is no early resolution in sight.  **Action Point:** Move to Red status.  **By 30 September 2019, to publish an Animal Health Strategy Framework subject to necessary approval. –** Catherine Fisher confirmed that this should be moved to Red status as the target has been missed.  **Action Point:** Move to Red status.  **During 2019/20, direct, monitor and evaluate the assigned AFBI work programme within budget and on time to meet the Department’s (i) research and development, (ii) scientific services and (iii) emergency response needs. –** Sean McGrade reported that the costing information has now been received from AFBI and they can now finalise the in-year report and commission the end-year report. Leave Amber for now.  **By 31 March 2020, publish a draft Northern Ireland Clean Air Strategy public discussion document, review consultation responses and produce a final draft strategy for Ministerial approval. The Strategy will support PfG Outcome 2 and Indicator 37 (Improve air quality - annual mean nitrogen dioxide concentration at monitored urban roadside locations). – No representatives available to advise Committee**  **Action Point:** Secretariat to follow up with EMFG.  **By 31 December 2019, establish a suite of DAERA climate change mitigations to support our evolving Future Generations Programme. – No representatives available to advise Committee**  **Action Point:** Secretariat to follow up with EMFG.  **By 31 March 2020, prepare an Equine Strategy and Action Plan, following publication of a report commissioned to analyse the economic value of the equine industry in Northern Ireland, including identifying areas with the potential for growth and development. –** Catherine Fisher reported that this is likely to be Red.  **Action Point:** Move to Red status.  **By 31 March 2020, reduce sickness absence (based on average days lost per person) by 10%. The opening baseline will be reported in due course when it is provided by NICS HR/NISRA. –** Committee noted Amber position which will likely be red.  **Other Targets**  **By 31 March 2020 to have completed an Options Analysis & Business Case and begun procurement for VSAHG's ICT needs to 2025. –** VSAHG had advised that future IT needs are now being taken forward by Brian Doherty's Business Area. Brian Doherty advised that there is more to VSAHG IT needs than just the NIFAIS programme and this target should be referred back to Robert Huey.  **Action Point:** Robert Huey to provide update on target. | **Delivery Committee Secretariat**  **Sean McGrade**  **Delivery Committee Secretariat**  **Delivery Committee Secretariat**  **Delivery Committee Secretariat**  **Delivery Committee Secretariat**  **Delivery Committee Secretariat**  **Delivery Committee Secretariat** |
| **4** | **Risk 1 - Finance** |  |
|  | Chair advised that a “deep dive” would be conducted on all risks in turn, starting with the Finance Risks and the purpose of the deep dive is to explore risks in greater detail, the background of the risks, remedial action taken to date, proposed future mitigating activities.  Lynda Lowe presented the Finance risks and detailed the rationale behind the current ratings. Lynda advised that the formation of a possible Executive could impact on the Finance risk rating for next year. We may be facing a cut to our budget which would make it Red.  Lynda also advised that the Department had surrendered £12m Resource in January monitoring so it was essential that business areas provided realistic bids. Paul McGurnaghan re-enforced the point that business areas are often over-optimistic on spending profiles, resulting in their inability to spend budgets in a timely fashion, resulting in late declaration of reduced requirements. This is to be included as a root cause.  **Actions Points**:  Risk to be amended to remove short/long term element and ensure it is one risk. Review root causes and controls.  Lynda Lowe to consider how other Departments capture finance on their Corporate Risk Registers.  Members also noted that Finance is everyone’s risk so all SROs to include the financial implications of their risks and what they are doing to mitigate them. | **Lynda Lowe**  **Lynda Lowe**  **All SROs** |
|  | **Risk 2 - Staffing** |  |
|  | Sean McGrade presented this risk and detailed to members that following that last meeting this risk had been elevated to Red. Sean advised that the current staffing position remains challenging with the overall number of posts (filled and being pursued) being above the allocated headcount, and vacancies are increasing.  Members then discussed the positive work the Department is doing in respect of staff engagement and the work that is ongoing identifying staff skillsets.  **Action Point:** Sean McGrade to include additional actions to reflect:   * information being gathered on policy, legislation, programme management and project management; * analysis of the staffing impact of switching from No Deal to Deal resourcing requirements; and * enhanced induction for new staff to enrich their knowledge of NICS/DAERA, but also to identify their skills/experience. | **Sean McGrade** |
|  | **Risk 3 – Information Assurance** |  |
|  | Paul McGurnaghan presented the Information Assurance risk and advised that there had been further attempted cyber-attacks over Christmas which re-enforces the need for controls.  Risk has been elevated to red to reflect the impact these attacks could potentially have. |  |
|  | **Risk 4 – Brexit No Deal Planning** |  |
|  | Derek Williamson advised that this risk has been re-written now that we are looking at a deal scenario. He confirmed it is a moving picture within DAERA and financing and resource are the main issues. |  |
|  | **Risk 5 – Animal Disease Control** |  |
|  | Brian Dooher reported that this risk will always remain and that it had been updated following the last meeting. He advised that there is currently a potential bird flu case which the Department is investigating.  Risk rating remains amber. |  |
|  | **Risk 6 – Plant Health** |  |
|  | John Joe O’Boyle reported that the plant health risk is quite dynamic and we will see changes to elements of the risk as we move forward through the withdrawal agreement.  **Action Point:** John Joe O’Boyle to review action and dates and ensure that these are updated by the completion date. | **John Joe O’Boyle** |
|  | **Risk 7a – Conformity Audits (IACS)** |  |
|  | Jason Foy confirmed that this risk had been updated following the last meeting and the nature of the risk will change given our departure from the EU.  Risk rating remains amber. |  |
|  | **Risk 7b - Conformity Audits (Non IACS)** |  |
|  | Colette McMaster advised that this risk will be reviewed at end January 2020 to take into account the findings of the NIAO Paying Agency Accreditation Audit and at that time they may consider removing it from the CRR and managing it at the PAAC Risk Register.  Risk rating remains amber. |  |
|  | **Risk 8 - Mobuoy** |  |
|  | Tracey Teague provided a written update ahead of the meeting which confirmed that they have appropriately updated the Mobuoy Risk.  No further comments were provided by attendees.  Risk rating remains Amber. |  |
|  | **Risk 9 – bTB Eradication** |  |
|  | Catherine Fisher confirmed that she will update this risk and provide a more realistic target for approval of the outline business case.  **Action Point:** Catherine Fisher to update additional actions and provide a more realistic date for approval of the outline business case. | **Catherine Fisher** |
|  | **Risk 10 – Environmental Farming Scheme** |  |
|  | Brian Ervine introduced the EFS risk. Chair noted that the EFS risk status was still amber yet the target in the Scorecard is Red. Risk Register to be updated to reflect Red Status.  Committee discussed this risk and it was noted that there are a number of issues bound up in this risk.  **Action Point:** EFS risk, including controls and actions, to be separated into 2 separate risks with both risk statuses Red.  One risk will detail the business case issues with a separate risk on finance outcomes. | **Dave Foster/Brian Ervine** |
|  | **Risk 11 – Official Regulation Controls** |  |
|  | Catherine Fisher advised that this is now an issue as opposed to a risk as it has actually been realised and as a result requested that it be removed from the CRR.  Committee agreed to this request.  **Action Point:** Secretariat to remove this risk from the CRR. | **Delivery Committee Secretariat** |

**5. Paying Agency Accreditation Committee (PAAC) Risk Register**

Brian Doherty reported that Marc Little had provided a paper providing an update on the PAAC Risk Register.

No comments were provided on the paper.

**6. AOB**

No AOB discussed.