



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

EU & North South Unit Service Delivery Plan

2019

Building a Better Health Service

CARE COMPASSION TRUST LEARNING

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Executive Summary:

The HSE EU & North South Unit is a National Service and a key Health Service enabler. Working for the HSE across boundaries and borders, this Unit aims to contribute to the health and wellbeing of people living in the border region and beyond and to enable better access to health and social care services through cross-border, all-island working and multi-country working.

The Unit works at both a strategic and operational level within the HSE. The Unit works with other Agencies and Departments on a cross-border, all-island, cross-jurisdictional or multi-country basis where it makes sense to provide health and social care services to people on the border corridor and beyond so they can avail of safe, compassionate and quality health care when and where they need it.

The HSE EU & North South Unit brokers partnerships between health services to share ideas, to develop practical solutions to common health challenges, for the wellbeing of the people cross-border or on an all-island basis.

For example, the HSE EU & North South Unit has been involved in:

- All-Island Paediatric Cardiology services
- North West Cancer Centre at Altnagelvin Hospital in Derry. Treating people from both sides of the border, with c. one third Department of Health, Dublin funding and two thirds Department of Health, Belfast funding.
- Cross-border Percutaneous Coronary Intervention Services which is life-saving collaboration between the HSE Donegal and the Western Health & Social Care Trust in Northern Ireland.

At an operational level, the HSE EU & North South Unit is a joint partner with the health services from the Trusts in Northern Ireland that straddle the border and associated Commissioners in Northern Ireland. This Partnership has been established for over 25 years and despite many differences between the two jurisdictions in Ireland and Northern Ireland, not only in health and social care but also in the political, legal, economic and social welfare systems, cross-border activity has been growing. The ability to attract EU funding to support development of much needed services on a cross-border basis enables both health services and social care services with the border areas, where it makes sense.

In conjunction with the HSE's policy, this Partnership can realise opportunities and develop new ways to improve health and social care services for the wellbeing of people through collaboration across borders and boundaries.

At a strategic level, the EU & North South Unit supports key structures including Government Departments, the North South Ministerial Council, the Special EU Programmes Body and other relevant Agencies.

In order to support the Department of Foreign Affairs and Irish Government's Brexit negotiations, the HSE have established a Brexit Steering Group in order to prepare the HSE for the UK's withdrawal from the EU. The EU & North South unit supports the Brexit Lead who is undertaking full preparedness and contingency planning to mitigate risks and provide timely support to the DOH, and the cross departmental structure in place to support the intensification of the ongoing work being undertaken on Brexit on a whole of government basis, including the preparations and updating of the overall HSE plan.

Resources:

In 2019, our objective is to maintain quality, deliver good outcomes and provide an excellent service to the HSE. The EU & North South Unit recognises that it is now more important than ever to secure value for money, achieving maximum benefit from the available resources.

The 2019 budget of €654.5k (to be confirmed by Finance Operations Excellence) is based on a roll over from 2018. The EU & North South Unit has a staff complement of 4 WTE positions. There are four additional WTE's attached to the EU North South Unit which are funded through the EU Interreg VA Programme until October 2021.

Achievement and progress versus targets and outputs will be formally monitored and reviewed on a monthly basis both in terms of individual project plans and financial budgets against actual expenditure.

Performance Management and Engagement:

With the EU & North South Unit there will be a continued emphasis on project management and engagement at all levels. Alongside working relationships in a largely single geographical centre, Team meetings every month where all members of our Team attend, ensure the most effective support and utilisation of resources to achieve the EU & North South Operational Plan. Personal Development Plans are scheduled for Q2 each year for all our staff members where performance is discussed and managed.

Performance development meetings have taken place and plans drafted in Q3 of 2018 and are planned again for June 2019.

Introduction:

The EU & North South Unit is a National Service and a key Health Service enabler. Working for the HSE across boundaries and borders, this Unit aims to contribute to the health and wellbeing of people living in the border region and beyond and to enable better access to health and social care services through cross-border, all-island working and multi-country working.

The Unit works at both a strategic and operational level within the HSE. The Unit works with other Agencies and Departments on a cross-border, all-island, cross-jurisdictional or multi-country basis where it makes sense to provide health and social care services to people on the border corridor and beyond so they can avail of safe, compassionate and quality health care when and where they need it.

The EU & North South Unit brokers partnerships between health services to share ideas, to develop practical solutions to common health challenges, for the wellbeing of the people on a cross-border or an all-island basis

The EU & North South unit is involved in the following Cross Border healthcare structures:

1. Bilateral / Ministerial arrangements such as:
The All Island Paediatric Cardiology Services at Our Lady's Children's Hospital Crumlin
Radiotherapy Services at the North West Cancer Centre at Altnagelvin Hospital in Derry where people from both sides of the border are treated with one third Department of Health, Dublin funding and two thirds Department of Health, Belfast funding.
2. Provider/Commissioner Agreements. There are many SLA's & MOU's and similar type contracting arrangements that the EU & North South unit have helped broker over many years, while ownership lies with the Commissioner of the service. A full mapping exercise to be undertaken and updated in 2019, to uniform Brexit perpetrations. These SLA's & Mou's are innovative health service solutions that have evolved over the last 30 years to counteract the rural nature of the border corridor. This mapping has formed the basis of policy discussion between DOH Dublin, DOH NI & DOH London in order to secure these arrangements post Brexit. Ex Cross-border Percutaneous Coronary Intervention (pPCI) services at Altnagelvin Hospital which is life-saving collaboration between the HSE Donegal and the Western Health & Social Care Trust in Northern Ireland.
3. At an operational level, the EU & North South Unit is a joint partner with the Health & Social Care Trusts and associated Commissioners in Northern Ireland that straddle the border. The Partnership CAWT (Co Operation & working together) has been established for over 25 years and despite many differences between the two jurisdictions in Ireland and Northern Ireland, not only in health and social care but also in the political, legal, economic and social welfare systems, cross-border activity has been growing. The ability to attract EU funding to support development of much needed services on a cross-border basis enables both health services and social care services with the border areas, where it makes sense.

In conjunction with the HSE's policy, this Partnership can realise opportunities and develop new ways to improve health and social care services for the wellbeing of people through collaboration across borders and boundaries.

The €283m INTERREG VA Programme is one of 60 similar funding programmes across the European Union that have been designed to help overcome the issues that arise from the existence of a border. These issues range from access to transport, health and social care services, environmental issues and enterprise development.

Since 1991 the INTERREG Programme has brought in approximately €1.13 billion into the region. This funding has been used to finance thousands of projects that support strategic cross-border co-operation in order to create a more prosperous and sustainable region. The new programming period for 2014-2020 provides opportunity for continued EU assistance to help create a more prosperous and sustainable cross-border region

This Cross Border partnership has secured €30m Interreg VA funding to be spent from 2017-2022. The EU & North South unit is the Lead Partner for this funding acting as the conduit for payments of agreed expenditure from the European Commission of funders of Interreg VA.

Acute Project – Budget: €8,810,775. – Staff Trained: 338 – 13,000 patients benefitting from scheduled & unscheduled care streams

MACE Project – Budget €5,010,240 – Staff trained: 500 – 3,125 interventions to vulnerable families

I-Recover – Budget: €7,614, 750 – Staff Trained: 872 – Support 8,000 people who have experienced mental health problems to regain control over their lives.

CoH-Sync – Budget €5,010,370.75 - 10,000 people receiving a health and wellbeing plan (8 Hubs)

mPower Project – Budget: €8,708,617 – Staff trained: 420 – Deliver 7,000 episodes of health, community & social care (4,500 ehealth interventions and 2,500 wellbeing plans)

The EU & North South Unit supports key structures including Government Departments; the North South Ministerial Council; Special EU Programmes Body and other relevant Agencies. The Unit supported the consultation process in the development of the current round of EU Structural Funds Programme with the SEUPB reliant on key stakeholders for guidance on health and social care needs for its open or closed calls.

The Unit has a facilitation role in linking new working relationships with developing networks such as:

- Graduate Entry Medical School in Derry
- Nursing Groups, North and South
- Children's Hospice, North and South

Brexit

At both strategic and operational levels, the EU & North South Unit supports key structures including Government Departments, the North South Ministerial Council, the Special EU Programmes Body and other relevant Agencies.

In order to support Department of Foreign Affairs and Irish Government's Brexit negotiations, the HSE have established a Brexit Steering Group in order to prepare the HSE for the UK's withdrawal from the EU. The HSE Brexit preparations have a designated National Director as Brexit Lead and the EU.& North South Unit has taken on the Brexit Project co-ordinator role for the HSE to support the Brexit Lead. This Steering Group is made up of senior management and have established seven workstreams including:

1	Continuation of current patient and client health services
2	Cross Border and Frontier arrangements including CAWT
3	Emergency Health services (including ambulance transport and coast guard)
4	Public Health matters
5	Continuity of supply of goods and services
6	Procurement arrangements
7	Workforce issues and recognition of qualifications

For the EU & North South Unit, this entails co-ordination of inputs from all parts of the HSE and close co-operation with the Department of Health, as part of wider cross-government work being co-ordinated by DFA.

Overview of service:

The EU & North South Unit currently works at strategic and operational levels with all HSE services, and on an inter-agency and inter-departmental basis. The EU & North South Unit is organised largely on one geographical site with 8 staff in the border town of Manorhamilton, Co. Leitrim. There is a dedicated AND, 2 x Grade VIII's, 3 x Grade VI's; 1 x Grade V and 1 x Grade IV.

Key areas of work include:

- Close working relationship with the International Unit, DoH
- Close working relationship with DoH Belfast
- Representation as HSE membership of the Management Board of the cross-border organisation Co-Operation Working Together (CAWT)
- Representation as HSE membership of the Secretariat of the cross-border organisation Co-Operation Working Together (CAWT)
- Membership support to Cross Border Functional Groups in areas such as HR, Finance, ICT and Procurement
- Membership of the North West Cancer Centre Operational Group
- Membership of the Graduate Entry Medical School Steering Group
- Support function to the North South Ministerial Council
- Close working relationship with Centre for Cross Border Studies
- Operational support to the Humanitarian Disaster Assistance Course

**EU & North South Unit Org.
Structure**

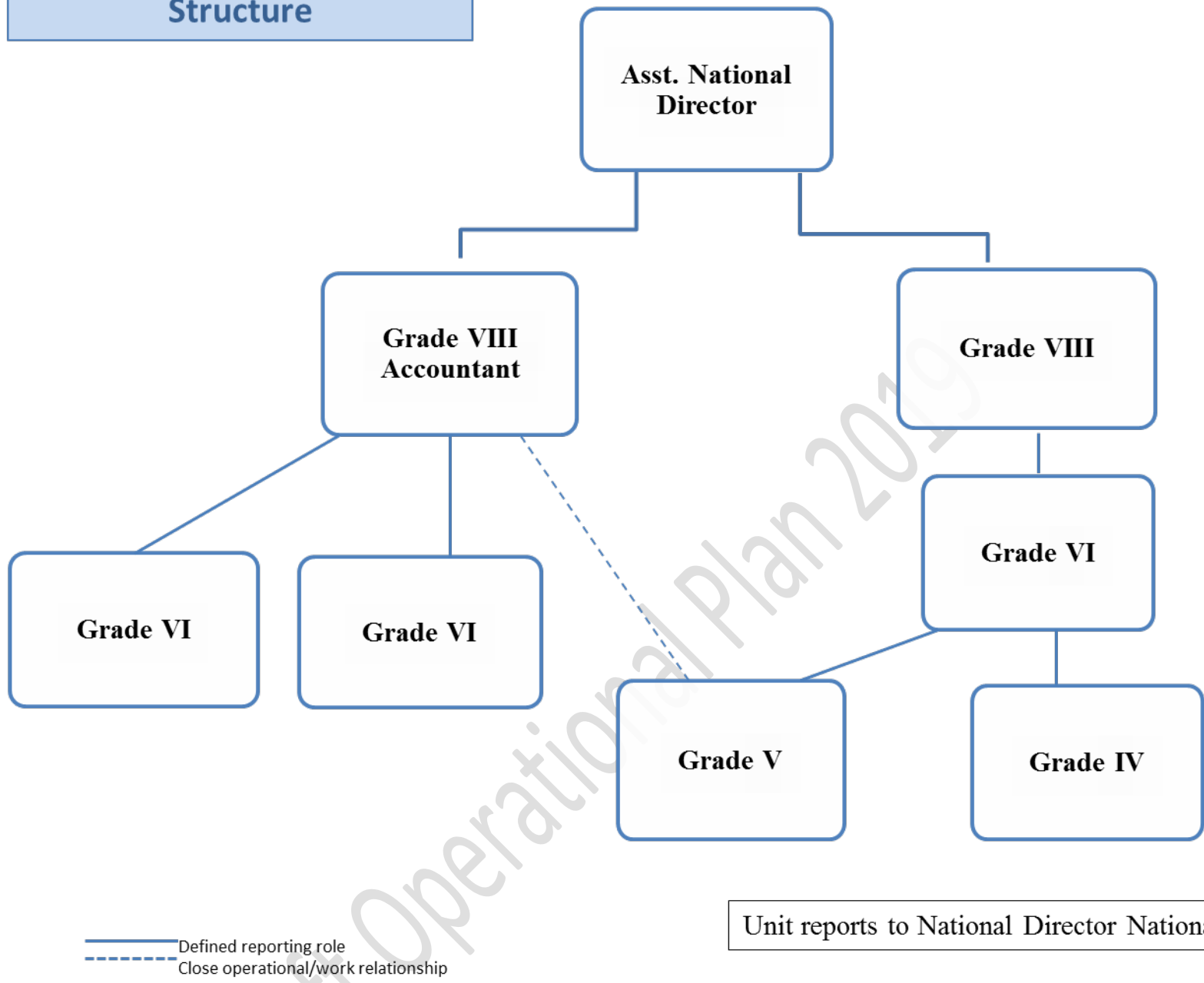


Figure 1 - Organisational Chart – EU & North South Unit

EU & North South Unit Budget allocation: - Based on 2018 Roll Over

	Budget Allocation
Pay	307,352
Non-pay	346,766
Gross	654,119
Income	
Net expenditure	

Budget 2019 versus Budget 2018

The total net revenue budget available to EU & North South Unit in 2019 is €654k (subject to approval by HSE Finance Operations Excellence). This budget level represents an overall increase of €9k on the final 2018 budget. The increase has been allocated under existing level of service to fund pay cost pressures relating to National pay agreements and a marginal allocation for pay increments.

Financial Challenges/Key risk areas

The budgetary allocation for 2019 will be regularly monitored and tight financial controls as per the National Financial Regulations will be adhered to, with a goal toward a break even status at year end. Pay ceilings will be monitored and adhered to. Any opportunities for EM cost reduction and value improvement will be explored and implemented in line with the relevant themes of the forthcoming Value Improvement programme and direction from the HSE Leadership team.

Resources: Workforce

Introduction:**Sub - divisional breakdown by staff category**

Service	Medical / Dental	Nursing and Midwifery	Health and Social Care Professionals	Management / Admin.	General Support Staff	Other Patient and Client Care	Total ²
EU & North South Unit				4			4
Total				4			4

There are 4 WTEs currently working in the EU & North South Unit, There are 4 additional WTE's attached to the EU North South Unit which are funded through the EU Interreg VA Programme.

2019 will continue to see a focus on The People Strategy 2015 -2018 which has been developed in recognition of the vital role the workforce plays in delivering safer and better healthcare. This strategy is underpinned by a commitment to engage, develop, value and support the workforce, thereby creating a culture of high trust between management and employees, supporting the achievement of performance.

Staff engagement

Within the function, there will be a continued emphasis on performance management and engagement at all levels with a focus on increasing the frequency of line manager/staff meetings to develop a culture of teamwork, communication and innovation to ensure the most effective utilisation of resources to support and achieve the actions outlined in the EU & North South Unit operational plan.

Pay and Staffing Strategy 2019 and Funded Workforce Plans

In line with Government policy, EU & North South Unit will work to operate within the allocated pay framework while ensuring that service is maintained to the maximum extent.

Overall pay expenditure will continue to be robustly monitored, managed and controlled to ensure compliance with the allocated budget and will continue to comply with public sector pay policy and public sector appointments.

The Public Service Stability Agreement 2018 -2020

The Public Service Stability Agreement represents an extension of the Lansdowne Road agreement of 2015. The EU & North South Unit will comply with all necessary requirements under the agreement.

Workforce Planning

A Grade VIII Corporate Business Manager post is now filled and taking up post in Q2 2019.

Education and Development

The EU & North South Unit will examine our overall budget allocation for 2019 with a view to maximising professional development, education and up skilling of all staff. A review of HSE Statutory Occupational Safety and Health training requirements will take place in Quarter 1, 2019 to ensure continued compliance with mandatory training requirements. PDP Plans are being completed in respect of each staff member.

Staff training is a key principle in the EU & North South Unit, both in terms of support for budget neutral, in-house, on-line HSE training and where possible, external training for work related personal development.

Attendance Management

Staff attendance in the Unit during 2018 was well in advance of the organisational average of 3.5% staff absence rate. The performance target for 2019 remains at 3.5% staff absence rate. This continues to be a key priority area for the EU & North South Unit. Attendance management is well monitored with no unexplained absences to report.

EU & North South Unit and Health Business Services & Corporate Services

The EU & North South Unit will work with Health Business Services (HBS) in relation to the supports available in areas such as:

- Recruitment
- Procurement with an emphasis on supporting the Procurement Compliance Programme
- Shared services in Payroll and Accounts Payable
- The delivery of a SAP HR system
- Developing and maintaining Health Service infrastructure
- Mid-term review of the Health Service Executive's Capital plan.
- Estates – close working relationship in the context of facilities management
- Corporate Finance
- CHO 1 Finance

EU & North South Unit and Health and Wellbeing

The EU & North South Unit will work to implement identified staff Health and Wellbeing measures including the promotion of increased staff uptake of the Flu Vaccine.

Operational Plan Actions

	Actions 2019	Measure of Performance	Target / Expected Activity 2019	Lead	Start Date	Completion Date
Action 1	The EU & North South Unit will continue to broker partnerships between the health services to share ideas.		GEMS representative for HSE advancement of Medical School closer to 2022 possibly opening. Keeping HSE's National Acute Unit & Saolta informed.	AND EU & North South Unit	Q1	Q4
Action 2	The EU & North South Unit will continue to develop practical solutions to common health challenges and develop new ways to improve health and social care services for the wellbeing of people on the island, where appropriate.					
Action 3	Ensure successful implementation of the projects under the EU Interreg programme with partners in NI & Scotland.	As Lead Partner for the current round of EU Interreg VA funding 2017-2022	Submission of Interreg VA Project Lead Partner reports to SEUPB. Distribution of EU Funding received from SEUPB to INTERREG VA Project Partners	AND EU & North South Unit	Q1	2022
		As an operational Partner for Interreg VA delivery of the following projects: <ul style="list-style-type: none"> • Acute €8.8m • Mental Health €7.6m • Children's €5m 	HSE as project partner submits quarterly Financial funding claims for each project	Programme Manager, EU & North South Unit	Q1	2022

	Actions 2019	Measure of Performance	Target / Expected Activity 2019	Lead	Start Date	Completion Date
		<ul style="list-style-type: none"> Population Health €5m PCOP €8.7m 				
Action 4	Positive engagement on future of EU Structural funds available for health & social care services along the border.	Engagement with key stakeholders including: <ul style="list-style-type: none"> SEUPB European Commission DoH Dublin DoH Belfast NSMC 	Shaping of future EU Structural funds. Post-Brexit assurances on future of EU Structural funds.	AND EU & North South Unit & DOH	Q1	Q4
Action 5	Peace Funding	SEUPB/DoH Belfast, DPBR, CHO 1 as HSE contact with NI on this CAHMS project.	Submission with CHO 1 engagement with Rol as service provider for South of the border.	AND EU & North South Unit	Q2	Q4
Action 6	Support key structures including Government Depts., NSMC, SEUPB and other relevant Agencies	To support Brexit work, DoH request for comprehensive list of MOU's/SLA's that exist cross-border for Brexit mapping.	Submission of list of 30 MOU's/SLA's to DoH Dublin for use with Brexit mapping exercise.	AND EU & North South Unit	Q1	Q4
Action 7	Support key structures including Government Depts., NSMC, SEUPB and other relevant Agencies	NSMC request to meet to get a flavour of areas of spent if there was a post-Brexit fund developed	AND EU & North South Unit and National Director meeting with NSMC and follow-up work.	AND EU & North South Unit	Q1	Q4
Action 8	Support key structures including Government Depts., NSMC, SEUPB and other relevant Agencies	DoH Belfast request for a return of project ideas if future funding become available post-Interreg 2020	Submission of possible areas of spend, in conjunction with DoH Dublin for input into policy direction	AND EU & North South Unit	Q1	Q4
Action 9	Support key structures including Government Depts., NSMC, SEUPB and other relevant Agencies	Co-Operation & Working Together, membership of various structures, such as CAWT Management Board, Secretariat, Functional Group support, Project Board membership	EU & North South Unit appointed by DG for work ongoing on Interreg projects and other commissioned work	AND EU & North South Unit	Q1	Q4
Action 10	Continue to support Brexit Lead of	Support Brexit Lead undertake full	7 high risk areas:	AND EU & North	Q1	Q4

	Actions 2019	Measure of Performance	Target / Expected Activity 2019	Lead	Start Date	Completion Date
	the implications of Brexit.	contingency planning to mitigate risks	Working to an October 2019 Brexit	South Unit		
Action 11	Continue to conduct, with full support from across the HSE, detailed analysis of the implications of Brexit.	Provide timely support to the DoH and the cross-departmental structures in place to support on-going work being undertaken by Government in the context of EU-UK negotiations		AND EU & North South Unit, supporting National Director Brexit Lead	Q1	Q4
	Continue to conduct, with full support from across the HSE, detailed analysis of the implications of Brexit.	Attendance from NI & Rol and representation from Govt. Depts., Commissioners, Providers, Regulators, Patient Groups, Local Authorities, Govt. Agencies etc.			Q1	Q4
Action 12	Brexit	Fulfil frequent requests for speaking at Brexit for HSE	As requested and cleared by HSE Brexit-lead, delivery of many public events giving HSE Brexit preparedness and position.	National Director & AND EU & North South Unit	Q1	Q4
Action 13	Humanitarian Disaster Assistance Course	Provide support for co-ordination and attendance from Rol and payment of course etc.	Request appropriate HSE personnel to attend. Conduit for financial arrangements for course.	CAWT DG	Q1	Q2

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Risks to the delivery of the Plan
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In identifying potential risks to the delivery of this operational plan it is acknowledged that while every effort will be made to mitigate these risks, it may not be possible to eliminate them in full. The risks identified to this plan are:

Overarching Brexit political risk and the affects it may have to the HSE Brexit preparation and mitigating actions.

Brexit ongoing risk may also affect ongoing cross border work but mitigating actions have been considered for all SLAs and MOUs.

HSE requested by DoH Dublin as Lead Partner for the lifetime of Interreg VA Programme 2017 – 2021. DoH Belfast were the Lead Partner for 2012 – 2016. The HSE EU & North South Unit have created a Lead Partner structure. The model is Grade VIII Programme Manager; 2 x Grade VI Accounts Technicians and 1 x Grade V HR/Contracts person. This Unit, currently working very well, 2 years into a 4 year programme, however, there is a risk that this accumulated knowledge will be lost at the end of this Programme. This risk to be escalated to DoH Dublin.

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Appendices

Appendix 1: EU & North South Unit plans

Unique Identifier No	Action 1
Operational Plan Action	The EU & North South Unit will continue to broker partnerships between the health services to share ideas.
Measure of Performance	
Target/Expected Activity 2019	
Overall objective/s of action	
Lead	
Key Stakeholders / Partners	All HSE services HSE Leadership teams Principal Response Agencies
Phasing of Implementation	
Q1	
Q2	
Q3	
Q4	
Risks	

Unique Identifier No	Action 2
Operational Plan Action	The EU & North South Unit will continue to develop practical solutions to common health challenges and develop new ways to improve health and social care services for the wellbeing of people on the island, where appropriate.
Measure of Performance	
Target/Expected Activity 2019	
Overall objective/s of action	
Lead	
Key Stakeholders / Partners	
Phasing of Implementation	
Q1	
Q2	
Q3	
Q4	
Risks	<ul style="list-style-type: none"> • Brexit

Unique Identifier No	Action 3
Operational Plan Action	Ensure successful implementation of the projects under the EU Interreg programme with partners in NI & Scotland.
Measure of Performance	
Target/Expected Activity 2019	Complete all Lead Partner reports and financial distribution as planned under the Interreg VA Health Measure.
Overall objective/s of action	
Lead	
Key Stakeholders / Partners	HSE & NI Trust Partners in Interreg VA
Phasing of Implementation	
Q1	Ongoing
Q2	Ongoing
Q3	Ongoing
Q4	Ongoing
Risks	

Unique Identifier No	Action 4
Operational Plan Action	Positive engagement on future of EU Structural funds available for health & social care services along the border.
Measure of Performance	
Target/Expected Activity 2019	Work with DoH Belfast, London and DoH Dublin on the future shape of EU Structural funds, post-Brexit
Overall objective/s of action	
Lead	
Key Stakeholders / Partners	
Phasing of Implementation	
Q1	
Q2	
Q3	
Q4	
Risks	<ul style="list-style-type: none"> • Brexit

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Unique Identifier No	Action 5
Operational Plan Action	Peace Funding
Measure of Performance	
Target/Expected Activity 2019	Work with DoH Belfast, London and DoH Dublin on the future shape of EU Structural funds, post-Brexit
Overall objective/s of action	
Lead	
Key Stakeholders / Partners	
Phasing of Implementation	
Q1	
Q2	
Q3	
Q4	
Risks	

Unique Identifier No	Action 6
Operational Plan Action	Support key structures including Government Depts., NSMC, SEUPB and other relevant Agencies
Measure of Performance	
Target / Expected Activity 2019	As requested by DoH Dublin, support given for cross border and all-island initiatives, as North South Unit is well placed to support border corridor work on cross border health initiatives.
Overall objective(s) of action	
Lead	
Key Stakeholders / Partners	
Phasing of Implementation	
Q1	
Q2	
Q3	
Q4	
Risks	

Unique Identifier No	Action 7
Operational Plan Action	Support key structures including Government Depts., NSMC, SEUPB and other relevant Agencies
Measure of Performance	
Target/Expected Activity 2019	Work with NSMC to advise on topical ideas for future funding for cross border health.
Overall objective/s of action	
Lead	
Key Stakeholders / Partners	
Phasing of Implementation -	
Q1	
Q2	
Q3	
Q4	
Risks	

Unique Identifier No	Action 8
Operational Plan Action	Support key structures including Government Depts., NSMC, SEUPB and other relevant Agencies
Measure of Performance	
Target/Expected Activity 2019	Work with DoH Belfast on supporting current cross border initiatives in areas such as Clinical Indemnity. Also, future new cross border health initiatives.
Overall objective/s of action	
Lead	
Key Stakeholders / Partners	
Phasing of Implementation -	
Q1	
Q2	
Q3	
Q4	
Risks	

Unique Identifier No	Action 9
Operational Plan Action	Support key structures including Government Depts., NSMC, SEUPB and other relevant Agencies
Measure of Performance	
Target / Expected Activity 2019	Support cross border health projects by partnering in cross border partnerships, i.e. CAWT. Attend managerial, secretariat and other cross border fora to support cross border health projects. Also, act as Lead Partner for the lifetime of Interreg VA Programme.
Overall objective(s) of action	
Lead	
Key Stakeholders / Partners	
Phasing of Implementation	
Q1	
Q2	
Q3	
Q4	
Risks	

Unique Identifier No	Action 10
Operational Plan Action	Continue to conduct, with full support from across the HSE, detailed analysis of the implications of Brexit.
Measure of Performance	
Target/Expected Activity 2019	Work with HSE Brexit Lead – National Director – to help preparations of HSE for possible October 2019 Brexit deadline.
Overall objective/s of action	
Lead	
Key Stakeholders / Partners	
Phasing of Implementation	
Q1	
Q2	
Q3	
Q4	
Risks	

Draft Operational Plan 2019

Unique Identifier No	Action 11
Operational Plan Action	Continue to conduct, with full support from across the HSE, detailed analysis of the implications of Brexit.
Measure of Performance	
Target / Expected Activity 2019	Continue to provide timely planning to the HSE Brexit Lead and DoH on Brexit planning for North, South cross border health services.
Overall objective(s) of action	
Lead	
Key Stakeholders / Partners	
Phasing of Implementation	
Q1	
Q2	
Q3	
Q4	
Risks	

Unique Identifier No	Action 12
Operational Plan Action	Brexit
Measure of Performance	
Target / Expected Activity 2019	Continue to speak at Brexit events on HSE Brexit preparations, as requested by HSE Brexit Lead.
Overall objective(s) of action	
Lead	
Key Stakeholders / Partners	
Phasing of Implementation	
Q1	
Q2	
Q3	
Q4	
Risks	

Unique Identifier No	Action 13
Operational Plan Action	Humanitarian Disaster Assistance Course
Measure of Performance	
Target / Expected Activity 2019	CAWT DG to support the annual Humanitarian Disaster Assistance Course in Q2 of 2020. The EU North South Unit provides administrative support as requested by CAWT DG.
Overall objective(s) of action	
Lead	
Key Stakeholders / Partners	
Phasing of Implementation	
Q1	
Q2	
Q3	
Q4	
Risks	