

From: [Aiken, Glynis](#)
To: [Rodgers, Philip](#); [Hutchinson, Graeme](#)
Cc: [Private Office DETI](#); [Sterling, David](#); [Thomson, David](#); [Cooper, Trevor](#); [McCune, David](#); [Pyper, Alistair](#); [Stevenson, Valerie](#)
Subject: FW: NI Economic Strategy - Supporting Papers & Draft Statement for Assembly Debate
Date: 12 March 2012 18:05:40
Attachments: [Ministerial Sub - NIES Statement supporting papers.docx](#)
[NI Economic Strategy - Motion for Approval Opening Statement.doc](#)
[NIES Comp Action Plan - Draft final.docx](#)
[NIES Summary of Consultation responses 8 Mar.docx](#)
[Economic Strategy Slide Pack \(March 2012\).pdf](#)
Importance: High

Graeme

The Minister and SPAD have seen and read your submission of 9 March and are content for the NIES Comprehensive Action Plan, NIES Consultation Summary Paper and the slide pack providing in-depth analysis of the performance of the NI economy to be published on the NIES website.

Regards

Glynis

Glynis Aiken

Private Office

Department of Enterprise, Trade & Investment

Netherleigh

Massey Avenue

Belfast, BT4 2JP

Tel: 028 9052 9452 (ext: 29452)

Mob: Personal information redacted by the RHI Inquiry

Textphone: 028 9052 9304

Web: www.detini.gov.uk

www.ni2012.com

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From: Rodgers, Philip
Sent: 09 March 2012 16:56
To: Private Office DETI
Cc: Sterling, David; Thomson, David; Cooper, Trevor; McCune, David; Pyper, Alistair; Baxter, Clare; Aiken, Glynis; Ross, Alastair; Hutchinson, Graeme
Subject: NI Economic Strategy - Supporting Papers & Draft Statement for Assembly Debate
Importance: High

Please see attached from Graeme Hutchinson

Philip Rodgers

Strategic Policy

Department of Enterprise, Trade & Investment

Netherleigh

Massey Avenue

Belfast, BT4 2JP

Tel: 028 9052 9371 (ext: 29371)

Mob: Personal information redacted by
the RHI Inquiry

Textphone: 028 9052 9304

Web: www.detini.gov.uk

www.ni2012.com

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From: Graeme Hutchinson Copy distribution list below

Date: 9 March 2012

To: 1. Andrew Crawford
2. Arlene Foster MLA

LAUNCH OF NORTHERN IRELAND ECONOMIC STRATEGY (NIES)

Issue: You are due to launch to NI Economic Strategy, by way of a 'Motion for Approval' in the NI Assembly on Tuesday 13 March.

Timing: Desk Immediate: You are due to introduce the motion at 10:30am on Tuesday 13 March.

Need for referral to the Executive The Executive agreed the Northern Ireland Economic Strategy at its 8 March meeting.

Presentational Issues: Publication of the NIES and its accompanying documents will likely attract significant media comment and attention

Freedom of Information: This submission is fully disclosable

Programme for Govt / PSA Implications: None

Legislation Implication: None

Financial Implication: None

Statutory Equality Obligations: Not Applicable

Recommendation: It is recommended that you:

- i. note the draft opening statement to introduce the motion (**Annex A**)
- ii. note and agree to publish the NIES Comprehensive Action Plan on the NIES website (**Annex B**)

- iii. note and agree to publish the NIES Consultation Summary Paper on the NIES website (**Annex C**); and
- iv. note and agree to publish the slide pack providing in-depth analysis of the performance of the NI economy on the NIES website (**Annex D**)

BACKGROUND

1. The final NI Economic Strategy was agreed by the Executive at its 8 March meeting. Following this agreement, you are due to launch the Strategy by way of a 'Motion for Approval' in the Assembly on Tuesday 13 March.
2. You have raised a motion that "this Assembly endorses the Northern Ireland Economic Strategy agreed by the Executive". No amendments have been tabled for the motion.
3. Indicative timings for the order of business are that the motion will be scheduled for 10.32am to 12.30pm and from 3.00pm to 4.00pm. You have been allocated 15 minutes to open the debate and up to 30 minutes at the end to close.
4. A draft opening statement is attached for your consideration at **Annex A**. The Statement covers the process taken to finalise the Strategy, key issues raised during the public consultation exercise, the main changes in the final document to reflect those issues and the key next steps to ensure implementation and delivery of the Executive's Economic Vision. Further briefing material covering key issues that may be raised during the debate will follow under a separate submission.
5. In my 5 March submission, I advised that, in parallel with the launch of the NI Economic Strategy, DETI would also publish a number of supporting documents on the NI Economic Strategy website.
6. The NIES Comprehensive Action Plan has been amended in line with revisions to the main Strategy document and Programme for Government. Departments

have also provided further inputs to reflect changing priorities since the launch of the draft Strategy. A copy of the revised Comprehensive Action Plan is attached at **Annex B**. Amendments to the document are highlighted in red.

7. Ninety-two responses were received during the public consultation on the draft NI Economic Strategy. A paper summarising responses to the consultation is attached at **Annex C**. This paper provides an overview of the responses received to the consultation, highlights the key issues raised by a significant number of respondents and includes commentary as to how we have responded to these issues.
8. When the draft NI Economic Strategy was launched we also published a slide pack which provided an in-depth analysis of the performance of the NI economy on a wide range of key economic indicators. This pack has now been updated and is attached **at Annex D**.
9. The draft NI Economic Strategy contained a number of references to further developing appropriate indicators and targets. A table of key indicators/targets to be monitored during the implementation phase of the Strategy is being finalised and will follow under a separate submission. A draft press release to accompany the launch will also be provided.

RECOMMENDATION

10. It is recommended that you:
 - i. note the draft opening statement to introduce the motion (Annex A)
 - ii. note and agree to publish the NIES Comprehensive Action Plan on the NIES website (Annex B)
 - iii. note and agree to publish the NIES Consultation Summary Paper on the NIES website (Annex C); and
 - iv. note and agree to publish the slide pack providing in-depth analysis of the performance of the NI economy on the NIES website (Annex D)

GRAEME HUTCHINSON

cc David Sterling
David Thomson
Trevor Cooper
Philip Rodgers
David McCune
Alistair Pyper
Clare Baxter
Glynis Aiken
Alastair Ross

**LAUNCH OF THE NI ECONOMIC STRATEGY
MOTION FOR APPROVAL IN THE ASSEMBLY
TUESDAY 13 MARCH 2012**

INTRODUCTORY REMARKS

1. Thank you Mr Speaker – I beg to move the motion standing in my name.
2. Yesterday the Assembly approved the Programme for Government which set out the Executive’s key objectives for the next few years. I now wish to bring the Economic Strategy to the Assembly.
3. We are all familiar with Bill Clinton’s famous phrase which he used during his 1992 presidential campaign – “It’s the economy stupid”.
4. The phrase is now well worn but the sentiment remains – for the economy impacts on us all and especially at the moment as we work to secure greater and more sustained economic growth.
5. That is why the Executive, in its Programme for Government, has made the economy its number one priority with the Economic Strategy being published alongside the Programme for Government.

CURRENT ECONOMIC CONDITIONS

6. Mr Speaker, it is clear that that the economic outlook for the local, regional and global economy remains uncertain.
7. In Europe, we have seen the ongoing crisis in the Euro zone and the attempts of the European Union to reach a stability pact.
8. We have still to see a full resolution to the problems facing Greece and some other European countries. President Obama said recently “Europe is going through a financial crisis that is scaring the world”.

9. This uncertainty is having an unwelcomed but inevitable impact on many businesses here in Northern Ireland. But equally I know that many parts of the global economy are growing and it is important we work to build trading relationships and secure new orders in these markets.
10. To support our local companies Invest NI has strengthened its global footprint, with enhanced representation in the United States, Canada, Russia, Latin America and South Africa.
11. Such 'on the ground' representation will be supported by an extensive programme of some 60 business missions this year, which will have a key focus on the emerging BRIC economies of Brazil, Russia, India and China.
12. We will also continue to monitor and target opportunities in other emerging markets. This will include our focus on the cash-rich countries of the Gulf, where Invest NI has recently strengthened its presence by opening an office in Jeddah.
13. Along with the First and deputy First Ministers, I will shortly be joining Invest NI's latest business mission to UAE and India to further develop the already strong trade, investment and educational linkages that exist and to explore new relationships.
14. All of this activity is designed to help us identify new sources of investment and opportunities on which Northern Ireland can capitalise. But to maximise the benefits of this work I recognise that we need to ensure that our local companies are aware of the trading opportunities that exist in these countries and we will do all we can to help them enter and succeed in these markets.
15. We should also be confident, Mr Speaker, in the potential of our local companies to rise to this challenge. I recently visited CEM Systems in Belfast to learn how they secured business worth £500,000 for a high-tech security system at a huge gold mine in Mongolia. Another local company, Fast Engineering in Antrim, is providing its portable water storage tanks to

the Antarctic Survey and 2 companies, Muldoon Transport Systems in Dungannon and Bubble NI, from Belfast, have both recently won business in Saudi Arabia.

16. While exports within the manufacturing sector remain resilient to global trends, it is equally important to recognise that NI has also experienced record levels of investment in R&D but this success must be built on.
17. By increasing R&D support for companies which have never undertaken R&D before, or have not been active for some time, we are encouraging more and more mainly small, businesses to become “innovation active.”
18. We must also continue to invest in our first class education establishments which continue to produce important skilled labour for our economy. Our people remain our key asset and it will be the skills of workforce which will underpin the necessary innovation and export capability to drive economic growth.
19. Many more people will also be visiting us over the coming months as we mark important events and we need to build on this for the wider economy.
20. But I recognise that many people have been personally impacted by the recession and our unemployment levels are too high and part of the Economic Strategy is to work to provide suitable and sustainable employment opportunities for everyone but especially our young people.
21. It is also worth remembering that despite the growth in unemployment, the latest labour market figures indicate our unemployment rate [at 7.2%] is still below the rest of the UK [at 8.4%], the Republic of Ireland [at 14.3%] and Europe [at 9.8%].
22. Mr Speaker, I have published today an updated slide pack on the Northern Ireland economy that can be accessed on the Strategy’s website. This outlines the challenges, opportunities and strengths facing the economy.

23. The Executive and its sub-committee responsible for implementing the Strategy will later this year publish our assessment of the wider health of the economy.

ECONOMIC STRATEGY – PROCESS TO DATE

24. Mr Speaker, around this time last year, we finished a consultation of a framework for the Economic Strategy.

25. It was a framework:

- Which prioritised the need to improve the economic competitiveness of our economy
- It had a focus on export led growth
- It contained the twin objectives of rebuilding and rebalancing
- It was built on a number of themes, such as stimulating innovation, encouraging business growth and enhancing skills.

26. I was pleased that the framework received widespread support, and this enabled us to use it as the basis of the draft Economic Strategy, which we launched alongside the draft Programme for Government and Investment Strategy last Autumn.

SIGNIFICANT CHANGES IN FINAL DOCUMENT

27. We have received almost one hundred responses to the draft Strategy. I welcome these and, in general, the feedback has been very positive and constructive.

28. There has been strong support for the cross-departmental approach.

29. The aim of focussing on export led growth, even with its challenges, has been welcomed.

30. I couldn't reflect on every comment but I have published today our responses to the comments received and this can be accessed on the Strategy's dedicated website.
31. The Economic Strategy launched today sets out a number of more ambitious and stretching targets.
- We are committing to **securing £1billion investment** in the economy. This will lever £375m from new and growing externally owned companies; £400m of investment from locally owned companies and £225m of investment from both externally and locally owned firms through the Jobs Fund which is supporting our rebuilding priority.
 - We are committing to a higher target on manufacturing exports – to increase the value of manufacturing exports by **20% by 2014/15**.
 - We have introduced a new and stretching target to increase the value of manufacturing exports to the emerging economies by **60% by 2014/15**.
 - We have a new commitment around **youth unemployment** under the rebuilding theme which aims to deliver 6,000 work experience and training opportunities for young people by 2015 in priority sectors.
 - Given the tourism potential, we have also upped our targets to increase visitor numbers and revenue by **4.2m and £676 million respectively**.
32. On **access to finance**, I realise and accept that this remains a key challenge for many businesses throughout Northern Ireland. Having a local banking sector that meets the needs of both consumers and businesses and provides bank lending on a competitive basis to local SMEs is vital to economic recovery.
33. The Finance Minister has been engaging with local banks, the UK and Irish Governments and regulatory authorities to press on this issue.
34. We also have outlined in the Strategy the actions we're taking as part of Invest NI's Access to Capital Strategy.

35. And two weeks ago I announced the manager for the Growth Loan Fund, which is part of Invest NI's Access to Finance Strategy. The Growth Loan Fund will provide loans of between £50,000 and £500,000 over the next five years to businesses with growth projects in the manufacturing and tradable services sectors. That will help.
36. I can also announce today that the Economic Advisory Group, chaired by Kate Barker, will be undertaking a focused and short term exercise to examine if there are any gaps in the provision of finance and what might be done differently by the Executive to ensure our SMEs have the necessary access to finance for them to start and grow their businesses.
37. We also must recognise the impact that high energy prices have on many businesses, especially in terms of their cost competitiveness.
38. We have to be realistic – the principal elements of energy prices are set on world markets. And, being on a relatively small island, we don't have the economies of scale which other countries enjoy.
39. While we certainly have a more competitive market than we had a decade ago, we need to continue to develop competition in the sector and through increasing our connections with the rest of the UK and the wider European market in future years.
40. However that won't solve the immediate pressures and I have therefore spoken to the Regulator and I have asked Invest NI to work with my officials to see what more we can do in this area.
41. I am pleased to announce that Invest NI will consider providing financial assistance on a pilot basis, under its normal selective financial assistance schemes, to those large energy users which bring forward proposals for capital expenditure on equipment which will make a significant impact on energy efficiency and by extension reduce their energy costs and improve their competitiveness.

IMPLEMENTATION AND NEXT STEPS

42. But Mr Speaker, I am equally clear on the priority we are attaching to implementation of the Economic Strategy.
43. We have developed a Comprehensive Action Plan, which we also consulted on and the Executive Sub Committee will work to ensure that the actions and targets in the Strategy and Plan are implemented.
44. We have, of course, already made good progress in many areas.
45. Also, to support the Economic Strategy, we are drawing up supporting strategies and these include steps required to boost the key priorities of Innovation and Enterprise.
46. The Executive will also continue to work with the UK Government as part of their initiative to rebalance the Northern Ireland economy.
47. We had a good meeting last week as part of the Joint Ministerial Working Group which is examining how the Executive and Assembly could have the powers to set its own rate of corporation tax. We look forward to a successful conclusion to those discussions in the Summer.
48. The UK Government is devolving powers on Air Passenger Duty to the NI Assembly through the 2012 Finance Bill and this will allow the Executive to bring forward legislation to reduce the rate of APD for direct long haul flights departing from NI to zero.
49. We will work to use this policy lever to develop new direct links with international long haul markets that will ultimately support increased inward investment, exporting and in-bound tourism.

CONCLUSION

50. In summary, Mr Speaker – despite the current economic situation, I believe there are grounds for optimism. We have set out, in the strategy, some ambitious objectives and targets.

- We are promoting over 25,000 new jobs and we want to see more of our young unemployed move into work.
 - We are investing in Innovation and skills to accelerate our export performance
 - We are leveraging significant investment into our economy to support business growth.
 - We are continuing to invest in our economic infrastructure to help underpin economic growth
51. The Executive's Economic Strategy sets out how we are working to rebalance and rebuild our economy.
52. Mr Speaker – I ask the Assembly to endorse this motion.

NORTHERN IRELAND ECONOMIC STRATEGY

COMPREHENSIVE ACTION PLAN



Introduction

The Executive is committed to working in partnership to build a safe, peaceful, fair and prosperous society where everyone can enjoy a better quality of life now and in the years to come. We need a strong economy to deliver this goal and the Economic Strategy identifies the following vision for the Northern Ireland (NI) economy by 2030:

‘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’

The ultimate aim of this Strategy is to improve the economic competitiveness of the NI economy. The vision is long term in nature, reflecting the reality that it will take some time to rebalance our economy and build a stronger private sector.

The Economic Strategy identifies our priorities to rebalance and rebuild the NI economy (outlined in Sections 5 & 6 of the Strategy). We also identified the **key** actions we will take over the current budget period, and into the medium term, in order to deliver our vision.

It is important that this Action Plan is considered in conjunction with the Economic Strategy. It provides more detail on our identified actions and it reinforces the emphasis we are placing on implementation. It also recognises that the delivery of our vision will require co-ordinated action from all sectors and across Government.

The Strategy will be underpinned by relevant Action Plans and related strategies to progress each of the Executive’s economic priorities. We are currently engaging with key stakeholders to produce **supporting strategies or action** plans for the areas of Innovation / R&D, **enterprise** / business growth and skills.

Our commitments are built on an extensive assessment of global best practice in economic development. This **illustrates** that **in**

order to strengthen economic competitiveness we need to increase employment and wealth by building a larger and more export-driven private sector. We also believe that this approach will help reduce poverty, promote equality and tackle existing patterns of disadvantage and division.

The actions are structured around the rebalancing and rebuilding themes of the Framework for Economic Growth and Prosperity (outlined in Section 4 of the Strategy).

Rebalancing

- A Stimulating Innovation, R&D and Creativity
- B Improving Employability and the level, Relevance and use of Skills
- C Encouraging Business Growth
- D Competing in the Global Economy
- E Developing Economic Infrastructure

Rebuilding

- F Promoting Employment and improving Employability and Employment Opportunities

In setting out the actions for growth and prosperity, we are aware that significant volatility remains throughout the global economy.

This means that the Strategy will be kept under review. As we move closer to the end of the current budget period, an updated version of the Strategy, including a detailed list of actions and targets, will be launched for the period beyond 2014/15.

Effective Implementation

The NI Economic Strategy recognises the importance of implementing the actions we have committed to deliver. In addition, we recognise the need to report transparently on performance.

The Executive Sub-committee on the Economy, chaired by the Enterprise, Trade & Investment Minister, Arlene Foster, MLA, will continue to play a key role in overseeing implementation. The sub-committee will receive annual updates detailing progress against delivery of each commitment and this will ensure the necessary accountability of the responsible Department / organisation. We will also publish an annual assessment of the wider health of the NI economy.

THEME A: STIMULATING INNOVATION, R&D AND CREATIVITY

No.	Objective	Action	Responsible Organisation	Timescale
A1	Increase Levels of Business Expenditure on Research & Development (BERD) by incentivising businesses to increase their capability and capacity to undertake R&D	Maximise returns from the grant for R&D programme by securing £300m investment in R&D (with at least 20% from SMEs).	DETI/Invest NI	March 2015
A2		Support 500 businesses to undertake R&D for the first time.		March 2015
A3		Secure 120 Collaborative Projects in R&D.		March 2015
A4		Secure up to £5.6m additional investment in agri-food R&D (50% from SMEs/industry organisations and 50% from DARD) by implementing further tranches of the DARD Agri-food Research Challenge Fund.	DARD	March 2015
A5	Increase innovation in SMEs through joint projects with the Higher and Further Education sectors	Expand the Innovation Voucher Scheme by delivering 800 Innovation Voucher projects to stimulate increased levels of innovation within small enterprises (with less than 50 employees).	DETI/Invest NI	March 2015
A6		Support the HE and FE sectors to undertake 120 Knowledge Transfer Partnership (KTP) projects on behalf of local businesses.	DETI/Invest NI	March 2015

No.	Objective	Action	Responsible Organisation	Timescale
A7		Support our universities and FE colleges to undertake 155 knowledge transfer projects on behalf of local businesses	DEL	By 2014
A8		Introduce an enhanced Proof of Concept (PoC) scheme to support 40 PoC projects (University or Health and Social Care (HSC) based).	DETI/Invest NI	March 2015
A9	Support business to develop their capabilities, improve business competitiveness and maximise efficiencies	Support SMEs to increase productivity through improved efficiencies by identifying £60m of resource and waste prevention savings.	DETI/Invest NI	March 2015
A10		Support 600 E-business projects to assist SMEs to increase innovation and productivity.		March 2015
A11		Improve awareness and understanding of Intellectual Property and the commercialisation of products and services and deliver 440 Technical Projects to assist commercialisation.		March 2015
A12		Maximise participation with Invest NI's Design Service to encourage 1,200 companies to utilise design as a key driver and enabler of innovation.		March 2015
A13	Incentivise business-led local and international collaboration in pursuit of more open innovation	Increase the commercialisation of knowledge by establishing 4 Competence Centres.	DETI/Invest NI	March 2015
A14		Expand the Collaborative Network Programme, targeting the future market opportunities identified by MATRIX, to support establishment of 25 networks.		March 2015
A15	Promote awareness of and support businesses and academia to apply for national and EU funding / programmes	<p>Increase engagement between NI companies and researchers to:</p> <ul style="list-style-type: none"> Encourage NI based companies/researchers to engage with INI Collaborative Support Service leading to 100 applications for transnational R&D funding; and Secure 36 Transnational Technology Transfer Agreements through the Enterprise Europe Network. 	DETI/Invest NI	March 2015

No.	Objective	Action	Responsible Organisation	Timescale
A16	Establish a structured programme to facilitate NI businesses to exploit the market opportunities identified by MATRIX	Develop a mechanism to facilitate NI businesses to exploit the market opportunities identified by MATRIX.	DETI/Invest NI	December 2011
A17	Support research and commercialisation activities in HE/FE institutions to ensure they continue to fulfil their central role in developing and sustaining a world-class research base in NI.	Maintain the core funding of the Universities' knowledge transfer activities through NI Higher Education Innovation Funding (£3m per annum) with targets for the Universities to: <ul style="list-style-type: none"> • Undertake 1,140 business engagements; • Secure £863k income from Intellectual Property; and • Establish 8 spin out businesses. 	DEL	July 2013
A18		Provide £50m funding for University research based on quality-assessed outcomes.		July 2012
A19		Maintain strategic investment (£1m per annum) in collaborative Higher Education / Further Education engagement with business through the Connected programme with a target for the Universities and FE Colleges to establish 14 major sectoral projects with local businesses involving at least one University and one regional college.		March 2014
A20	Promote a culture of creativity and innovation and grow the Creative and Cultural Industries sector	Develop a framework to grow the creative industries and a broader culture of creativity and design-thinking.	DCAL	March 2015
A21		Invest £4m via the Creative Industries Innovation Fund and wider sectoral initiatives to stimulate innovation, R&D and creativity.		March 2015

No.	Objective	Action	Responsible Organisation	Timescale
A22		Support 200 innovation projects through the Creative Industries Innovation Fund.		March 2015
A23	To deliver a Knowledge and Technology Transfer (KTT) Programme to the agri-food sector	Develop, demonstrate and encourage adoption of the latest technologies to the agri-food sector with a target of at least 1500 technologies adopted on an annual basis.	DARD	March 2015
A24	Ensure that publicly funded research promoted by DARD is aligned with the policy priorities set out in the DARD Evidence and Innovation Strategy	Provide funding for up to £3m per annum for new R&D projects through the Agri-food and Biosciences Institute Research Work Programme.	DARD/AFBI	March 2015
A25	Significantly increase cross-border innovation and trade activity	Increase the number of businesses involved in cross-border innovation and trade activity by 10,000, through access to, and exploitation of, Intertradelreland information, advice services and business support programmes.	DETI/Intertradelreland	March 2013
A26		Complete a study on the innovation ecosystem that will identify opportunities and remove barriers.		March 2013
A27		Develop a pilot programme to deliver enhanced innovation capability leading to transformational change – the Innovation Challenge Programme.		March 2013
A28		Increase North/South participation in EU Research & Development programmes.		March 2013
A29		Provide support for wider North/South research connections.		March 2013
A30		Facilitate the expansion of the US Ireland R&D Partnership.		March 2013

No.	Objective	Action	Responsible Organisation	Timescale
A31	Stimulating Innovation, R&D & Creativity	Explore how the NI Science Park can further evolve into an Open Innovation Centre to create the environment where partnerships and collaboration can flourish across sectors.	DETI	Dec 2012
A32		Based upon the views of MATRIX and the Foresight process, progress the alignment of publically funded research with our economic priorities in order to increase the potential for greater knowledge transfer between business and academia to maximise the economic return.	DETI/Invest NI/DEL	Ongoing
A33		Examine ways to increase the rate of commercialisation of publically funded research and public sector Intellectual Property.	DETI	Ongoing
A34		Foster the degree of innovation through increased use of innovative forms of public procurement.	DFP and all Departments	Ongoing
A35		<i>Within the context of the Connected Health and Prosperity Memorandum of Understanding develop an agreed Strategic Action Plan identifying areas for greater collaboration between the health sector and business in order to improve patient care and develop economic development opportunities</i>	DHSSPS/DETI/ Invest NI	30 June 2012
A36		Examine the need for the establishment of an Innovation Council to ensure that, at the highest level, the Executive, Academia and Business work together to further embed innovation across the NI economy.	DETI/Invest NI/DEL	Ongoing
A37		Maximise the returns from Health and Social Care R&D funding and examine and exploit opportunities to increase R&D funding through UK-wide or international funding partnerships or investment.	DHSSPS/Public Health Agency	Annually
A38		Support Health and Social Care (HSC) innovations to manage the commercialisation of intellectual property arising from HSC Trusts.	DHSSPS/Public Health Agency	Ongoing
A39		Develop and launch a new strategy for Health and Social Care R&D for 2012 - 2017	DHSSPS/Public Health Agency	Spring 2012

THEME B: IMPROVING EMPLOYABILITY AND THE LEVEL, RELEVANCE AND USE OF SKILLS

No.	Objective	Action	Responsible Organisation	Timescale
B1	Improve productivity by increasing the skill levels of the workforce	Deliver 210,000 qualifications at Levels 2, 3 4 and above (through Higher Education, Further Education, Essential Skills and Training) to encourage people to move up the skills ladder.	DEL, working with employers	March 2015
B2		Increase skills in subject areas important to the NI economy and implement the actions within the STEM Strategy contributing towards achievement of the strategic goals set out in the NI Skills Strategy 'Success through Skills – Transforming Futures'		March 2015
B3		Develop a collaborative action plan to address the specific skill needs of the ICT sector.		June 2012
B4		Develop an integrated framework that will assist companies and individuals to identify their key management and leadership development needs and provide effective signposting to relevant support.	DEL/DETI/Invest NI	Summer 2012
B5		Work with the relevant professional bodies to identify the key skill issues in relation to sales and marketing, with a focus on developing Northern Ireland's capacity for export led growth and to develop appropriate actions.		2012/13
B6		Introduce a 'Skills Solutions' Service which will act as a single point of contact for employers so that they can more easily identify and access the support they need.	DEL	March 2015

No.	Objective	Action	Responsible Organisation	Timescale
B7		Maintain Higher Education tuition fees for local students studying here at current levels subject only to inflationary uplifts, while providing additional student places in areas of economic relevance.		2012-2015
B8		Expansion of Foundation Degrees - undertake a publicity and promotion campaign for Foundation Degrees to increase enrolments to 2,500 by 2015 from a baseline of 1,132 in 2010		By 2015
B9		Re-launch the BITP programme securing £110m investment in skills from companies.	DETI/Invest NI	2012-15
B10		Invest £18m per annum in education and training provision in the land based food and rural sectors: <ul style="list-style-type: none"> • College of Agriculture, Food & Rural Enterprise (CAFRE) to deliver at least 1,600 people entering employment or working within the agri-food sector achieving a new qualification at Level 2 or above each year; and • CAFRE Development Service to continue delivering industry training programmes to 10,000 participants on an annual basis. 	DARD	2012-16
B11		Under the Skills Training Element of the NI Rural Development Programme 2007-2013, improve the competitiveness of farm and horticulture businesses in NI through the provision of a range of innovative and focused training and information actions to 3,120 people.		2007-13
B12	Understand the demand for skills in NI	Simplify the current skills advisory infrastructure so that employers are able to more effectively articulate their current and future demand for skills. This will include close integration with the MATRIX and wider Foresight programme.	DEL	2015

No.	Objective	Action	Responsible Organisation	Timescale
B13		Conduct research to assess how the demand for skills and labour market capacity will alter in a lower corporation tax environment and consider how skills and employment policy can help realise the full benefits of lower corporation tax.		Complete research early 2012
B14		Identify the future demand for, and returns from, education, skills and lifelong learning within land-based businesses and the food and rural sectors within NI.	DARD	2013
B15	Improve the quality and relevance of education and training	Raise education standards for all and close the educational attainment gap, so that: <ul style="list-style-type: none"> • 90%+ of pupils achieve expected levels at Key Stage 2; • 85%+ of pupils achieve expected levels at Key Stage 3; • 70% of school leavers achieve 5+ GCSEs at A*-C including GCSE English and maths; and • 65% of school leavers with FSME achieve 5+ GCSEs at A*-C including GCSE English and maths. 	DE	By 2020
B16		Develop new 'Levels of Progression' that will set out the progress pupils should be able to demonstrate if they are to build the literacy, numeracy and ICT skills needed to function effectively in life and in the world of work. <ul style="list-style-type: none"> • 'Levels of Progression' in 'Communication' and 'Using Maths' to be introduced in 2012/13 school year; and • 'Levels of Progression' in 'Using ICT' to be introduced in the 2013/14 school year. 	DE/CCEA	From 2012-2013
B17		Reform education administration through the creation of the Education and Skills Authority with a stronger focus on improving educational outcomes.	DE	By 2013

No.	Objective	Action	Responsible Organisation	Timescale
B18		Support the Further and Higher Education sectors to further develop their economic focus. This will include consideration of the recommendations from MATRIX and from other Foresight studies and activities.	DEL	2015
B19		Maintain investment of £37m in university programmes to deliver skills supporting STEM areas, to enable employment in health and social care and assure the provision of services for the population	DHSSPS	Annually
B20	Tackle barriers to employment and employability	Incentivise employment of the long term unemployed through linking DEL's Steps to Work Programme to the Invest NI Jobs Fund.	DEL/DETI/Invest NI	Commenced July 2011 to 2015
B21		Implement the European Social Fund to reduce economic inactivity and increase workforce skills. €414m of which 40% from European Union, 25% by the Department and the remaining 35% by other Government and public bodies.		Investment made over the period 2007-13
B22		Develop Strategic Employment Strategies for Belfast and Derry/Londonderry aimed at increasing employment and reducing economic inactivity in NI's two main cities.	DEL supported by DETI/ DSD, the relevant City Councils, FE colleges, local employers and employers' representative groups.	March 2013
B23		Work across departments to tackle the increasing issue of those Not in Employment, Education or Training (NEETs). Agree and introduce an Executive strategy for young people who are Not in Education, Employment or Training (NEETs) by April 2012 and produce a report on implementation by Autumn 2014.	DEL and other relevant Departments	Produce a NEETs strategy by April 2012

No.	Objective	Action	Responsible Organisation	Timescale
B24		Implement the Neighbourhood Renewal Investment Fund to improve the educational attainment levels among school leavers and a greater proportion of adults qualified to level 2 and above to narrow the gap between the NI average and that in Neighbourhood Renewal areas.	DSD	Ongoing
B25	Improving Employability and Skills	Continue to help prepare our young people for the future world of work by ensuring that relevant materials and teaching resources have a much greater focus on the NI business and science base	DE	Ongoing
B26		Ensure that pupils have access to high quality careers education, information, advice and guidance supported by labour market information and the promotion of STEM and other innovation relevant subjects.	DE/DEL	Ongoing
B27		Develop a European Social Fund (ESF) 2014-2020 programme aimed at enhancing employability and increasing the overall employment rate, in particular for those groups at a disadvantage in the labour market.	DFP, DEL and Other Departments	Ongoing
B28		As the economy grows, encourage skilled people (including those non domiciled in NI) to consider NI as a place to live and work.	DEL	Ongoing
B29		Promote early resolution of workplace disputes as an alternative to formal litigation through employment tribunals.		Ongoing
B30		Ensure our health strategies and actions (including the new Public Health Strategy) contribute to developing and supporting a healthy and productive workforce.	DHSSPS	March 2013

THEME C: ENCOURAGING BUSINESS GROWTH

No.	Objective	Action	Responsible Organisation	Timescale
C1	Stimulating investment, promoting employment	Promote 6,300 jobs in locally owned companies, with 50% paying salaries above the NI private sector average.	DETI/Invest NI	March 2015
C2		Secure £400m investment commitments reflecting growth of local businesses, securing £120m in additional wages & salaries.		March 2015
C3		Introduce extension of Small Business Rate Relief Scheme to 2015.	DFP	2012
C4		Support the development of the 'One Plan' to promote 4045 jobs (by ILEX and key partners in the public, community and private sectors).	OFMDFM/DSD	2015
C5	Promote entrepreneurship	Promote 6,500 jobs through business start, which includes a new Business Start Programme (BSP) focusing on identifying new entrepreneurs with local business start ideas, and facilitating business plans.	DETI/Invest NI	March 2015
C6		Develop, in partnership with Councils, enterprise led initiatives targeted toward increasing the capability of a wide business base, in terms of marketing, management, skills, networking, product development and other key capabilities.	DETI/Invest NI/Councils	March 2015
C7	Improve access to Finance	<p>Enable 300 SMEs to access funding through Invest NI's Access to Finance Strategy. This includes equity through the NISPO, Co-investment and Development funds and debt through the £50m Growth Loan Fund.</p> <p>Invest NI is also investigating the need for a further small loan fund aimed at micro enterprises as well as SMEs.</p>	DETI/Invest NI	March 2015

No.	Objective	Action	Responsible Organisation	Timescale
C8		Secure the maximum financial and non-financial support available for growing the NI economy by engaging effectively with the European Union to maximise the level/range of EU funding accessed. Facilitate delivery of the Executive's 20% target for increased drawdown of competitive EU funds	DETI and other Departments OFMDFM and all Departments	March 2015
C9		Develop a European Regional Development Fund (ERDF) 2014-2020 programme to include actions supporting R&D and Innovation, business competitiveness and growth, climate change and environment, telecommunications, energy and transport infrastructure.	DFP, DETI and other Departments	March 2014
C10	Encouraging social enterprise as part of the wider "encouraging entrepreneurship" agenda	Introduce a new Social Entrepreneurship Programme to support 160 Social Economy start ups, with 25% having capability to move to mainstream Invest NI support.	DETI / Invest NI	March 2015
C11		Develop the Executive's Social Economy Action Plan – as part of the wider Enterprise Strategy – to support the development and sustainability of the social economy sector	DETI in partnership with stakeholders and relevant departments	March 2012
C12		Invest in Social Enterprise growth to increase sustainability in the voluntary and community sector. <ul style="list-style-type: none"> Develop a policy framework for Community Asset Transfer and implement across Government to provide an asset base for social enterprise growth. Provide opportunities to support social enterprise growth. 	DSD	March 2015
C13	Increase size and contribution of the Green Economy	MATRIX will conduct an analysis of major future Sustainable Energy Market Opportunities and bring forward recommendations. Deliver a programme of activities to promote the uptake of resource efficient	DETI / Invest NI	March 2015

		technologies in local business. Deliver a programme of activities and support to promote the growth of indigenous businesses in wind, marine and bioenergy supply chains. Stimulate and attract inward investment related to renewable energy by promoting NI as a European hub in the international market.		
C14		Delivery of an integrated programme of measures to support the development of the land based renewable energy sector encompassing: <ul style="list-style-type: none"> • Completion of a suite of R&D programmes and projects; • Delivery of a programme of knowledge and technology transfer to the agri-food and rural sectors; • Support for supply chain development; and • Completion of a capital grant investment programme aimed at developing farm and forestry renewable energy from biomass. 	DARD / AFBI	March 2015
C15	Encourage & develop rural businesses	Diversification into non-agricultural activities targeting 600 beneficiaries.	DARD	March 2013
C16		Support for Business Creation and Development by supporting 1,200 micro-enterprises, of which 20% should be new.		March 2013
C17		Encouragement of tourism activities by supporting 300 tourist actions.		March 2013

No.	Objective	Action	Responsible Organisation	Timescale
C18		Support agricultural business development through participation in the Benchmarking Programme – targeting 1,800 benchmarks and development plans on an annual basis.		March 2015
C19		Progress the development of the 2014-2020 Rural Development Programme aiming to have a new Programme developed, agreed with the EU Commission and in place for 2014.		January 2014
C20	Promote business growth through tourism to help increase visitor numbers to 4.2m and revenue to £676m by end 2014 from a baseline of 3.3m and £529m in 2009	Provide financial and other support across government to maximise the opportunities presented by ni2012 'Our Time Our Place' initiative. ni2012 will deliver a number of world class events to provide the shop window including: <ul style="list-style-type: none"> Centenary of Titanic's Maiden Voyage; Arrival of Clipper Round the World Yacht Race to Derry/Londonderry; Opening of Giant's Causeway Visitor Experience; 50th Belfast Festival at Queen's; and The opening of the Crumlin Road Gaol visitor and conference centre. 	DETI/NITB/TI and Other Departments	2012
C21		Host the World Police and Fire Games (WPFG) 2013, to attract 10,000 competitors and 15,000 visitors from outside NI; 180,000 bed nights over the 10 days of the 2013 WPFG.	DCAL	2013
C22		Provide financial and other support across government to maximise the tourism opportunities presented by Derry/Londonderry being City of Culture 2013 including: <ul style="list-style-type: none"> Develop a Creative industries hub at Ebrington; Support to double visitor numbers to the City and visitor spend in 2013/14; and As a legacy of the City of Culture host a significant international event by 2015 	OFMDFM/DCAL/DSD/DETI / NITB /TI	2013/14
C23		Successfully host the 2012 Irish Open	DETI/NITB	July 2012
C24		Support the skills needs of the tourism and hospitality sector by designating it as a priority area and providing £255,000 to assist 1500 staff in hospitality and tourism achieve the Level 2 World Host qualification.	DEL	2011/12

No.	Objective	Action	Responsible Organisation	Timescale
C25	Modernise the planning system	Legislate to reorganise local government including the transfer of planning powers to councils.	DOE	2013
C26		Publish a single, strategic planning policy document which will clearly address how economic considerations should be taken into account within the planning system along with social and environmental considerations.	DOE	2013
C27		Deliver faster and more predictable processing of planning applications, including ensuring 90% of large scale investment planning decisions are made within 6 months and applications with job creation potential are given additional weight.	DOE	2015
C28	Improve the regulatory environment in NI through the NI Better Regulation Forward Work Programme and key strategic reform initiatives in DARD, DEL and DOE	Establish a Regulatory Reform Group to develop a Simplification & Rationalisation Programme for regulations on the NI statute book.	DETI supported by all Departments	2012
C29		Review the Regulatory Impact Assessment and put in place new guidance for policy makers to support them in making better regulation.	DETI	March 2013
C30		Develop proposals for primary legislation to improve environmental regulation and reduce the regulatory burden on businesses.	DOE	2015
C31		Implementation of the DARD Better Regulation Action Plan to reduce the administrative burden placed on agri-food industry.	DARD	December 2013
C32		Carry out research to establish the difficulties faced by SMEs in discharging their employment rights/relations responsibilities and determine what cost-effective support measures can be put in place to address identified challenges.	DEL	December 2012
C33		Undertake a review of Northern Ireland employment law, consistent with Better Regulation Principles, with the aim of ensuring an effective employment law framework which will stimulate business confidence while maintaining the rights of individual employees.		2015

No.	Objective	Action	Responsible Organisation	Timescale
C34	Encouraging Business Growth	Continue to support local businesses to develop linkages with globally competitive companies and research organisations, taking account of the MATRIX market and technology priority areas.	DETI/Invest NI	Ongoing
C35		Further develop the Venture Capital (VC) market in NI, by developing ways of increasing the level of investments from externally based VC companies into NI companies.	DETI/Invest NI	Ongoing
C36		Develop a 2014-2020 Rural Development Programme (co-financed from the EU) that supports economic growth in NI through measures addressing innovation, knowledge transfer, improved competitiveness and job creation in rural areas.	DARD	Ongoing
C37		Support the tourism sector, focusing investment on strategically significant areas including developing the capability of the industry and the quality of the visitor experience and delivering sustained marketing programmes to priority customers with a view to delivering £1bn in visitor revenue and 4.5m visitors by 2020.	DETI/NITB	Ongoing

THEME D: COMPETING IN THE GLOBAL ECONOMY

No	Objective	Action	Responsible Organisation	Timescale
D1	Grow the NI Private Sector	Successfully conclude on the negotiations with the UK Government to secure the power to vary the rate of Corporation Tax in a timely and affordable manner.	OFMDFM, DFP, DETI	Joint Ministerial Working Group to report in summer 2012.
D2		Ensure the best possible outcome for NI Regional Aid cover / ceilings post 2013 – working in conjunction with the Department of Business, Innovation and Skills.	DETI	Dec 2013
D3		Establish an Agri-food Strategy Board to develop an Agri-food strategy and action plan to drive export led growth in the sector to 2020.	DARD/DETI/ Invest NI/DEL	The Agri-food Strategy Board to complete its action plan by March 2013. Action plan will extend to 2020
D4	Secure Inward Investment from key sectors	Promote 5,900 jobs from inward investors of which 75% will pay salaries above NI Private Sector Median (PSM).	DETI/Invest NI	March 2015
D5		Secure total investment of £375m by establishing and growing externally owned companies.		March 2015
D6		Secure £145m in additional wages and salaries.		March 2015

No	Objective	Action	Responsible Organisation	Timescale
D7		Allocate £3m per annum for the Assured Skills programme to help attract and embed FDI and meet the needs of indigenous companies creating new employment.	DEL	Ongoing
D8		Agree with the UK Government on the proposals to devolve the powers to set Air Passenger Duty (APD) for flights departing from NI airports and seek to eliminate Air Passenger Duty on direct long haul flights.	DFP	2013/14
D9	Increase the value of manufacturing exports by 20% by 2014/15 and encourage first time exporters	Promote 60 start ups selling outside UK markets.	DETI/ Invest NI	March 2015
D10		A new Export Start Programme (achieving 440 Export Starts selling to GB) and focusing on identifying and supporting entrepreneurs with business start ideas capable of trading in external markets.		March 2015
D11		Engaging with the UK Future of Manufacturing Study, and, through MATRIX, conduct a NI specific analysis of future opportunities and requirements.	DETI/ Invest NI/DEL	June 2013
D12	Encourage existing exporters to diversify	Provide 7,200 trade interventions of which 20% will be Stage 1 exporters (i.e. exports with less than 25% of sales outside the UK).	DETI/ Invest NI	March 2015
D13		Increase the value of manufacturing exports to emerging economies by 60%		March 2015
D14	Optimise economic impact through better cooperation between Intertradelreland, Enterprise Ireland, Invest NI and Sponsor Departments	Stimulate trade and innovation on a North/South basis by promoting 150 first time exporters and 500 jobs created or sustained.	Intertradelreland	2013

No	Objective	Action	Responsible Organisation	Timescale
D15	Competing in the Global Economy	Further hone the focus of our FDI effort to target investment aligned to global market opportunities and our research strengths as identified by MATRIX and our ongoing foresight work.	DETI/Invest NI	Ongoing
D16		Improve our support to assist local companies compete internationally by forging strategic partnerships / relationships with specified regions in fast growing emerging economies, where there are alignments with NI research and skills capabilities and global market opportunities.	DETI/Invest NI/DEL	Ongoing
D17		Work in collaboration with partners (local government and business organisations) to develop and deliver a full range of support, and remove unnecessary duplication, for companies throughout the export lifecycle covering those who are already competing in international markets to those considering exporting for the first time.	DETI/Invest NI, Councils, Business organisations	Ongoing
D18		Support the development of local export-focused clusters targeting niche global markets, based on priorities identified by MATRIX.	DETI/Invest NI	Ongoing

THEME E: DEVELOPING ECONOMIC INFRASTRUCTURE

No.	Objective	Action	Responsible Organisation	Timescale
E1	Enhance regional connectivity and competitiveness through investment in our transport infrastructure	<p>Through the Regional Transportation Strategy, invest over £500m in a programme of measures to secure more sustainable modes of travel to achieve an annual average of 77m passenger journeys by public transport including:</p> <ul style="list-style-type: none"> • By 31 March 2014 increase park and ride provision for traffic entering the Belfast Metropolitan Area by 55% over 2010 levels; • Increase dedicated bus lanes by 22% over 2010 levels; • By 2012, initiate a series of Active Travel demonstration projects; and • By 2013 provide 126 public charge posts for electric vehicles. 	DRD	March 2015
E2		Progress the upgrade of key road projects and improve the overall road network to ensure that, by March 2015, journey times on key transport corridors are reduced by 2.5%.		March 2015
E3		Substantially complete phase 2 of the upgrade to the Coleraine to Derry/Londonderry railway line.		March 2015
E4		Maintain the road infrastructure to keep it safe, effective and reliable through sustainable maintenance regimes and the timely repair of road defects.		Ongoing
E5		Ensure 65% of the motorway and trunk road network is in satisfactory structural condition.		Ongoing

No.	Objective	Action	Responsible Organisation	Timescale
E6	Facilitate economic growth through investment in our water and sewerage infrastructure	Maintain a high quality of drinking water and improve compliance with waste water standards by investing over £600m in water and sewerage infrastructure to: <ul style="list-style-type: none"> • Ensure the standard of drinking water quality is maintained at 99.7% Mean Zonal Compliance in line with Water Quality Regulations (NI) 2007; and • Ensure that the percentage of the population equivalent served by waste water treatment works with a population equivalent greater than 250 achieving compliance with the Water (NI) Order 1999 consents is maintained at an acceptable level. 	DRD/NI Water	Ongoing
E7		Improve our infrastructure to reduce leakage, cut unsatisfactory sewerage discharges, lower energy consumption and allow for future growth by focusing leakage detection and reduction with the aim of achieving and maintaining the level of leakage reported in ML/day.		Ongoing
E8	Promote the development of economic infrastructure in NI	Delivery of the 2011-15 objectives within the Strategic Energy Framework (SEF) 2010, aimed at: <ul style="list-style-type: none"> • Encouraging achievement of 20% of electricity consumption from renewable sources and 4% from renewable heat by 2015; • Building competitive energy markets; e.g. promoting the longer term integration of the Single Electricity Market within a British Isles and European wholesale electricity market; • Ensuring security of supply; e.g. supporting the development of a range of renewable technologies to ensure the most cost-effective and reliable mix of generation which maximises NI's sustainable energy resources; and • Enhancing sustainability and development of our energy infrastructure. e.g. ensuring that support mechanisms for renewable electricity are tailored and appropriate to NI's needs, within the context of the wider wholesale electricity market. 	DETI	March 2015
E9	Promote the development of technology based economic infrastructure	Ensure that all premises in NI have access to broadband services of at least 2 megabits per second (mbps).	DETI	March 2015
E10		Increase 3G mobile coverage and optimise mobile networks for delivery of superfast mobile broadband services (4G).		March 2015

No.	Objective	Action	Responsible Organisation	Timescale
E11		Increase access to high-speed telecoms services by delivering 200 additional multifunctional fibre access points.	DETI	March 2015
E12	Promote the development of tourism infrastructure.	Complete the tourism signature projects and continue to invest in relevant tourism products: <ul style="list-style-type: none"> • Opening of Titanic Belfast; • Opening of Giant's Causeway Visitor Experience; • Walled City Built Heritage Programme; and • Mourne Mountain Bike Project. 	DETI/NITB	December 2013
E13		Improve the quality of our tourism offering through the delivery of the Tourism Development Scheme.		March 2015
E14	Create urban centres which are sustainable, welcoming and accessible to all	Develop a holistic approach to urban planning which fosters vitality, viability and excellence in urban design, making our towns and cities better places to live, work and invest by: <ul style="list-style-type: none"> • Having locally-agreed and up to date Masterplans for each city and large and medium sized town in NI; • Creating Comprehensive Development (CD) opportunities and bringing at least 18 CD opportunities to the market for consideration by March 2015; • Investing in the public realm of NI's towns and cities to deliver 48 Public Realm schemes by March 2015; • Levering in an average of £3 of private investment for every £1 of public expenditure in Urban Development Grant scheme; and • Bringing forward legislation to support the creation of Business Improvement Districts, to have primary legislation in place by 2012. 	DSD	By March 2015

No.	Objective	Action	Responsible Organisation	Timescale
E15	Modernise the Planning System	Legislate to reform and modernise the planning system so that it supports the future economic development needs of NI. This will result in faster decisions on planning applications, faster and fairer appeals, stronger and simpler enforcement and a new duty to further sustainable development and well being.	DOE	2013
E16		Devolve to councils, responsibility for creating spatial Local Development Plans for managing most development within their areas and for enforcing planning decisions.		2015
E17		Increase certainty for investors in the marine area by legislating to provide for a marine spatial plan and further streamlining of certain energy licenses.		2012
E18	Wider Infrastructure Investment in Support of Economic growth	Provide new opportunities for sustainable economic development in our most scenic areas by legislating for the designation of National Parks.	DOE	2014
E19		Maintain and improve the Health Estate infrastructure in line with the Investment Strategy for NI.	DHSSPS	On-going
E20		Develop regional Sports Stadiums as agreed with the IFA, GAA and Ulster Rugby.	DCAL	2015
E21	Developing Economic Infrastructure	Prepare and adopt a marine spatial plan for our waters that will promote more efficient use of marine resources and provide greater certainty of outcomes for investors.	DOE	2014
E22		Invest to improve the transport infrastructure and do so in a smarter and more sustainable way.	DRD	Ongoing
E23		Overhaul our energy infrastructure to ensure it will be fit for purpose through to 2050 by: <ul style="list-style-type: none"> • Encouraging long term investment in the electricity grid; • Exploring prospects for further development of the natural gas network; • Encouraging proposals aimed at increasing the security of our energy supply; and • Underscoring our commitment to further integration of EU gas and electricity markets. 	DETI	Ongoing
E24		Continue to make targeted interventions in telecommunications infrastructure to ensure that we keep ahead of our competitors.		Ongoing

No.	Objective	Action	Responsible Organisation	Timescale
E25		Continue to explore options for further investment in our tourist / cultural amenities, including a fully integrated conference and exhibition facility, development of a new links Golf Course, upgrading our museums and cultural assets and creating efficient visitor friendly gateways.	DETI/NITB and other Departments	By March 2015
E26		Invest £55m in HE infrastructure and £8m in FE infrastructure to ensure the provision of modern, fit for purpose, teaching and research facilities.	DEL	2015

**THEME F: REBUILDING IMPROVING EMPLOYMENT OPPORTUNITIES AND EMPLOYABILITY,
PROMOTING EMPLOYMENT**

No.	Objective	Action	Responsible Organisation	Timescale
F1	Promote 6,300 jobs, 4,000 to be created by March 2014	Secure total investment of £225m through the Jobs Fund.	DETI/Invest NI	March 2015
F2		Provide Employment Grant support to promote 4,030 additional new jobs across a range of business sectors by March 2015, with 1,730 new jobs to be created by March 2014 and 150 new jobs created through a new "Business Growth Programme".		March 2015
F3		Provide a Business Start Grant leading to the creation of 1,500 jobs for residents of Neighbourhood Renewal Areas (NRA) and 280 jobs for young people Not in Education, Employment or Training (NEETs) who have completed an Invest NI approved business plan.		March 2014
F4		Create 340 new jobs through a range of measures aimed at strengthening the Social economy sector including development and implementation of a new "Social Economy Franchising Programme"		March 2014
F5	Help the Construction Sector	Help the Construction sector by delivering approximately 8,000 social and affordable homes over the budget period.	DSD	March 2015
F6		Help the Construction sector by delivering key road and rail projects including phase 2 of the upgrade to the Coleraine to Derry/Londonderry railway line, and investing to maintain our roads infrastructure.	DRD	March 2015
F7		Help the Construction sector by substantially completing the construction of the new Police, Prison and Fire Service Training College, utilising at least 70% of the programme capital budget by 2015.	DOJ	March 2015
F8	Employment & Employability	Move 114,000 working age benefit clients into employment by March 2015.	DEL	March 2015
F9		Stimulate 1,150 new employment opportunities in rural areas under the Rural Development Fund by 2015.	DARD	March 2015

No.	Objective	Action	Responsible Organisation	Timescale
F10		Under the Steps to Work programme, offer a period of supported self-employment for those who have an interest in running their own business.	DEL	Ongoing
F11		Take an Area Based Approach by replicating examples of good practice within the social economy sector in areas where the sector is not working as effectively, in line with Social Investment Fund priorities.	DETI/ Invest NI	March 2014
F12		Within a wider strategy which encourages young people to enter employment, education and training, address the issue of youth unemployment by delivering 6,000 work experience and training opportunities by 2015.	DEL	Strategy to be effective by 2012-13.
F13		Explore options to further address graduate unemployment with a particular focus on ensuring that our actions in this area will assist with the rebalancing of the economy.	DEL/DETI/Invest NI	During 2012
F14		To ensure that job opportunities in emerging growth sectors are supported by the new work programme and training provision available to the unemployed. This is the next generation of the Steps to Work programme. It is currently under development and will be the main adult 'back to work' programme funded by the Department.	DEL	Completed by 2015
F15		Develop and implement a Strategy to reduce economic inactivity through skills, training, incentives and job creation	DEL/DETI	Strategy Completed by March 2013
F16		Through Neighbourhood Renewal and Community Development, improve the employment opportunities of those people living in the most deprived neighbourhoods by helping them secure the skills they need to participate in the labour market. This includes helping people with poor basic literacy and numeracy skills and helping overcome any barriers to work such as a lack of affordable childcare.	DSD	Ongoing
F17		Publish and implement a Childcare Strategy with key actions to provide integrated and affordable childcare	OFMDFM	By 2015
F18		Provide £40m to address dereliction and promote investment in the physical regeneration of deprived areas through the Social Investment Fund. (SIF)		2015
F19		Invest £40m to improve pathways to employment, tackle systemic issues linked to deprivation and increase community services through the Social Investment Fund.		2015

No.	Objective	Action	Responsible Organisation	Timescale
F20		Develop and implement a Financial Capability Strategy for consumers	DETI	Strategy Completed by March 2013
F21		Publish for consultation a Public Health Strategy in 2012, recognising the interrelationship between improved health and well being and economic development.	DHSSPS	Spring 2012
F22		Maximise the social benefits of investment through the inclusion of social clauses in all public procurement contracts for supplies, services and construction.	DFP	2012/13

Glossary of Terms

Access to Capital Strategy

An approach by Invest NI to intervene to provide funds and facilitate the development of the venture capital and debt finance markets in NI.

Air Passenger Duty (APD)

A per passenger charge on air travel from UK airports. The level of duty varies depending on the class of travel (with economy class having a smaller charge) and the distance travelled.

Assured Skills Programme

This programme is designed to assure existing companies wishing to expand and potential new inward investors looking to locate their business in NI that their skills needs will be met.

Business Expenditure on Research & Development (BERD)

See *Research and Development (R&D)*

Business Improvement Training Programme

This Programme offers assistance in the form of advice and finance to businesses so that they can more effectively manage and train their workforce.

Business Improvement Districts

Business Improvement District allows businesses within a defined area to vote for collective investment in specific additional services in order to improve the commercial environment within that area. Additional services or products are funded by a local business levy and all businesses within a potential BID have the opportunity to vote on proposals before the levy is imposed.

Collaborative Network Programme

Invest NI supports business-led networks with the aim of attracting private sector companies, investors, researchers and academia to maximise collaborative opportunities in the development of new products, processes or services.

Competence Centre

Competence Centres offer groups of companies the opportunity to collaborate together with the local universities to undertake high risk, long term, strategic research work that will focus on the future needs of their markets. They bring together the experience, expertise and resources of industry and academia to achieve common research goals.

Comprehensive Development Schemes

Comprehensive Development Schemes involve a process of land acquisition and disposal to secure the better planning and regeneration of selected areas of towns and cities.

Connected Programme

Connected is an initiative involving Queen's University, University of Ulster, the six Regional Colleges and CAFRE, to help businesses improve their performance by providing access to a broad portfolio of knowledge and technology support services.

Creative Industries Innovation Fund (CIIF)

This Fund aims to stimulate innovation, R&D and creativity and encourage export focused growth within the creative industries. CIIF will support the development of commercially viable content, products, services and experiences capable of competing on the world stage.

Design Programme

This Invest NI programme aims to inspire and create understanding within businesses of the importance of design in developing commercial success. The four month course culminates with an exhibition where participants display the results achieved by the design programme.

Early Years Strategy

The Department of Education in 2009 set out a vision and plan for ensuring better outcomes for children by improving the provision and quality of services to the youngest children, their parents and families.

Economically Active

Those in employment or actively seeking employment and physically capable of taking up a job in the near future.

Economically Inactive

Those not in employment who are not actively seeking employment or are physically incapable of taking up a job in the near future

Employment Service

The statutory Employment Service is part of the Department for Employment and Learning. Its function is to help people, particularly those with specific barriers to work, to find jobs and to help employers fill vacancies.

Employer Subsidy

A cash subsidy paid to employers by the Department for Employment and Learning to incentivise the employment of the long-term unemployed.

EU Regional Aid guidelines

These set the maximum level of financial support that the Executive can provide to individual projects (as a proportion of total investment or equivalent project costs).

European Social Fund

The NI European Social Fund (ESF) Programme 2007–2013 aims to reduce economic inactivity and increase workforce skills, by contributing to the Department for Employment and Learning's (DEL) employment policies.

Foreign Direct Investment

Investment from one country into another (normally by companies rather than governments) that involves establishing operations or acquiring tangible assets, including stakes in other businesses. This is also termed inward investment.

Foundation Degrees

Foundation degrees are designed and delivered in partnership with employers to equip people with the relevant knowledge and skills for business. The study methods can be very flexible, which means that they are available to people already in work, those wishing to embark on a career change and to those who have recently completed level 3 qualifications (e.g. A levels, Advanced Apprenticeships or NVQ3). Foundation degrees can also be taken by people with few or no formal qualifications but with significant relevant experiential learning.

Fund of Funds Continuum

This is a continuum of funding provided under Invest NI's Access to Capital Strategy and includes both equity and debt solutions.

Green Economy

An economy whose growth in income and employment is driven by public and private investments that reduce carbon emissions and pollution, enhance energy and resource efficiency, and prevent the loss of biodiversity and ecosystem services, as defined by the United Nations Environment Programme.

Gross Value Added (GVA)

A measure of the economy's output based on the value of the goods and services produced by the economy minus the cost of the raw materials and other inputs used to produce them

ICT Skills

ICT is an acronym that stands for Information Communications Technology

Innovation Voucher Scheme

The scheme provides vouchers to help small businesses realise their innovation potential by matching them with suitable knowledge providers. These can be redeemed to pay for access to practical advice in support.

Intellectual Property (IP)

Any form of original creation that can be bought or sold, from music to machinery. The four main types of IP rights are patents, trademarks, designs and copyright.

Inward Investment

See *Foreign Direct Investment*

Key Stage levels

The National Curriculum is a framework used to ensure that teaching and learning is balanced and consistent. It is organised into blocks of years called 'key stages'.

Knowledge Transfer

A term used to encompass a very broad range of activities to support mutually beneficial collaborations between universities, businesses and the public sector.

Knowledge Transfer Partnership (KTP)

This is a UK wide programme that helps businesses improve their competitiveness through better use of the knowledge technology and skills from higher education institutions and further education colleges. Each partnership employs one or more recent graduates (Associates) for a period of 1-3 years on a project that will transfer knowledge from the universities and colleges into business.

Masterplan

A plan for a large area, such as a town centre, which establishes a development framework for infrastructure, buildings and public realm and presents how town centres might look in the future.

MATRIX

The Northern Ireland Science Industry Panel, which is a business led expert panel formed to advise Government on the commercial exploitation of Research and Development and science and technology.

Mean Zonal Compliance (Water Quality)

This is a method for assessing water quality used across the UK, and supported by the Drinking Water Inspectorate as an industry comparator.

Mobile Networks

3G networks are the third generation of mobile systems, providing high speed data transmission and multi-media applications such as video, audio and internet access alongside conventional voice services. 4G networks are the fourth generation of mobile systems, designed to provide faster data download and upload speeds on mobile networks.

Next-generation Broadband

OFCOM define 'next-generation broadband' as Broadband access which offers download speeds of 2Mbps (megabits per second) or greater.

Neighbourhood Renewal

Neighbourhood Renewal is a cross government strategy that aims to bring together the work of all Government Departments in partnership with local people to tackle disadvantage and deprivation in those communities throughout NI suffering the highest levels of deprivation.

Northern Ireland Diaspora

The term used to describe people with a sense of connection to NI throughout the world.

Not in Employment Education or Training (NEET)

The term NEET is almost self defining. Figures for NI are derived from the Labour Force Survey which categorises as NEET, young people aged 16-19 (narrow definition) and 16-24 (wider definition), who are not in employment, government supported training or full time education.

Organisation for Economic Co-operation and Development (OECD)

A forum in which governments can work together to share experiences and seek solutions to common problems. It measures productivity and global flows of trade and investment and sets international standards on a wide range of issues.

Open innovation

Sharing and use of new and existing ideas, research, processes and technologies.

Public Procurement

The procurement or purchasing of goods and services on behalf of a public authority, such as a Government Department or agency.

Private Sector Median

Median is a mathematical measure of average, defined as the middle number in a group of data arranged in order. For example the Private Sector Median salary relates to the "middle" gross annual salary for a group of private sector employees.

Productivity

The measure of output per employee per period of time, either per year or per hour worked.

Proof of Concept Programme

This programme supports the pre-commercialisation of leading-edge technologies emerging from NI's research organisations, which helps researchers to export their ideas and inventions from the laboratory to the global marketplace.

Public Realm Schemes

This relates to schemes to develop those parts of the built and natural environment where the public has free access.

Qualifications

Qualifications are a measure of skills from entry level to level 8 (equivalent to a PhD).

Renewable Energy

Renewable energy flows derived from natural processes that are replenished constantly such as sunlight, wind, tides and geothermal heat.

Research and Development (R&D)

Defined by the OECD as "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications".

The gross domestic expenditure on research and development is usually broken down among four sectors of performance: business enterprise, government, higher education and private non-profit. In general, business expenditure on R&D (BERD) accounts for the largest part of R&D activities.

Rural

Settlements with a population of 4,500 or less are defined as rural as determined by the DARD Inter-Departmental Urban- Rural Definition Group. On the basis of this definition, approximately 65% of the 1.7 million inhabitants of NI live in urban areas and 35% in rural areas.

Skills Shortage

Where employers experience difficulties in recruiting to specific posts due to a lack of applicants with the necessary skills, work experience or qualifications.

Social Enterprise

Businesses with primarily social objectives whose surpluses are principally re-invested for that purpose in the business or in the community

Social Exclusion

A term used to describe what can happen when people or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, bad health, and family breakdowns'.

Social Investment Fund

This £80million Social Investment Fund aims to improve pathways to employment, tackle systemic issues linked to deprivation, increase community services and address dereliction.

Small and Medium Sized Enterprises (SMEs)

Businesses with fewer than 250 employees.

STEM

This term refers to studies in the subjects of Science, Technology, Engineering and Mathematics (STEM).

Steps to Work Programme

Steps to Work is an innovative programme to help people move into and sustain employment. This includes work experience, training, and qualifications which can be tailored to suit individual needs.

Strategic Energy Framework (SEF)

The SEF 2010 details NI's energy future over the next ten years or so and illustrates the key energy goals in terms of building competitive markets, ensuring security of supply, enhancing sustainability and developing our energy infrastructure. It also confirms the new and ambitious renewable electricity and renewable heat targets by 2020.

Sustainable Development

Development which meets the needs of the present without compromising the ability of future generations to meet their own needs.

Tourism Signature Projects

NITB has identified the best opportunities for tourism growth through five Signature Projects. These are; Saint Patrick and the Christian Heritage; The Mournes; The Causeway Coast and Glens; The Walled City of Derry; The Titanic.

Trade Interventions

A range of measures focused on developing the export marketing capability of companies. It includes advice to companies on how to approach exporting through to Export Skills workshops, access to export clusters, information on strategic alliances & partnerships and entry into key markets through trade promotion & development.

Transnational Technology Transfer Agreement

The Innovation Relay Centre promotes transnational technology transfer offering up to date information on European companies and organisations with technologies ready for transfer or with specific problems requiring technological solutions.

Venture Capital Investment

Unsecured funding provided by specialist firms to start-up firms and small businesses with perceived, long-term growth potential, in return for a proportion of the company's shares.

Welfare Reform

The Coalition Government has introduced a Welfare Reform Bill which aims to introduce changes to the benefit system throughout the UK.

Working Age Population

The total population in a region, within a set range of ages, that is considered to be able and likely to work. This working-age population measure is used to give an estimate of the total number of potential workers within an economy. In NI the working age population is calculated on the age range of 16 to 64.

Worklessness (Joblessness)

The term worklessness goes further than those who are unemployed and includes those who are 'economically inactive'. Many are outside the labour market voluntarily because of family responsibilities or early retirement. However the evidence suggests that many others would want a job and would work if they had the right opportunity, incentive or path back into employment.