

From: [Rose, Jacqui](#)
To: [Mills, John \(DETI\)](#); [Thompson, Mike](#); [Murphy, Shane](#); [Cooper, Trevor](#); [Kerr, Jackie](#); [Johnston, Wendy](#); [Brush, Paul](#); [Hinds, John](#); [Fleming, Lorraine](#); [Cunningham, Dennis](#); [Donnelly, Carol](#)
Cc: [Sterling, David](#); [Thomson, David](#); [Rooney, Eugene](#); [Rodgers, Philip](#); [Pyper, Alistair](#); [Corr, Danny](#); [Hawthorne, Jill](#); [Rutherford, Paul](#); [Loughrin, Garvin](#); [McCleave, Assumpta](#); [Mullan, Deirdre](#); [Moffett, Alistair \(InvestNI\)](#); [m.hazelton@nitb.com](#); ["dleeson@consumercouncil.org.uk"](#); [Murray, Celine](#); [Rose, Jacqui](#); [Neth Energy](#); [Dolaghan, Paul](#); [Tourism Policy Email \(DETI\)](#); [Telecoms Policy E-mail \(DETI\)](#); [Preston, Alan](#); [White, John \(DETI\)](#); [Young, Michael \(DETI\)](#); [Crossin, Nuala](#); [EPDAdmin](#); [Finance Branch](#); [Brankin, Bernie](#); [O'Hare, Carmel](#); [McCormick, Marese](#); [Colacio-McAlister, Esther](#); [Co-ordination Mailbox](#); ["bpi@nitb.com"](#); [Johnston, Iris](#); [McCoy, Laura](#); [EuropeanSupportUnit](#); [Hamilton, Maeve](#); [Pauley, Alberta](#); [Analytical Services](#); [Kieran, Julianne](#); [Mateer, Kim](#); [Bloomer, Adrienne](#); [Rooney, Therese](#); [DG DETI Press Office](#)
Subject: PERFORMANCE MONITORING TO Q/E 30 JUNE 2014 - DETI CORPORATE PLAN 2011-15 & DETI OPERATING PLAN 2014/15
Date: 13 June 2014 12:03:48
Attachments: [Performance Monitoring June 2014 - Commissioning memo for Q1 Performance against targets.DOCX](#)
[Performance Monitoring June 2014 - progress against Balanced Scorecard A1-A8.DOCX](#)
[Performance Monitoring June 2014 - progress against Balanced Scorecard B1-B5.DOCX](#)
[Performance Monitoring June 2014 - progress against Balanced Scorecard C1-C3.DOCX](#)
[Performance Monitoring June 2014 - progress against Balanced Scorecard D1-D3.DOCX](#)

All,

Background:

Please see attached commissioning memo which launches the Q1 performance monitoring exercise against the DETI Operating Plan 2014/15. Also attached are the 4 templates (A - D) which need to be completed.

Action & Date for Return:

All returns, with NDPB returns to be cleared by Sponsor Branch officials, to be sent to clumailbox@detini.gov.uk by no later than **Noon, Thursday, 31 July 2014**.

NB: As per para 9 of the memo, individual Divisional / Branch Plans should also now be updated to reflect the Q/E 30 June 2014 position.

Thank you

David McCune

Central Management Branch
Department of Enterprise, Trade & Investment
Netherleigh
Massey Avenue
Belfast, BT4 2JP
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Please consider the environment - do you really need to print this e-mail?



From: David McCune
Central Management Branch

Date: 13 June 2014

To: DETI HODs / Grade 6s
DETI Sponsor Branches

cc: copy distribution list below

**PERFORMANCE MONITORING TO Q/E 30 JUNE 2014:
DETI OPERATING PLAN 2014/15 & DETI CORPORATE PLAN 2011-15**

Introduction

1. This memo commissions the first quarter performance monitoring exercise for the DETI Operating Plan (2014/15) targets to quarter end 30 June 2014 and the DETI Corporate Plan (2011-15).
2. The Q1 performance outturn will be presented to the September 2014 meeting of the DETI Departmental Board.

Monitoring Templates

3. Templates A - D attached reflect the detail of the DETI Operating plan objectives and targets (columns A & B). The PfG Commitments embodied within the DETI Corporate Plan, together with references to the Economic Strategy and the 4-year Corporate Plan targets are highlighted for ease of reference.

Action

4. Please complete columns C-F for templates A - D against the 2014/15 targets, as appropriate. The reporting of "status" is on the four traffic light classification system (RAG – see **Annex A**).

Slippage Reports – Requirement by DETI Departmental Board

5. If RAG status is reported as amber or red in any of the columns C, D or E, a "slippage" pro-forma must be completed (**Annex B**). This is required by the Departmental Board. Each slippage report must show the RAG status for both the year-end and the Corporate Plan-end periods. The forms at Annex B reflect this.
6. Please ensure that you report progress against all relevant targets across the templates for your respective business areas. **The "RAG status" and "commentary" columns must be completed for all targets. In addition, the commentary must address the impact of all red and amber RAG ratings.**

DETI Sponsor Branches & NDPB Monitoring Returns

7. DETI Sponsor Branches must commission, co-ordinate and sign-off the returns from respective NDPBs **before** returning these to DETI CLU by the required deadline. **Annex C** must be completed by the relevant Sponsor Branch Official to confirm sign-off of the returns. Sponsor Branches should allow adequate time for checking the NDPB returns, ensuring that these fully meet the requirements as per paragraphs 4 – 6 above.

Reporting on PfG Commitments

8. It is anticipated that OFMDFM will commission an exercise towards end June 2014 on Q1 progress against the PfG Delivery Plans. DETI EPD colleagues lead on the reporting of DETI PfG Delivery Plans.

Update of Divisional Plans

9. You are reminded that individual DETI business areas & NDPB Divisional / Branch Plans should also now be updated and monitored to Q/E 30 June 2014.

Date for Return

10. All responses (as per paras 4 – 7 above), should be forwarded to clumailbox@detini.gov.uk and cc'd to jacqui.rose@detini.gov.uk by **Noon, Thursday, 31 July 2014**. Any queries about this exercise should, in the first instance, be directed to Jacqui (29265).

[Signed]

DAVID MCCUNE

 29422

cc: David Sterling
David Thomson
Eugene Rooney
Celine Murray (o/r)
Phil Rodgers
Alistair Pyper
Danny Corr (Sponsor Branch, Invest NI)
Jill Hawthorne (Sponsor Branch, NITB)
Paul Rutherford (Sponsor Branch, NITB)
Garvin Loughrin (Sponsor Branch, CCNI)
Assumpta McCleave (Sponsor Branch, HSENI)
Deirdre Mullan (HSENI)
Alistair Moffett (Invest NI)
Marc Hazleton (NITB)
Don Leeson (CCNI)
Jacqui Rose

ANNEX A

EXPLANATION OF TRAFFIC LIGHT SYSTEM

GREEN	<ul style="list-style-type: none"> • Where targets have already been met (and, if relevant, should continue to be met); • Where progress is on track and interim milestones are being achieved or exceeded; • Where there is significant confidence, drawing on robust monitoring systems/data, around the prospects for delivering the targeted outcome on schedule; • For level of service indicators also; <ul style="list-style-type: none"> ○ The target level of service is currently being met; ○ The target level of service is expected to continue to be met.
AMBER/ GREEN	<ul style="list-style-type: none"> • Where progress is broadly on track and is broadly meeting interim milestones, perhaps with small but redeemable deviations from plan; • Progress has been good but there is diminished confidence around sustaining future progress towards the targets; • There is significant confidence around the prospects of getting close to the targeted outcome. • For level of service indicators also; <ul style="list-style-type: none"> ○ The target level of service is currently very close to being met (and no more than 5% away from the target); ○ There is confidence around meeting the target level of service in the in future.
AMBER	<ul style="list-style-type: none"> • Where there is a lack of robust information on progress, or the rate of progress is less than planned, against the targeted outcome; • Where some measurable progress has been made but the rate of progress is less than anticipated or falling appreciably short of interim milestones; • Where there is significant doubt around the achievement of the target outcomes in the targeted timeframe. • For level of service indicators also; <ul style="list-style-type: none"> ○ There is a lack of information on the current level of service; ○ The target level of service is within 10% of being met; <p>There is confidence around improving performance against the standard in the (near) future.</p>
RED	<ul style="list-style-type: none"> • Where little or no progress has been observed; • Where the measured rate of progress is highly unlikely

	<p>to lead to the achievement of the targeted outcome;</p> <ul style="list-style-type: none"> • Where delivery of the targeted outcome is likely to be achieved, but with significant delay; • Where confirmed baselines and/or milestones have not been established; • For level of service indicators also; <ul style="list-style-type: none"> ○ The current level of service is some distance away from the level targeted - in excess of 10% (as opposed to 10 percentage points). ○ The service standard is within 10% of being met but not expected to exhibit any real improvement in the future.
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In indicating the status of targets using the four traffic light system, the following points should be considered:

- Quarterly assessments should be a snapshot of progress now towards delivery at year-end. The overall assessment is looking forward, i.e. given the current picture, likely future developments and risks, what is the current expectation for year-end?
- In general, traffic light assessments should be forward-looking. Therefore if a target/milestone has been missed and, as a result, the target has been revised, then future assessments should be based on the new target level. However in this case it is important to consider the level of ongoing risk to delivery i.e. if problems have arisen previously, does that make future problems more likely? This might be a particular concern if the final date for delivery is still some way off.
- Red traffic lights should not be considered automatically reflecting badly on those responsible for delivering an objective. Some Reds are probably inevitable and form a necessary part of the overall picture. However, Red traffic lights should always be a trigger for discussion on whether there is corrective action that can be taken to bring delivery back on track.

**HEAD OF DIVISION / NDPB CHIEF EXECUTIVE PRO FORMA FOR REPORTING
SLIPPAGE IN TARGETS**

PfG Commitment / DETI Corporate Plan 2011-15 target	
Corresponding DETI Operating Plan 14/15 target	
Figure achieved to date	
Status of targets (G / AG / A / R)	2011 / 15: 2014 / 15:
Explanation of slippage	
Remedial action being taken	
Has the policy/ delivery mechanism been reviewed to ensure it is effective?	

**Senior Responsible Owner:
(DETI Head of Division/ NDPB Chief Executive)**

Date:

SIGNING OFF STATEMENT

(Q1 – end June 2014)

SPONSOR BRANCH: _____

I certify that I have quality checked the returns from _____ (NDPB),
for Q/E June 2014 and confirm that these are accurate.

Signed: _____ Sponsor Branch Official

Print Name: _____

Date: _____

A1: TO DEVISE STRATEGIES AND POLICIES FOR THE DEVELOPMENT OF A DYNAMIC, INNOVATIVE [EXPORT-LED] ECONOMY IN NORTHERN IRELAND

LEGEND:

PFG Commitments	
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(A1 – A8)					
A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
1. Year 2 report to the Executive Sub-Committee on the Economy by summer 2014. CP (No.3) Shane Murphy, EPD	Commission monitoring exercise on NIES and Economy and Jobs Initiative (EJI) by April 2014.				
	Draft Report to the Executive Sub-Committee before summer recess.				
2. Provision of economic research to enable evidence based policy making. CP (No.4) Shane Murphy, ASU	Deliver 6 research projects during 2014/15.				
3. Provide analytical support to DETI policy divisions as required. CP (No.5) Shane Murphy, ASU	Deliver final agreed ASU Work Programme for 2014-15 and Business Plan by March 2015.				

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
4. To have agreed with HMT an appropriate mechanism capable of legislating for the implementation of a workable devolved Corporation Tax for NI prior to the end of this Parliament in the event of a positive decision on Corporation Tax. PfG (No.2) ES (D1) CP (No.7) Shane Murphy, EPD	By autumn 2014 secure agreement on the appropriate mechanism for taking forward the devolution of Corporation Tax powers before the 2015 General Election, in the event of a positive decision by the UK Government.				
5. Publish the Innovation Strategy by end July 2014. CP (No.8) Shane Murphy, EPD	Executive agreement. July 2014 - Publish and launch final Innovation Strategy.				

A2: TO STIMULATE INNOVATION, R&D AND CREATIVITY

LEGEND:

PFG Commitments	
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(A1 – A8)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
6. Secure £80m Investment in R&D. PfG (No.5) ES (A1) CP (No.9) Invest NI	£80m secured by March 2015				
7. Establish Competence Centres. ES (A2 & A3) Cp (No.10) Invest NI	Establish 2 Competence Centres by March 2015.				
8. Support First Time R&D. ES (A2 & A3) CP (No.10) Invest NI	Support 125 companies to engage in First Time R&D.				
9. Encourage Open Innovation. ES (A2 & A3) CP (No.10) Invest NI	Deliver 2,800 Innovation Interventions in NI companies by March 2015.				

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
10. Commercialise outcomes from knowledge transfer. ES (A2 & A3) CP (No. 10) Invest NI	6 collaborative networks established by March 2015.				
	35 Knowledge Transfer Partnership projects supported by March 2015.				
11. Develop capability through technology & process development. ES (A2 & A3) CP (No.10) Invest NI	375 companies engaged with Design Service by March 2015; 60 of which to undertake strategic design interventions by March 2015.				
	10 Proof of Concept (PoC) Projects supported by March 2015.				
12. Increase Resource Efficiency/Productivity/Competitiveness. ES (A2 & A3) CP (No.10) Invest NI	210 Innovation Vouchers delivered by March 2015.				

(A1 – A8)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
	250 eBusiness projects supported by March 2015.				
	£15m of resource and waste prevention savings identified by March 2015.				

A3: TO IMPROVE, IN CONJUNCTION WITH DEL, EMPLOYABILITY AND THE LEVEL, RELEVANCE AND USE OF SKILLS

LEGEND:

PFG Commitments	
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(A1 – A8)					
A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
13. Investment in key skills. ES (B9) CP (No.13) Invest NI	£30m investment in skills secured by March 2015.				

A4: TO HELP NORTHERN IRELAND BUSINESS COMPETE IN THE GLOBAL ECONOMY

LEGEND:

PfG Commitments	
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(A1 – A8)						
A	B	C	D	E	F	
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary	
14. Secure inward investment from key sectors. PfG (No.1) ES (D4) CP (No.16)	2,450 jobs promoted from Inward Investors by March 2015 of which 1,838 (75%) will pay salaries above the NI PSM.					
	600 FDI jobs will be from companies new to NI of which 450 will pay salaries above the NI PSM.					
	PfG (No.3) ES (D5 & D6) CP (No.17) Invest NI	£280m Inward Investment commitment by March 2015.				
		£68m per year of new wages and salaries by March 2015.				

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
15. Encourage Export growth. PfG (No.4) ES (D13) CP (No.18) Invest NI	13% increase in value of manufacturing exports achieved by March 2015.				
	60% increase in value of manufacturing exports to emerging countries achieved by March 2015.				
16. To develop and agree an Exports Action Plan by December 2014. Shane Murphy, EPD	Plan submitted to Ministers by December 2014.				
17. Encourage First time exporters. ES (D9) CP (Nos.19 & 20) Invest NI	100 new start-ups selling to GB by March 2015.				
	18 start-ups selling outside the UK by March 2015.				

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
ES (D12) CP (No.21) Invest NI	1,900 trade interventions provided by March 2015 of which 420 will be with Stage 1 Exporters (companies new to exporting) 500 will assist companies to diversify into new markets.				
18. Secure best possible outcome for permissible regional aid for large enterprises post June 2014. CP (No. 24) Shane Murphy, EPD	By June 2014, secure permissible regional aid support for large enterprises.				
19. Increase tourism revenue to £676m and visitor numbers to 4.2m by end December 2014. PfG (No.6) ES (C37) CP (Nos.25 & 26) Mike Thompson, TTGP	Increase tourism revenue and visitor numbers split as follows: GB/Overseas markets (TI) £450m. Domestic & ROI markets (NITB) £226m.				

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(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
<p>20. Build on the success of the many high profile events and world class tourism product delivered in 2012 and 2013 to implement an annual tourism events programme.</p> <p>PfG (No.65) ES (C23) CP (No.28) Mike Thompson, TTGP/NITB/TI</p>	<p>Successful delivery of the 14/15 Tourism Events Fund by end March 2015.</p> <p>Future major event secured by end of Q4 2014/15</p> <p>Strategic Outline Case (SOC) completed by Quarter 2.</p>				
<p>21. Support the delivery of the Giro d'Italia.</p> <p>PfG (No.18) ES (C20 & E12) CP (No.27) Mike Thompson, TTGP/NITB</p>	<p>140,000 visitors, of which 42,000 out of state.</p>				

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
<p>22. Complete Review of NITB and wider tourism structures and establish way forward for tourism at a strategic level.</p> <p>Mike Thompson, TTGP</p>	<p>Outcome of NITB and wider tourism structures is expected in Quarter 1.</p> <p>Plan of action arising from review recommendations to be agreed by Quarter 2.</p>				
<p>23. To work with stakeholders to implement the agreed actions in the Strategic Plan for the Agri-food sector, and monitor progress.</p> <p>PfG (No.24) ES (D3) CP (No.29) Shane Murphy, EPD</p>	<p>To facilitate six Agri-Food Strategy Board meetings in 2014/15.</p>				
<p>24. Roll out the Agri-Food Loan Scheme to relevant sectors.</p> <p>PfG (No.24) ES (D3) CP (No.29) Shane Murphy, EPD</p>	<p>Agri-Food Loan Scheme to be rolled out to all feasible / relevant sectors by December 2014.</p>				

DFE-270085

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
25. Ensure progress against delivery of targets in the Access to Finance Action Plan. CP (No.30) Shane Murphy, EPD	During 2014/15 to monitor and report on progress against targets in the Access to Finance Action Plan, in conjunction with DFP, Invest NI and other key stakeholders.				

A5: TO ENCOURAGE BUSINESS GROWTH

LEGEND:

PfG Commitments	
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(A1 – A8)					
A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
26. Supporting wages, salaries and job creation in locally owned companies. PfG (No.1) ES (C1) CP (No.31) PfG (No.3) ES (C2 & D4) CP (No. 32) Invest NI	1,520 jobs promoted by March 2015 of which 760 (50%) will pay salaries above the NI PSM.				
	£115m investment commitments secured by March 2015.				
	£30m in new wages and salaries secured				
27. New business development. PfG (No.1) ES (C5) CP (No.33) Invest NI	2,630 new jobs promoted in new start-up business by March 2015.				
28. Encourage the growth of new social economy enterprises. ES (C10) CP (No.34) Invest NI	60 Social Economy Start-Ups supported by March 2015.				
	With DSD, establish 11 social enterprise hubs by summer 2014.				

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
29. Continue to lead on the development of social economy policy and to contribute to the development and implementation of an integrated, strategic approach to the social economy. CP (No.35) Shane Murphy, EPD	During 2014/15, monitor progress against the Social Economy Action Plan by facilitating up to 3 SEPG meetings.				
	By September 2014, agree Year 3 Social Enterprise NI operating plan.				
	Hold 12 progress meetings with Social Enterprise NI during 2014/15.				
30. Access to Finance. PfG (No.7) ES (C7) CP (No.37) Invest NI	150 SMEs able to access funding by March 2015.				
	£12.5 m of loans offered to SMEs through the Growth Loan Funds.				

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A6: TO PROMOTE THE DEVELOPMENT OF ECONOMIC INFRASTRUCTURE

LEGEND:

PFG Commitments

(A1 – A8)					
A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
31. Competitive Energy Pricing. CP (No.38) John Mills, Energy	By May 2014, complete exercise on part of NIAUR / DETI Working Group into drivers of electricity pricing and composition / allocation of network charges.				
	During 2014/15, ensure monitoring of any electricity / gas tariff reviews.				
32. Regional Market Integration. CP (No.38) John Mills, Energy	By August 2014, secure Ministerial agreement of SEM Committee preferred High Level Design.				
33. New energy licence modifications and appeals process. CP (No.38) John Mills, Energy	By June 2014, make Regulations to establish new electricity and gas licence modification and appeals arrangements.				
34. Adequate power generation capacity. CP (No.39) John Mills, Energy	During 2014/15, work towards implementation of decision for provision of additional 250MW (minimum) of conventional power generation.				

(A1 – A8)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
35. Security of natural gas/ electricity supply. CP (No.39) John Mills, Energy	During 2014/15, work with DECC, DCENR and respective Regulatory Authorities to meet obligations in EC Regulation 994/11 (Security of Supply) and EC Regulation 347/13 (TEN-E Infrastructure) to support NI security of gas and electricity supply.				
36. Smart Meter provision. CP (No.39) John Mills, Energy	By March 2015, in collaboration with NIAUR, complete relevant Privacy Impact Assessment.				
37. Transposition of Energy Efficiency Directive (EED). CP (No.40) John Mills, Energy	By May 2014, make and lay Regulations in Assembly to ensure NI compliance ahead of EED deadline of 5 June.				

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
38. Energy Primary Legislation. CP (No.40) John Mills, Energy	By December 2014, secure: (i) Introduction of Energy Bill to NI Assembly; and (ii) Executive approval for Offshore Renewable Energy Bill.				
39. Electricity Market Reform (EMR). CP (No.40) John Mills, Energy	By December 2014, finalise draft NI Feed-in Tariff Contracts for Difference arrangements.				
40. Grid Development. CP (No.40) John Mills, Energy	By September 2014, secure formal project designation under the 2014-2020 ERDF programme.				
41. North / South Interconnector. CP (No.40) John Mills, Energy	During 2014/15, ensure full DETI support for delivery of second North / South interconnector.				
42. Gas Network Extension. CP (No.40) John Mills, Energy	By December 2014, issue Letter of Offer in respect of NI Executive grant for gas extension project.				

DFE-270091

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
43. Detailed analysis of costs / benefits of SEF 40% target. PfG (No.13) ES (E23) CP (No.41) John Mills, Energy	By December 2014, publish study findings into costs / benefits of SEF 40% Renewables target.				
44. Mid-term review of SEF 2010. PfG (No.13) ES(E23) CP (No.41) John Mills, Energy	By December 2014, ensure process/resources in place to facilitate mid-term review of SEF 2010.				
45. Renewable Electricity Incentivisation. PfG (No.13) ES (E23) CP (No.41) John Mills, Energy	By March 2015, deliver necessary legislative amendments to Renewables Obligation Order.				
46. Renewable Heat Incentive (RHI) Phase 2 (Domestic) PfG (No.13) ES (E23) CP (No.41) John Mills, Energy	By May 2014, finalise secondary legislation to enable launch of RHI (Domestic) scheme.				

DFE-270092

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
47. Expansion of non-domestic RHI. PfG (No.13) ES (E23) CP (No.41) John Mills, Energy	By December 2014, amend current legislation to facilitate expansion of the non-domestic RHI.				
48. Implement the Northern Ireland Broadband Improvement Project (NIBIP) as per contract with supplier. ES (E9) CP (No.42) Mike Thompson, TTGP	Reach 30,000 premises by March 2015.				

A7: TO IMPROVE EMPLOYMENT OPPORTUNITIES

LEGEND:

PfG Commitments	
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(A1 – A8)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
49. New job creation and employment opportunities in response to the economic downturn. PfG (No.1) ES (F1) CP (No.47) Invest NI	1,400 jobs promoted through Jobs Fund by March 2015.				
	2,000 jobs to be created through the Jobs Fund by March 2015.				
50. To complete NI transposition of European Directive 2009/31/EC on the geological storage of carbon dioxide ("The CCS Directive"). Mike Thompson, TTGP	Legislation enacted.				

(A1 – A8)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
51. Prepare Draft Strategy to Tackle Economic Inactivity. PfG (No. 27) ES (F15) CP (Nos.48 & 49) Shane Murphy, EPD	Final Draft Strategy to be agreed by Summer 2014.				

A8: TO DELIVER A REGULATORY FRAMEWORK WHICH ENCOURAGES BUSINESS AND COMMERCE, WHILE ALSO PROTECTING CONSUMERS AND WORKERS

LEGEND:

PFG Commitments	
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(A1 – A8)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
52. To embed the guidance (once approved) in the policy development process and promote it with NICS officials as appropriate. CP (No.51) Shane Murphy, EPD	Increased use of new guidance by NI Departments.				
53. Economic Pact Implementation. Shane Murphy, EPD	Report monthly to OFMdfM commencing April 2014.				
54. Economic Pact: Review of Business Red Tape. Shane Murphy, EPD	Progress work plans covering 4 key strands of communication / information; applicability of UK policies in NI; regulatory delivery / implementation and devising a model and pilot on three sectoral reviews. Review to progress to completion by summer 2014.				

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
	Report on findings and recommendations to be produced by end Summer 2014 for Minister.				
55. To deliver an integrated debt advice service (delivered through face to face outlets, telephone helpline and website) to consumers. CP (No.52) Jackie Kerr, BRD	To deliver the contractual hours of face to face debt advice across 19 Council areas by March 2015.				
	To ensure that contractor provides a freephone debt advice helpline available Mon-Fri 9.00am – 5.00pm up until end March 2015.				
	Monitor availability and content of website offering range of debt advice services in accordance with the contract during 2015.				

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
56. To progress the Insolvency (Amendment) Bill. CP (No.53) Jackie Kerr, BRD	To have obtained Royal Assent to the Bill by March 2015.				
57. To file Director's Disqualification and BRO proceedings within statutory periods. CP (No.54) Jackie Kerr, BRD	To ensure that all activities are carried out, and monitored, to allow statutory deadlines to be met.				

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
58. To measurably reduce the negative financial impact of consumer detriment on the NI economy while encouraging and supporting legitimate business growth and competitiveness. CP (No.55) Jackie Kerr, BRD	To reduce consumer detriment within the NI economy, year-on-year, by not less than £5m.				
59. Submit report on the impacts of the Financial Capability Strategy to Executive by March 2015. CP (No.59) Jackie Kerr, BRD	Analyse Omnibus Survey results re Financial Capability Strategy evidence base by 31 December 2014.				
60. Orderly management and realisation of PMS assets and servicing of loan agreement. CP (No.61) Jackie Kerr, BRD	Receipt of the next scheduled capital repayment and interest by November 2014.				
61. To progress the Credit Unions and Industrial & Provident Societies Bill. CP (No.61) Jackie Kerr, BRD	By June 2014, introduce into the Assembly a Bill updating credit union and IPS legislation.				

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B1: TO PROVIDE CLEAR POLICY DIRECTION AND TARGETS, AND THE NECESSARY RESOURCES TO DELIVER THOSE TARGETS

LEGEND:

PFG Commitments	
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(B1 – B5)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
62. Effective Management of Annual Budgets. CP (No.63) Trevor Cooper, Finance Division	Annual budgets confirmed to ALBs and Departmental Business Areas before commencement of each financial year.				

B2: TO MONITOR THE PERFORMANCE OF OUR NON-DEPARTMENTAL PUBLIC BODIES AND NORTH SOUTH BODIES AND PROVIDE FEEDBACK AS NECESSARY

LEGEND:

PFG Commitments	
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(B1 – B5)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
63. To ensure that NDPBs and N/S Bodies manage their budgets effectively to ensure that they optimise the use of available funds. CP (No.64) Trevor Cooper, Finance Division	NDPBs and N/S Bodies to achieve 98% Resources and 97% Capital outturn against Final Plan Budgets for the 2014/15 financial year subject to exceptional items.				
64. To ensure effective oversight of DETI's Arm's Length Bodies in regard to governance, accountability and finance. Trevor Cooper, Finance Division	To ensure effective Oversight and Liaison meetings are held with the ALBs on a timely basis.				

B3: TO WORK WITH OUR SOCIAL PARTNERS TO GAIN A BETTER UNDERSTANDING OF OUR ECONOMIC CHALLENGES AND TO GAIN THEIR SUPPORT IN THE DELIVERY OF THE EXECUTIVE’S ECONOMIC POLICY GOALS AND OBJECTIVES

LEGEND:

PFG Commitments	
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(B1 – B5)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
65. Facilitate Social Partner Body attendance or input at 2 meetings of the Economic Advisory Group during 2014/15. CP (No.67) Shane Murphy, EPD	One engagement between EAG and a social partner body by September 2014.				
	Three formal Economic Advisory Group meetings during 2014/15.				

B4 OBJECTIVES ARE FULLY ACHIEVED

B5: TO ENGAGE EFFECTIVELY WITH THE EUROPEAN UNION TO SECURE THE MAXIMUM FINANCIAL AND NON-FINANCIAL SUPPORT AVAILABLE FOR GROWING THE NI ECONOMY

LEGEND:

PFG Commitments

(B1 – B5)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
66. To meet the 2014 cumulative expenditure target of €253.5m ERDF. CP (No.71) Paul Brush, ESU	By December 2014 to have verified eligible expenditure and submitted claims amounting to the value of €51.5m which will achieve the cumulative target.				
67. Secure the maximum DETI allocation of ERDF. CP (No.72) Paul Brush, ESU	By June 2014 to have secured Executive approval of the 2014 – 2020 ERDF Investment for Growth and Jobs Programme.				
	By March 2015 to have contributed to increasing the drawdown of funds through the effective leadership and co-ordination of Economy Sub-Group.				

(B1 – B5)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
68. Co-ordinate the development of the Barosso Taskforce Economy Sub Group Action Plan for 2014-2015 and report progress to Junior Ministers against this Action Plan, in line with OFMdFM reporting requirements. CP (No.73) Paul Brush, ESU	Co-ordination of quarterly updates on the Economy Action Plan.				

C1: TO ENSURE EFFECTIVE COMMUNICATION OF DEPARTMENTAL OBJECTIVES AND PERFORMANCE TO TARGET AUDIENCES

LEGEND:

PFG Commitments	
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(C1 – C3)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
69. Ensure effective communication with the media. CP (No.74) Wendy Johnston, HRCS Division	Review, quality control and issue 95% of news releases allied to an event within the timeframe agreed with Minister and officials.				
70. Seek appropriate media coverage of DETI policy. CP (No.75) Wendy Johnston, HRCS Division	Continue to provide an initial response to 95% of enquiries within the media deadline.				

C2 OBJECTIVES ARE FULLY ACHIEVED

**C3: TO MAINTAIN AND REVIEW THE EFFECTIVENESS OF THE DEPARTMENT'S PROCESSES FOR:
FINANCIAL MANAGEMENT; CORPORATE GOVERNANCE AND RISK MANAGEMENT; INFORMATION SECURITY;
BUSINESS CONTINUITY; EMERGENCY PLANNING; AND ASSEMBLY / EXECUTIVE BUSINESS**

LEGEND:

PFG Commitments	
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(C1 – C3)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
71. To maintain and review the effectiveness of the Department's processes for corporate governance and risk. CP (No.80) Trevor Cooper, Finance Division	To issue updated guidance by December 2014.				
	Commence investigation of available data matches to be investigated by March 2015.				
72. Outturn against Final Plan Budgets for the 2014/15. CP (No.80) Trevor Cooper, Finance Division	To achieve 98% Resource and 97% Capital outturn against Final Plan Budgets for the 2014/15 financial year subject to exceptional items.				

(C1 – C3)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
73. DETI and NDPBs to deliver efficiencies of £2.4m in 2014/15. CP (No.80) Trevor Cooper, Finance Division	Bi-annual update report to DFP on progress towards meeting efficiency targets.				
74. To have no information security incidents/ breaches for 2014/15. CP (No.83) Wendy Johnston, HRCS Division	On-going departmental accreditation of Line of Business systems.				
75. Ensure compliance with all Information Security Policies. CP (No.83) Wendy Johnston, HRCS Division	Internal Audit annual review of Information Governance. Security Risk Management Overview report to HOCS by June 2014.				
76. Ensure all BCPs for every DETI business area are up-to-date and fit for purpose. CP (No.84) Wendy Johnston, HRCS Division	To hold 3 BCP Steering Group meetings in 2014/15.				

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(C1 – C3)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
77. Updating of National Emergency Plan for Fuel (NEP-F). CP (No.85) John Mills, Energy Division	By August 2014, following major review of the National Emergency Plan for Fuel (NEP-F), agree with DECC an updated NI Response Strategy for Fuel Disruption.				
78. Clearance within the deadlines of each AQ. CP (No.86) Wendy Johnston, HRCS Division	90% AQ answers provided within the deadlines.				

D1: TO HAVE STAFF WHO ARE ENGAGED, WHO HAVE CLEAR GOALS, OBJECTIVES AND TARGETS, WITH THE APPROPRIATE KNOWLEDGE AND SKILLS TO DELIVER THEM

LEGEND:

PFG Commitments	
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(D1 – D3)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
79. To develop and implement a DETI Improvement Plan on foot of the results of the 2013/14 Staff Survey. CP (No.87) Wendy Johnston, HRCS Division	Produce overall Departmental Improvement Plan including corporate and Divisional actions by June 2014.				
80. To work with managers and staff to achieve agreed absence target for DETI 2014/15. CP (No.88) Wendy Johnston, HRCS Division	Achieve target of no more than 7.5 days.				
81. To ensure a high level of compliance in completion of PPAs and PDPs. CP (No.89) Wendy Johnston, HRCS Division	80% of PPAs and PDPs in place by June 2014.				

D2: TO ENSURE THAT THE DEPARTMENTAL BOARD OVERSEES THE DEVELOPMENT OF OUR CAPACITY AND CAPABILITY (AND MONITORS OUR PERFORMANCE) USING THE BALANCED SCORECARD PROCESS

LEGEND:

PFG Commitments	
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(D1 – D3)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
82. DETI & NDPB Divisional / Branch plans in place. CP (No.91) Wendy Johnston, HRCS Division	By November 2014, notification issued re: development of 2015/16 plans.				
83. Timely and meaningful assessment of performance against DETI Core and NDPB targets. CP (No.91) Wendy Johnston, HRCS Division	Performance monitoring exercises for each quarter (June, September, December 2014 and March 2015).				

D3: TO PLAN OUR ACTIVITIES SO THAT WE MEET OUR OBJECTIVES FAIRLY AND SUSTAINABLY

LEGEND:

PFG Commitments	
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(D1 – D3)

A	B	C	D	E	F
Operating Plan Objectives 2014/15 Responsibility & Related Docs	Operating Plan Target 2014/15	Figures achieved at 30/06/14	Target RAG status at 30/06/14	Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	Commentary
84. Equality & Diversity to produce Annual report on progress to ECNI and 2014/15 Disability Plan. CP (No.93) Wendy Johnston, HRCS Division	Disability Plan to be published on website by April 2014.				
	Annual report to be submitted to ECNI by August 2014.				
85. Equality & Diversity to monitor equality issues addressed by screening exercises and EQIAs following their approval by relevant Head of Division. CP (No.93) Wendy Johnston, HRCS Division	Monitor approved equality screening and EQIAs within 2 weeks of receipt from Business Areas.				

(D1 – D3)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2014/15	C Figures achieved at 30/06/14	D Target RAG status at 30/06/14	E Indicative RAG status to end 2014/15 (4 yr Corp Plan target)	F Commentary
86. Meet commitments of Sustainable Development Implementation Plan across department and NDPBs. CP (No.94) David Thomson, Policy Group	Conduct annual review of commitments and actions in December 2014.				
87. To have in place a DETI Digital Action Plan 2014-2016 to support the NICS Citizen Contact Strategy. Wendy Johnston, HRCS Division	Obtain approval for the Plan in April 2014.				