

From: [Dolaghan, Paul](#)
To: [CLU Mailbox \(DETI\)](#); [Rose, Jacqui](#)
Cc: [Mills, John \(DETI\)](#); [DETI Energy Mailbox](#)
Subject: DETI BUSINESS PLAN 2015/16 - PERFORMANCE MONITORING TO Q/E 30 SEPTEMBER 2015
Date: 14 October 2015 14:36:59
Attachments: [Performance Monitoring September 2015 - Commissioning memo for Q2 Performance against targets.DOCX](#)
[Performance Monitoring to Q E 30 September 2015 - Balanced Scorecard A1-A8 - Energy response - October 2015.DOCX](#)
[Performance Monitoring to Q E 30 September 2015 - Balanced Scorecard C1-C3 - Energy response - October 2015.DOCX](#)
[Performance Management to Q E 30 September 2015 - HoD sign-off Statement - 10.15.DOCX](#)

Jacqui,

Please see attached Energy Division return and HoD statement signed by John Mills.

Thanks

Paul.

From: Rose, Jacqui
Sent: 16 September 2015 09:34
To: Cooper, Trevor; Johnston, Wendy; Kerr, Jackie; Mills, John (DETI); McLean, Diarmuid; Thompson, Mike; Murphy, Shane; Hamilton, Maeve; McCausland, Fiona; Fleming, Lorraine
Cc: McCormick, Andrew (DETI); Rooney, Eugene; Stewart, Chris (DETI); Pauley, Alberta; Forster, Keith; Pyper, Alistair; Corr, Danny; Rutherford, Paul; Moffett, Alistair (InvestNI); 'm.hazelton@tourismni.com'; McCune, David; Murray, Celine; Rose, Jacqui; CLU Mailbox (DETI); DETI Energy Mailbox; Dolaghan, Paul; Tourism Policy Email (DETI); Telecoms Policy E-mail (DETI); Preston, Alan; DETI Minerals Branch; Cowan, Marie; Crossin, Nuala; DETI EPDAdmin; Finance Branch; Brankin, Bernie; Conliffe, David; McFarlane, Iain; McCormick, Marese; Colacio-McAlister, Esther; 'coordination@investni.com'; 'bpi@tourismni.com'; Johnston, Iris; McIlwrath, Linda; McCoy, Laura; Bloomer, Adrienne; Rooney, Therese; DETI ESU; Ryan, Damien; DETI Analytical Services; Laverty, Nicola; Kieran, Julianne
Subject: (PAUL - 14 OCT) DETI BUSINESS PLAN 2015/16 - PERFORMANCE MONITORING TO Q/E 30 SEPTEMBER 2015

All,

Background:

Please see attached commissioning memo which launches the Q2 performance monitoring exercise against the DETI Business Plan 2015/16. Also attached are the 4 templates (A - D) which need to be completed.

Action & Date for Return:

All returns, cleared by HODs using the pro forma at [Annex C \(paras 8 & 9 of memo refer\)](#), to be sent to clumailbox@detini.gov.uk by no later than **Noon, Wednesday 14 October 2015**. Please note that Internal Audit has made a recommendation that all performance monitoring returns, including slippage reports, should be forwarded in accordance with the procedures and timescales outlined in the CLU request.

NB: As per para 10 of the memo, individual Divisional / Branch Plans should also now be updated to reflect the Q/E 30 September 2015 position.

Thank you,

Jacqui Rose

Central Liaison Unit
Department of Enterprise, Trade & Investment
Netherleigh
Massey Avenue
Belfast, BT4 2JP
Tel: 028 9052 9265 (ext: 29265)
TextRelay: 18001 028 9052 9265
Web: www.detini.gov.uk

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From: Celine Murray
Central Management Branch

cc: copy distribution list below

Date: 16 September 2015

To: DETI HODs / Grade 6s
DETI Sponsor Branches (Invest NI, Tourism NI)

**PERFORMANCE MONITORING TO Q/E 30 SEPTEMBER 2015:
DETI CORPORATE / BUSINESS PLAN 2015/16**

Introduction

1. This memo commissions the first 'quarterly performance reporting' exercise against DETI's Corporate / Business Plan (2015/16) targets. It incorporates the period 1/4/2015 – 30/9/2015.
2. The performance outturn will be presented to the November 2015 meeting of the DETI Departmental Board.

Monitoring Templates

3. Templates A - D attached reflect the detail of the DETI Business Plan objectives and targets (columns A & B). Where applicable, references to the PfG Commitments (extended by one year to March 2016), the Economic Strategy and the DETI Corporate Plan targets are highlighted for ease of reference.

Action

4. Please complete columns C - F in each of the templates. The reporting of "status" is on the four traffic light classification system (RAG – see **Annex A**). It is imperative that the commentary you give in column F aligns fully with the RAG status which you report in columns D and E.

Slippage Reports – Requirement by DETI Departmental Board

5. If RAG status is reported as amber or red in either columns D or E, a "slippage" pro-forma must be completed (**Annex B**), as required by the Departmental Board. Each slippage report must show the RAG status for both the year-end and the Corporate Plan-end periods.
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.**

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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. Sponsor Branches should allow adequate time for checking the NDPB returns, ensuring that these fully meet the requirements as per paragraphs 4 – 6 above.

Quality Check / Validation / HOD “Sign Off”

8. The information you provide informs the DETI Departmental Board and, at year-end, the DETI Minister and the ETI Committee. All returns must therefore be quality checked and validated by the Head of Division before being submitted to DETI CLU. **Annex C** must be completed by the relevant DETI HOD to confirm validation of the performance status reported.
9. In the case of the NDPB returns (Invest NI and Tourism NI), the relevant Sponsor Branch official should scrutinise and validate the information before passing to the Head of Division for final approval / sign-off.

Reporting on PfG Commitments

10. It is anticipated that OFMDFM will commission an exercise towards end September 2015 on progress against the PfG Delivery Plans. DETI EPD colleagues lead on the reporting of DETI PfG Delivery Plans.

Update of Divisional Plans


11. You are reminded that divisional plans across the DETI business areas & NDPB Divisional / Branch Plans should also now be updated and monitored to Q/E 30 September 2015.

Date for Return

12. All responses (as per paras 4 – 9 above), should be forwarded to clumailbox@detini.gov.uk and cc'd to jacqui.rose@detini.gov.uk by **Noon, Wednesday 14 October 2015**. Any queries about this exercise should, in the first instance, be directed to Jacqui (29265).

[Signed]

CELINE MURRAY

 29300

cc: Andrew McCormick
Eugene Rooney
Chris Stewart
Keith Forster
Alistair Pyper

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Danny Corr (Sponsor Branch, Invest NI)
Paul Rutherford (Sponsor Branch, TNI)
Alistair Moffett (Invest NI)
Marc Hazleton (TNI)
David McCune
Jacqui Rose

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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 to lead to the achievement of the targeted outcome; • 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.

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.

ANNEX B

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

PfG Commitment / DETI Corporate Plan 2011-16 target	
Corresponding DETI Business Plan 15/16 target	
Figure achieved to date	
Status of targets (G / AG / A / R)	2011 / 16: 2015 / 16:
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:

DT1/15/0135320

SIGNING OFF STATEMENT

PERFORMANCE AGAINST TARGETS: 1 April 2015 – 30 September 2015

DETI BUSINESS PLAN 2015/16

DETI DIVISION / NDPB SPONSOR BRANCH: _____

I certify that I have quality checked the performance against targets reported for the period 1 April 2015 – 30 September 2015 and confirm that these are accurate.

Signed: _____ DETI Head of Division

Print Name: _____

Date: _____

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 2015/16	Figures achieved at 30/09/15	Target RAG status at 30/09/15	Indicative RAG status to end 2015/16 (4 yr Corp Plan target)	Commentary
21. Maintain a legal and strategic energy framework which complies with EU requirements CP (No 38, 39 & 40) John Mills, Energy	During 2015/16, represent NI interests in SEM and SEM/GB steering and working group arrangements to progress market re-design.		G	There are 7 SEF targets aimed at meeting Objective 21. G – 7; AG - 1	Progress has been made across a number of fronts: <ul style="list-style-type: none"> Model for Transmission System Operator voting rights agreed with DECC and joint consultation launched; NI response to EC Sector Inquiry Questionnaire on use of capacity mechanisms issued June 2015; DETI representation at EC Technical Working Group meeting on capacity mechanisms and meeting with DG Comp (April); Work underway on State aid notification for I-SEM Capacity Mechanism. Joint Steering Group meetings held 19 May and 25 August and number of working group meetings to discuss project status and legislative framework; Publication by SEM Committee of Roles and Responsibilities and three Energy Trading Arrangements Decision Papers; and Consultation on designation of National Electricity Market Operator (NEMO) also progressed to closure and awaiting SEM Committee decision.
	By March 2016, complete the legislative provisions for the Northern Ireland Renewables Obligation (NIRO).			G	See above

<p>During 2015/16, progress legislation which maintains and develops the energy legislative framework in keeping with policy objectives and minimising the risk of European infraction (at least 5 instruments at this time).</p>		<p>G</p>	<p>See above</p>	<p>Four pieces of legislation made to date:</p> <ul style="list-style-type: none"> • The Electricity and Gas (Ownership Unbundling) Regulations (Northern Ireland) 2015 SR 249; • The Energy (Amendment) Order (Northern Ireland) 2015 SR 247; • The Renewables Obligation (Amendment) Order (Northern Ireland) 2015 SR 287; and • The Renewables Obligation Closure Order (Northern Ireland) 2015 SR 346. <p>Further legislation will be made to make provision for NIRO closure for onshore wind, following consultation and sight of DECC's equivalent legislation. Other NIRO related legislation is planned for late 2015/early 2016 to introduce biomass sustainability provisions in line with the Renewables Obligations in GB.</p> <p>Regulations to introduce RHI cost control measures are expected to be laid in Oct 2015</p> <p>Work is continuing to finalise legal drafting on I-SEM related subordinate legislation.</p> <p>A review the Electricity Class Exemptions Order is underway to reflect recent changes to implement the Energy Efficiency Directive with consultation planned before the end of 2015.</p> <p>The Division is also engaging with DCMS to identify the NI energy implications of UK wide transposition of the Broadband Directive.</p>
<p>By December 2015, complete review of the Strategic Energy Framework (SEF 2010).</p>		<p>A/G</p>	<p>See above</p>	<p>The target date has now changed given feedback from stakeholder consultation and work is now being undertaken into phases - Phase 1 to be completed by March 2016. However work is still progressing to plan and the review element of the SEF work has been completed with the refresh element currently being undertaken.</p>

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2015/16	C Figures achieved at 30/09/15	D Target RAG status at 30/09/15	E Indicative RAG status to end 2015/16 (4 yr Corp Plan target)	F Commentary
22. Protect the interests of consumers by ensuring market conditions that deliver competitive energy prices. CP (No.38) John Mills, Energy	During 2015/16, ensure monitoring of any electricity and/or gas tariff reviews including NIAUR's Network cost review.		G	There are 9 SEF targets aimed at meeting Objective 22. G – 7; AG - 2	New Power NI regulated tariff took effect from 1 April 2015. Two further suppliers (Budget Energy and SSE Airtricity) also implemented changes to standard electricity tariffs. Power NI tariff under regular watch but expected to cover 2-year period – no further reviews expected for remainder of year. Utility Regulator led Spring and Autumn 2015 gas tariff reviews which resulted in reductions in retail gas tariffs.
	By January 2016, (working with NIAUR, NIE and CCNI on a Consumer Engagement Advisory Panel), deliver the 'Willingness to Pay' report as part of the RP6 Price Determination.		G	See above	Phases 1 and 2 of work programme completed (domestic and non-domestic customer surveys) and willingness to pay report delivered. Arrangements for Phase 3 agreed (Presentation of Investment Proposals and identification of Preferred Options). Phases 1 and 2 of the Consumer Engagement work completed and Phase 3 currently being progressed – willing to pay draft analysis has been produced.
	By June 2015, complete cost/benefit analysis of the 40% renewable electricity target.		G	See above	Target achieved: Cost/benefit analysis completed and published by June deadline.
	By October 2015, complete re-assessment of the smart metering cost/benefit analysis.		A/G	See above	Phase 1 research of the smart meter project cost/benefit analysis has now been completed. However, slippage has occurred due to termination of the contract with external consultants. DETI, with input from the Utility Regulator, will use Phase 1 work to take forward Phase 2.

DFE-357464

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2015/16	C Figures achieved at 30/09/15	D Target RAG status at 30/09/15	E Indicative RAG status to end 2015/16 (4 yr Corp Plan target)	F Commentary
23. Work with relevant stakeholders to deliver security of supply and investment in energy infrastructure. CP (No.39 & 40) John Mills, Energy	During 2015/16, ensure all European Commission targets relating to funding applications (PCI and ERDF) and drawdown of funds in relation to infrastructure projects (ISLES 2) are met, and input provided, as required, to the Planning Appeals Commission in relation to the N/S Interconnector.		G	There are 14 SEF targets aimed at meeting Objective 23. G – 9; AG - 5	Successful bids for CEF 2015 energy grant funding by developers of compressed air energy storage and the Islandmagee gas storage projects under the TEN-E Infrastructure Regulation. Response to HMT led initiative to identify potential project projects/themes eligible to seek loan finance under European Fund for Strategic Investment arrangements. These are: <ul style="list-style-type: none"> • further extension of the natural gas network; • development of new fast start generation; and • battery, gas and compressed air storage projects currently in development/delivery. ISLES2 project finalised and final financial drawdown and reconciliation underway led by project partner, Scottish Government. Three written responses issued to DOE consultation notices on SONI/EirGrid project trans-boundary assessments for North South Interconnector.
	During 2015/16, provide grant support to the Gas to the West project in accordance with the Letter of Offer and grant drawdown timelines agreed with developer.		G	See above	Letter of Offer for grant assistance towards the Gas to the West project is currently being finalised.
	During 2015/16, hold at least three meetings with NIAUR & SONI on additional capacity and security of supply issues.		G	See above	On track.

DFE-357465

(A1 – A8)

A Operating Plan Objectives 2014/15 Responsibility & Related Docs	B Operating Plan Target 2015/16	C Figures achieved at 30/09/15	D Target RAG status at 30/09/15	E Indicative RAG status to end 2015/16 (4 yr Corp Plan target)	F Commentary
24. Promote Sustainable Energy. CP (No.40) John Mills, Energy	By March 2016, agree NI Electricity Market Reform (EMR) and small scale FIT arrangements with DECC.		A/G	There are 20 SEF targets aimed at meeting Objective 40. G – 17; AG – 2 A – 1	DECC confirmed end of August 2015 that NI cannot join the small scale FIT. A decision on whether NI should become part of the UK-wide Contracts for Difference is a matter for the NI Executive. Given the Conservative Manifesto commitment to stop any future subsidies for onshore wind it is sensible for NI to take account of the UK Government's expected announcements of CfD allocations in the Autumn.
	By December 2015, seek Executive approval for a cross-departmental community energy action plan.		A/G	See above	A draft first Cross Departmental Community Energy Action Plan has been prepared but cannot be finalised until the policy position on NIRO closure is confirmed.
	By March 2016, confirm policy measures to meet NI energy savings requirements under Article 7 of the Energy Efficiency Directive (EED).		G	See above	The Northern Ireland Sustainable Energy Programme (NISEP) which contributes energy savings under the EED has been extended by one year to 31 March 2017. Work is ongoing with other Departments to ensure the energy savings from all other relevant scheme are also reported for EED purposes.
	By October 2015, implement Phase 2 of the Non-Domestic Renewable Heat Incentive (RHI) Scheme.		G	See above	Final policy for Phase 2 RHI proposals for cost control and CHP has been agreed by Minister and ETI Committee (SL1). Amendment Regulations to be laid before Assembly in October 2015.

DFE-357466

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 2015/16	Figures achieved at 30/09/15	Target RAG status at 30/09/15	Indicative RAG status to end 2015/16 (4 yr Corp Plan target)	Commentary
54. Ensure emergency planning and resilience preparedness for energy. John Mills, Energy	By December 2015, complete annual pre-winter reviews of gas, electricity, and oil security of supply arrangements.		G		This work will begin in November 2015, with some discussion taking place at the UK/Ireland Energy Emergency Group meeting in Dublin on 24September.
	By March 2016, review risks to the oil, gas and electricity supply chain.		G		Work underway with DCENR on an all-island basis in relation to oil security of supply. Meeting held in Dublin on 22 September between DETI, DECC and DCENR to look at oil supply disruption scenarios and potential contingencies.
	During 2015/16, contribute to co-ordination of energy security through at least two meetings of the Belfast Emergency Procedures Group and annual UK/Ireland energy Security of Supply meeting.			G	

SIGNING OFF STATEMENT

PERFORMANCE AGAINST TARGETS: 1 April 2015 – 30 September 2015

DETI BUSINESS PLAN 2015/16

DETI DIVISION: ENERGY

I certify that I have quality checked the performance against targets reported for the period 1 April 2015 – 30 September 2015 and confirm that these are accurate.

Signed:



DETI Head of Division

Print Name: John Mills

Date: 14 October 2015

DT1/15/0135320