



Department of
**Enterprise, Trade
and Investment**
www.detini.gov.uk

DETI Operating Plan 2013-2014

June 2013

DFE-386454

EXECUTIVE SUMMARY – DETI OPERATING PLAN 2013/14

Introduction:

1. The DETI Operating Plan 2013/14 is aligned fully with the DETI Corporate Plan 2011-15 as illustrated in the attached balanced scorecard framework. It reflects the ten DETI PfG commitments and the three 'joint responsibility' commitments.
2. In addition to the 2013/14 DRC budgets, the Plan also details specific associated resource requirements. Key risks to achieving the objectives complete the DETI Plan.
3. Approximately 22% of the Corporate Plan targets are already achieved, including the publication of the Economic Strategy (target 2); the development of a Social Economy Action Plan (35); success of Our Time Our Place initiative and 2012 Irish Open (27 & 28); and the drafting of new guidance on Regulatory Impact Assessment for Northern Ireland (51).

Key Objectives in 2013/14 DETI Operating Plan:

4. Key objectives of the 2013/14 Operating Plan include:
 - a) Conclusion of negotiations with UK Government on devolution of Corporation Tax powers (target 7);
 - b) Securing £75m investment in R&D (9) ;
 - c) Promoting 1,350 jobs from inward investors with 1012 of these paying salaries above the NI Private Sector median (16);
 - d) Securing best possible outcome for NI in next Regional Aid guidelines (24);
 - e) Increasing tourism revenue to £637m and visitor numbers to 4.1m by 31 December 2013 (25 & 26);
 - f) G8 Summit; 2013 World Police & Fire Games; 2013 UK City of Culture (27);
 - g) Securing a further major Golf or other international event (28);

- h) Enterprise-related action plans on Access to Finance; Exports; Business Incubation (30);
- i) Continued delivery of Strategic Energy Framework re: competitive energy markets (38); security of energy supply (39); NI's energy infrastructure (40); renewables (41);
- j) NI Broadband improvement and 3G/4G Mobile Access projects (44);
- k) Produce a strategy to reduce economic inactivity (48);
- l) Modernisation of insolvency law – introduce a Bill to the Assembly by December 2013 (53);
- m) Finalise and launch Financial Capability Strategy for NI by Autumn 2013 (57);

Linkeages between Objectives, Activities, Targets, Resources:

- 5 The associated activities, targets and resources to support achievement of the 2013/14 objectives are illustrated in the Plan.
- 6 Where the associated resource is other than the normal DRC costs, the amount and source has been recorded, as provided by the relevant DETI business area / NDPB.

DETI Budget Allocations 2013/14:

- 7 Resource and capital budget allocations for 2013/14 are detailed against each DETI Business Area , DETI's 4 NDPBs including its cross-border bodies namely Tourism Ireland and Intertradelreland.

Risks:

- 8 Key risks to the delivery of the DETI 2013/14 objectives include continued global economic downturn; negative impacts of civil unrest; lack of match funding; decisions not within DETI's control (e.g. Corporation Tax decision by Prime Minister and Regional Aid).

DETI OPERATING PLAN 2013/2014 – OBJECTIVES, ACTIONS, TARGETS, RESOURCES, RISKS

A. PERFORMANCE						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
A1. To devise strategies and policies for the development of a dynamic, innovative [export led] economy in Northern Ireland.	1. Publish an Economic Strategy on behalf of the Executive Sub Committee on the Economy for Public Consultation by 31 December 2011.	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	2. Publish an Economic Strategy by 31 March 2012.	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	3. Monitor the implementation of the NI Economic Strategy and its Action Plan. [EPD Director]	Monitor the implementation of NI Economic Strategy (NIES) and its Action Plan, including implementation against those actions identified in the Executive's Economy & Jobs Initiative (E&J).	Liase with colleagues in OFMDFM to minimise the reporting burden and issue request for first annual progress reports (April 2012 – 2013) against NIES and E&J actions.	Issue first annual report on progress against NIES actions, and a report on the wider performance of NI Economy to the Executive Sub-Committee by June 2013.	Existing DRC Budget 2013/14	Failure to effectively monitor the implementation of the NI Economic Strategy and Economy & Jobs Initiative

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A1. To devise strategies and policies for the development of a dynamic, innovative [export led] economy in Northern Ireland.	<p>4. Development & delivery of a new DETI 2012 15 Research Programme</p> <p>5. Development and delivery of an annual Analytical Services Unit Work Programme [S Murphy, ASU]</p>	<p>Provision of economic research to enable evidence based policy making</p> <p>Provide analytical support to DETI policy divisions as required</p>	<p>Issue first annual report on progress against NIES and EJI actions, and a report on the wider performance of NI Economy to the Executive Sub-Committee.</p> <p>Deliver 6 research projects during 2013/14, through a combination of internal and externally commissioned projects</p> <p>Consult DETI Policy Areas on their analytical needs and work priorities, for the ASU 2013-14 Work Programme.</p> <p>Using the ASU Work Programme for 2013-14 develop the ASU Business Plan that reflects the analytical needs and priorities of the Department.</p>	<p>Deliver six research projects during 2013/14</p> <p>Establish DETI Analytical needs for 2013/14 by 30 April 2013</p> <p>Produce final ASU Work Programme and Business Plan by 31 May 2013</p>	<p>£90,000</p> <p>Overall ASU Budget allocation for 2013/14 - £546k</p>	<p>Controls: Maintain an effective network of Departmental contacts through the Executive Sub-committee officials group.</p>

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A1. To devise strategies and policies for the development of a dynamic, innovative [export led] economy in Northern Ireland.	<p>6. Review DETI Evaluation Protocol by 31 December 2011. [EPD Director]</p> <p>7. Successfully conclude the negotiations with the UK Government to secure the power to vary the rate of corporation tax in a timely and affordable manner [EPD Dir /S Murphy]</p>	<p>Review of Evaluation protocol completed. As part of the protocol 2 Category 1 Evaluations to be completed by July 2013</p> <p>Successfully conclude the negotiations with the UK Government to secure the power to vary the rate of corporation tax in a timely and affordable manner.</p>	<p>Project Manage Invest NI's Grant for R&D and Co-Investment Fund Evaluations.</p> <p>Along with DFP and OFMDFM, continue to press for a timely decision to be taken on the devolution of corporation tax powers.</p>	<p>Appoint Consultants by End of March 2013.</p> <p>Draft Final Terms of Reference submitted to Steering Group by June 2013.</p> <p>Secure a timely decision from the UK Government on the devolution of corporation tax powers.</p> <p>Provide information, data and analysis as required.</p>	<p>Existing DRC Budget 2013/14</p> <p>Overall ASU Budget allocation for 2013/14 - £546k</p>	<p>Failure to appoint consultants</p> <p>The decision on the devolution of corporation tax powers will be taken by the Prime Minister.</p>

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A2. To stimulate innovation, R&D and creativity.	8. By 31 December 2012, produce an Innovation, R&D and Creativity Action Plan. [EPD Director]	Produce a NI Innovation Strategy	Complete wider stakeholder consultation exercise	Secure NI Executive agreement to Innovation Strategy by 31 August 2013	£250K (Invest NI)	Failure to secure partner agreement to deliver key actions
	9. Secure £300m investment in R&D (with at least 20% from SMEs). [C Keery, Invest NI]	Progress 3 NI Public Sector SBRI projects	Introduce additional Open innovation activities to support increased innovation activity in NI Businesses	Appointment of full SBRI team		Commission 3 SBRI projects by 31 March 2014
Continued promotion of streamlined Grant for R&D to encourage NI SMEs to engage in R&D projects.				Business case complete and approved by 31 July 2013	Potential resource to be determined by business case estimated to be circa £1m/per annum	Failure to appoint the rest of SBRI team
				Approvals for preferred option by 30 September 2013		Failure to secure funding
				£75m		Failure to undertake robust business case
						Continued economic downturn.
						Large company dominance in R&D
						Lack of match funding due to risk profile of R&D.

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A2. To stimulate innovation, R&D and creativity.	<p>10. Support 500 companies to undertake R&D for the first time and secure 120 collaborative projects in R&D. [C Keery, Invest NI]</p> <p>11. By December 2011, to put in place an agreed support structure for NI organisations that wish to participate in EU and UK Programmes [EPD Director]</p>	Support increase in NI annual EU R&D funding success	<p>Continued promotion of streamlined Grant for R&D to encourage NI SMEs to engage in R&D projects.</p> <p>Implementation of new DETI/DEL Higher Education EU Support Fund</p> <p>Improve coordination of activity for Horizon 2020 applicants</p>	<p>125 companies</p> <p>30 collaborative projects</p> <p>Horizon 2020 Manager appointment by 31 August 2013</p> <p>Communication strategy in place by 31 May 2013</p>	50% (i.e. £300K per annum co funding) of DEL/DETI HE EU Support Fund	<p>Continued economic downturn.</p> <p>Large company dominance in R&D</p> <p>Lack of match funding due to risk profile of R&D.</p> <p>Failure of QUB and UU to appoint contact points</p>

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A2. To stimulate innovation, R&D and creativity.	12. By March 2013, launch a MATRIX study into Knowledge Exchange and Intellectual Property Management in Northern Ireland [EPD Director]	Complete a study into the market exploitation of intellectual assets in Northern Ireland.	<p>Approach and recruit individuals with specialism and knowledge in areas of asset management and exploitation to be the MATRIX sub panel</p> <p>Tender, evaluate and recruit research support to conduct the Intellectual Assets Study (as necessary).</p> <p>Recruit MATRIX sub panel with appropriate governance.</p>	<p>Approach CPD for tendering process early 2013.</p> <p>Appoint research support before April 2013 if necessary.</p> <p>Recruit MATRIX panel before April 2013.</p> <p>Commence study April 2013.</p>	£35,000	<p>Difficulty recruiting MATRIX sub panel members.</p> <p>Delay in recruitment of research support.</p> <p>Over spend on research support.</p> <p>Controls: Pro-active process management with CPD for advert and appointment of researchers.</p> <p>Using referrals of professional individuals for panel.</p> <p>Careful project management for budget control.</p>

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A3. To improve, in conjunction with DEL, employability and the level, relevance and use of skills.	13. Secure £110m investment in skills, particularly management and leadership development to drive productivity and growth. [N Casey, Invest NI]		Continue to implement a range of initiatives including the Leadership and Management Programme, SME Consultancy Programme and Leadership Programme	£30m		
	14. DETI to agree a mechanism with DEL FE & Skills Divisions to link future skills development policy into the foresight process by April 2012.	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	15. Ensure FE contribution to at least one foresight/horizon scanning exercise by 30 September 2012. [EPD Director]	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED

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A4. To help Northern Ireland businesses compete in the global economy.	<p>16. Promote 5,900 jobs from inward investors, with 75%/ 4,425 paying salaries above the NI Private Sector Median.</p> <p>17. Secure total investment commitments of £375m and £145m per year of new wages and salaries reflecting the establishment and growth of externally owned companies. [Bill Montgomery, Invest NI]</p> <p><i>*[measured by the number of projects, level of investment, number of jobs created and jobs above the NI PSM]</i></p>		Continue to bring forward projects from the current Work in Progress pipeline as well as pursue new opportunities to attract mobile foreign investments from key FDI markets including the USA, China and India.	<p>1350 from inward investors</p> <p>1012 above NI PSM</p> <p>£109m commitments</p> <p>£35m per year</p>		<p>Sustained economic downturn in the UK and key external markets. In particular, any downturn in global markets has the potential to significantly impact FDI jobs targets.</p> <p>Continued business finance issues.</p>

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A4. To help Northern Ireland businesses compete in the global economy.	18. Increase the value of manufacturing exports by 20% and the value of exports to emerging countries by 60%.		Invest NI continues to offer extensive support to drive forward export growth, with over 85 trade missions and other trade events planned before the end of 2013-14 and a range of further initiatives now being prepared for the 2013-14 financial year.	13%		
	19. Support 60 new start ups selling outside UK markets. [V Kell/ J Fitch, Invest NI]			40%		
	20. Support 440 new start ups selling to GB; and [Bill Scott, Invest NI]			15		
	21. Provide 7,200 trade interventions, of which 25% (1,800) will assist companies to diversify into new markets. [V Kell, Invest NI]			100		
			An extensive programme of trade missions and events has been developed for 2013-14 including a number of overseas trade missions to key target markets.	1800 interventions 450 to diversify into new markets		

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A4. To help Northern Ireland businesses compete in the global economy	22. By May 2011, establish a new foresight and Horizon scanning programme, including the re establishment of the MATRIX panel as Northern Ireland's Science Industry Panel, with a 2 year future focused work programme. [EPD Director]	Establishment of new foresight and Horizon scanning programme achieved.	Conduct a scoping exercise of existing studies regarding Social Innovation. Engage with interested parties across government/academia/ industry regarding potential Social Innovation study. Define the need for a Social Innovation study and draft Terms of Reference	Early March 2014 for scoping study outputs.	TBC (approx. £20,000)	Lack of engagement/leadership from panel members. Not being able to recruit research support. Controls: Effective project management techniques. Budget control.
		Commence a study into the market opportunities from Social Innovation in Northern Ireland. Explore if/ how Big Data could be examined by the MATRIX panel, with the potential of informing a competitive call.		In partnership with INI meet with relevant industry professionals to explore if Big Data could be a theme for a competitive call.		

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A4. To help Northern Ireland businesses compete in the global economy		Conduct a foresight study into the global market opportunities which can be exploited as a result of Northern Ireland's ICT capabilities.	<p>Explore with MATRIX panel how a quick study into Big Data could be conducted. Conduct a scoping study of existing studies.</p> <p>Engage with interested parties across government/ academia/ industry regarding potential ICT foresight study.</p> <p>Define the need for an ICT foresight study and draft Terms of Reference.</p> <p>Engage external research support (if appropriate) Commence study.</p>	<p>March/April 2013 April 2013</p> <p>May 2013</p> <p>June 2013</p> <p>July 2013</p> <p>September 2013</p>	TBC (approx. £60,000)	<p>Controls: Consider the validity of opportunities and progress according to MATRIX advice.</p> <p>Lack of engagement/ leadership from panel members. Controls: Effective project management techniques. Budget control.</p>

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A4. To help Northern Ireland businesses compete in the global economy.	23. By 31 October 2011, in liaison with other departments, develop the NI Executive response to the BIS consultation on the Industrial Development Act.	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	24. During 2011/12 and 2012/13, engage with BIS on Regional Aid Guidelines post 2013, to ensure that NI interests are fully reflected in UK position. [EPD Director]	Liaise with BIS and other relevant bodies to ensure that Northern Ireland's position is fully reflected in the UK's interactions with the European Commission on Regional Aid post 2013.	Continue to liaise with BIS in relation to how NI is reflected in the next Regional Aid Guidelines for 2014-2020. Work with BIS in preparation for development of the UK Assisted Area map in 2013/14, subject to confirmation of NI's population quota	During 2013/14, continue to work with BIS to secure best possible outcome for NI in the next Regional Aid Guidelines for 2014-2020. Secure confirmation of NI's population quota by May 2013 Provide NI input into revised UK assisted area map by August 2013	n/a	Failure to ensure interests of NI are fully reflected in the UK's interactions with the European Commission on the consultation with Member States to agree the State Aid rules for Regional Aid post 2013. Controls: Ongoing engagement with BIS. Engagement with key stakeholders/ influencers eg European Commission, MEPs, MPs etc

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A4. To help Northern Ireland businesses compete in the global economy.	25. Increase tourism revenue to £676m* by 31 December 2014, from a baseline of £534m in 2011. [M Thompson/ A Clarke, TTGS/NITB/TI]	Increase tourism revenue to £637m by 31 December 2013.	Implement the Tourism Priorities for Action Plan actions for 2013/14. Tourism Ireland (TI) and NITB delivering respective 2013 Business Plans covering implementation of new Marketing and Communication Strategies in GB, overseas, ROI and domestic markets. Highlighting UK City of Culture 2013 overseas and other major events (World Police and Fire Games and G8 Summit) capitalising on the increased interest levels and awareness generated through promotion of ni2012.	Increase tourism revenue to £637m by 31 December 2013. Overall target is split as follows: GB/Overseas markets (TI) £420m Domestic & ROI (NITB) £217m	Tourism Priorities for Action Plan. Wide range of public and private sector stakeholders and funding from a number of sources. Central Government actions: within existing Departmental allocations.	Global Economic Downturn. Environmental disasters directly impacting the UK or air travel. ni2012 and 2013 initiatives do not have the anticipated positive impact on tourism growth. Lack of commitment/change of priorities of key stakeholders.

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A4. To help Northern Ireland businesses compete in the global economy.	<p>26. Increase tourism visitor numbers to 4.2m* by 31 December 2014 from a baseline of 3.6m in 2011. [M Thompson/ A Clarke, TTGS/NITB/TI]</p> <p><i>*2011 Baselines are preliminary estimates. Final outturn figures for 2011 will not be available until September 2012. Tourism Priorities for Action' will be reviewed in 2014 and new targets set leading to final target for 2020 of £1 billion revenue and 4.5m visitors.</i></p>	Increase tourism visitor numbers to 4.1m by 31 December 2013.	Implement the Tourism Priorities for Action Plan actions for 2013/14. Tourism Ireland (TI) and NITB delivering respective 2013 Business Plans covering implementation of new Marketing and Communication Strategies in GB, overseas, ROI and domestic markets. Highlighting UK City of Culture 2013 overseas and other major events (World Police and Fire Games and G8 Summit) capitalising on the increased interest levels and awareness generated through promotion of ni2012.	Increase tourism visitor numbers to 4.1m by 31 December 2013. Overall target is split as follows: GB/Overseas markets (TI) 1.79m Domestic & ROI (NITB) 2.28m	Tourism Priorities for Action Plan. Wide range of public and private sector stakeholders and funding from a number of sources. Central Government actions: within existing Departmental allocations.	Global Economic Downturn. Environmental disasters directly impacting the UK or air travel. ni2012 and 2013 initiatives do not have the anticipated positive impact on tourism growth. Lack of commitment/change of priorities of key stakeholders.

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A4. To help Northern Ireland businesses compete in the global economy.	27. By 31 December 2013, successfully deliver programme of events including Tier 1 Signature events [M Thompson / A Clarke, TTGS/NITB/TI]	Support the delivery of key Northern Ireland Tourism Events in 2013/14	Support and facilitate the Government's delivery of a successful G8 Summit. Assist with the delivery of 2013 World Police & Fire Games (WPF) and 2013 UK City of Culture. Deliver Tourism Events Fund.	Contribute to the successful delivery of: (i) G8 Summit (ii) 2013 WPF (iii) 5 key 2013 UK City of Culture events. Delivery of 2013/14 Tourism Events Fund.	£2.6m (NITB) £1m (NITB)	G8: Lack of joined up communication leading to poor messaging and failure to achieve good NI exposure. Relatively short time to plan, co-ordinate and deliver event. Additional key risks identified by Event Steering Group Other Security/Safety issues Global Economic Downturn. Environmental disasters directly impacting the UK or air travel Civil unrest

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	28. Support the successful hosting of the 2012 Irish Open and build on that success to secure a further international golf event. [M Thompson / A Clarke, TTGS/NITB/TI]	2012 Irish Open successfully delivered. *Further major Golf or other international event secured. * Subject to PfG commitment (Number 65) on Golf being amended.	2012 Irish Open successfully delivered. *Work to secure further major Golf or international event.	2012 Irish Open successfully delivered. *Major Golf or International event secured for NI to take place in 2014/15.	N/A NITB to advise	N/A Pressure on resource with relatively short time to plan, co-ordinate and deliver event. Failure to secure private sector funding. Additional key risks identified by Event Steering Group.
	29. By 31 March 2013 to have developed a new Agri Food Strategy with associated Key Performance Indicators and Implementation Plan. [EPD Director]	To facilitate the development and implementation of the Agri-food Strategy to 2020.	To facilitate Executive approval of the Agri-food strategy. To facilitate publication of the final strategy document. To facilitate the implementation of the recommendations of the Agri-food Strategy.	To facilitate the implementation of the recommendations of the Agri-food Strategy.	Existing DRC Budget 2013/14	Failure to support the AFSB and the Executive in developing, publishing and implementing the Strategy. Failure to support key stakeholders (AFSB and Ministers) in delivering implementation of recommendations.

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A5. To encourage business growth.	<p>30. By 31 March 2012, develop a cross departmental Enterprise Strategy. [EPD Director]</p> <p><i>NB: Timings may be subject to change to ensure that the outcome of the HMT consultation on Rebalancing the NI Economy can be reflected in the draft Action Plan.</i></p>	Develop supporting Enterprise-related action plans on (1) Access to Finance (2) Exports and (3) Business Incubation	Develop supporting Enterprise-related action plans on (1) Access to Finance (2) Exports and (3) Business Incubation in conjunction with other relevant Departments	<p>By 31 March 2014 produce an Access to Finance Action Plan, in conjunction with other relevant Departments</p> <p>By 31 March 2014 produce an Exports Action Plan, in conjunction with other relevant Departments</p> <p>By 31 March 2014 produce a Business Incubation Action Plan, in conjunction with relevant Departments</p>	Existing DRC Budget 2013/14	<p>Failure to agree & secure stakeholder support for actions/ targets relating to individual aspects of Enterprise.</p> <p>Control: Various research strands are currently being taken forward and will inform development of a number of individual enterprise action plans.</p> <p>Project plan developed for each specific 'Action Plan'.</p> <p>Close liaison with relevant Departments/ organisations.</p> <p>Appropriate engagement with key external stakeholders.</p>

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A5. To encourage business growth.	<p>31. Promote 6,300 jobs in locally owned companies, with 50% paying salaries above the NI Private Sector Median; and</p> <p>32. Secure £400m of investment commitments, and £120m in new wages and salaries reflecting the growth of local companies. [J Fitch, Invest NI]</p> <p>33. Promote 6,500 new jobs in new start up businesses. [Bill Scott , Invest NI]</p> <p>34. Support 160 Social Economy start ups, with 25% having the capability to move to mainstream Invest NI support. [Bill Scott, Invest NI]</p>		<p>Continue to bring forward projects from the current Work in Progress pipeline as well as pursue new opportunities to attract mobile foreign investments from key FDI markets including the USA, China and India.</p>	<p>1450 jobs in locally owned companies</p> <p>725 jobs above NI PSM</p> <p>£130m commitments</p> <p>£30m wages and salaries</p> <p>2215</p> <p>54 Social Economy Start-Ups</p> <p>13 moving to mainstream Invest NI</p>		

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HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
A5. To encourage business growth.	35. By 31 March 2012, develop a Social Economy Action Plan, as part of the wider Enterprise Strategy, in partnership with stakeholders and relevant Executive Departments. [D Durkan, Invest NI]	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	36. Increase in e business activity of 10% by 2013 for businesses participating in the logon ni programme. [M Thompson, TTGS]	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	37. By 31 March 2015 enable 300 small and medium sized enterprises to access the funding required to drive growth through our Access to Finance Strategy. [W McCulla, Invest NI]			Implementation of Loan funding across the range of different Loan schemes.	220	

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HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
A6. To promote the development of economic infrastructure.	38. Ensure delivery of the 2011 15 SEF actions aimed at building competitive energy markets. [F Hepper, Energy]	Full transposition of all NI aspects of EU Third Energy Package.	Work with Utility Regulator to ensure urgent progress in implementation of necessary EC Gas and Electricity Regulations.	By 30 April 2013, make and lay necessary Regulations to ensure full NI compliance with IME 3 Directive.	Energy Total Admin: £1639k (as at March 2012)	Availability of DSO resource. Infraction letters raise unanticipated issues.
		Regional Market Integration.	Input to a range of working groups to contribute to the development and implementation of proposals.	During 2013/14, contribute to development of the European Target Model for the Single Electricity Market.	Energy Other Resource £83k EU + match (as at March 2012)	Competing priorities for resource (Carbon Price Floor and IME 3)
		Introduce new NI Energy Bill.	Liaise with OLC to complete drafting of Bill. Seek Executive approval for introduction of Bill and Secretary of State consent for any reserved aspects of Bill.	By 30 September 2013, subject to OLC completing drafting and DETI obtaining Executive approval, introduce new Energy Bill to the NI Assembly.		Other DETI Bills cause delay in Assembly Committee. Energy policy leads too busy to engage on Committee amendments etc.
		Competitive Energy Pricing.	Ongoing engagement with Utility Regulator and Energy Supply Companies.	During 2013/14, ensure full DETI participation in any electricity and/or gas tariff review(s).		

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HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
A6. To promote the development of economic infrastructure.		Regulations on Energy Market Integrity and Transparency (REMIT)	Liaison with DECC, Utility Regulator, DCENR and DSO.	By 30 June 2013, make and lay necessary regulations to ensure REMIT compliance.		DSO resources to consider drafts of Regulations.

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CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
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HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
A6. To promote the development of economic infrastructure.	39. Ensure delivery of the 2011 15 SEF actions aimed at ensuring security of the NI energy supply. [F Hepper, Energy]	Progress work towards meeting NI obligations in EU Regulation Gas Security of Supply.	Ongoing liaison with DECC, DCENR and the Regulatory Authorities.	By 31 March 2014, working with the UK/Ireland Gas Emergency Planning Group, provide an agreed regional Preventative Action Plan and Emergency Plan.		Failure to reach agreement with Republic of Ireland.
		Review options to address future potential generation supply deficit.	Work with the System Operator (SONI) and Utility Regulator to maintain an adequate generation margin.	By 31 October 2013, secure Minister's agreement as to preferred option to address potential electricity supply deficit.		Failure to reach agreement with SONI/NIAUR as to preferred option(s)
		Gas storage provision.	Work with relevant Departments and Agencies involved in gas storage provision.	During 2013/14, provide a co-ordinating role in respect of the consenting regime and facilitate progress towards provision of a gas storage facility in East Antrim.		Failure on part of project developer to obtain necessary consents.

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A6. To promote the development of economic infrastructure.	40. Ensure delivery of the 2011 15 SEF actions aimed at enhancing sustainability and development of NI's energy infrastructure (incorporating extension of NI's natural gas network, including the West of the Province). [F Hepper, Energy]	<p>Progress work towards transposition of EU Energy Efficiency Directive (EED).</p> <p>Publication of initial views on a future vision for energy in Northern Ireland.</p>	<p>Contribute to DECC's National Energy Efficiency Action Plan.</p> <p>Liaison with relevant Departments, Agencies and the Utility Regulator on the various Articles within the EED.</p> <p>Work to ensure all necessary approvals for publication.</p> <p>Engagement as appropriate with the ETI Committee and relevant stakeholders.</p>	<p>During 2013/14, work with relevant Departments, Agencies and the Utility Regulator to ensure transposition of the EED by 30 June 2014.</p> <p>By 30 September 2013, publish initial work on 'Development of a 2050 Vision for Energy in NI'.</p>		<p>Lack of commitment from other Departments/bodies to ensure transposition and compliance.</p> <p>Delays in receiving approvals.</p>

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HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
A6. To promote the development of economic infrastructure.		Continued effectiveness of existing voluntary agreements on energy efficiency.	Report to Minister on operation of first year of Phase 2 Voluntary Agreements. Liaise with Energy Services Agreement Forum (ESAF) on the Energy Efficiency Directive and Energy Efficiency Obligation.	During 2013/14, ensure effective operation of ESAF and voluntary agreements on energy efficiency.		Energy companies withdraw from voluntary arrangements and/or do not fulfil agreements.
		Extension of natural gas network.	Liaison with EU on State-aid approval and with Utility Regulator on licence consultation/award.	During 2013/14, work with relevant parties to enable: (i) State-aid approval of NI Executive subvention; and (ii) Award of necessary new gas licence.		Failure to secure State-aid approval and/or failure to award a gas licence.
		Smart Meter Provision.	Liaison with Utility Regulator on Smart Meter rollout consultation and with DECC/Utility Regulator on Privacy Impact Assessment.	By 31 March 2014, work with DECC/Utility Regulator to complete a Smart-Metering Privacy Impact Assessment.		Regulator delay in conducting consultation. Lack of engagement by or information sharing with DECC.

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HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
A6. To promote the development of economic infrastructure.		Offshore Grid Development.	Work with the Scottish Government and DCENR to initiate ISLES 2 project.	By 30 April 2013 commence Interreg funded ISLES 2 project.		Delays on part of partners result in project not completing within proposed timescale.
		Second N/S interconnector project.	Continue liaison with NIE, DOE, Utility Regulator and DSO to support case for N/S interconnector. Ensure robust and efficient procedures in place to deal with consents/waive enquiries.	During 2013/14, ensure full DETI support for second N/S electricity interconnector.	Energy Other Resource £16k	Failure on the part of NIE to bring forward /prove case to Planning Appeals Commission.
	41. Ensure delivery of the 2011 15 SEF actions to encourage achievement of 20% electricity consumption from renewable sources and 4% renewable heat by 2015. [F Hepper, Energy]	Ensure appropriate framework in place for renewable electricity incentivisation.	Work aimed at banding levels and analysis for small scale Feed-in Tariff.	By 31 March 2014, complete review of banding levels and analysis for a small scale Feed-in Tariff (FIT)		Failure to secure Assembly approval for new incentive mechanism/ banding changes.

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A6. To promote the development of economic infrastructure.		Complete Onshore Renewable Electricity Action Plan (OREAP).	Work with project steering group and NIEA to complete Strategic Environmental Assessment (SEA) process.	By 30 September 2013, publish Onshore Renewable Electricity Action Plan (OREAP) and Post Adoption Statement.	Energy AME £7,000K	Failure to secure Executive approval.
		Progress the Offshore Energy Bill.	Liaise with stakeholders, DSO and OLC to progress Bill.	By 31 December 2013, secure Executive approval of final policy position on Offshore Energy Bill.		Failure to secure Executive approval.
		Develop Phase 2 of the Northern Ireland Renewable Heat Incentive.	Develop policy proposals for public consultation and secure all approvals (including State-aid).	By 31 July 2013, have completed a public consultation on Phase 2 of the Renewable Heat Incentive.		Delay in securing State-aid approval.

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A6. To promote the development of economic infrastructure.	42. Services of at least 2mbps to 100% of premises by 31 March 2015	Complete procurement process, award contract and ensure delivery of objectives set out in the Invitation to Tender for the NI Broadband Improvement Project	<p>Amend legislation to allow the introduction of Phase 2 and put administrative systems in place to manage the scheme.</p> <p>Secure State Aid approval from BDUK</p> <p>Finalise Invitation to Tender</p> <p>Award contract</p> <p>Contract Monitoring/audit</p>	<p>By 31 December 2013, if all requirements including state aid approvals are in place, launch Phase 2 of the Renewable Heat Incentive.</p> <p>By 30 June 2013 secure approval</p> <p>By 31 May 2013.issue Invitation to tender</p> <p>By 30 June 2013 award contract</p>	£8.9m (£2m has already been secured with a further £2.2m being sought from BDUK and £1.25m from DARD both of which are to be matched with ERDF)	<p>Delay in developing the administrative systems to support the scheme.</p> <p>Failure to secure State Aid approval</p> <p>Failure to secure any bids</p>

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A6. To promote the development of economic infrastructure.	43. By 31 March 2015 increase: 3G population coverage to at least the current (2010) UK average of 87% (NI baseline 43%); and 3G geographic coverage to at least the current (2010) UK average of 75% (NI baseline 41%)	Award a contract to address gaps in service provision	<p>Work with multi-disciplinary team to review market coverage and prepare the necessary procurement and contract documentation</p> <p>Secure BDUK funding approval</p> <p>Secure EU Designation and State Aid approval</p> <p>Secure casework, Ministerial and DFP approval</p>	<p>By 31 July 2013 establish potential intervention area</p> <p>By 30 September 2013 consult on intervention area</p> <p>By 30 September secure ERDF, BDUK approvals</p> <p>By 30 September 2013 secure casework, Minister and DFP approvals</p> <p>By 31 March 2014 award contract</p>	£6m (to be sought via BDUK)	<p>Market forces have removed need for project</p> <p>Failure to secure State Aid or funding approvals</p> <p>Impact of ongoing market and UK Government activity</p>

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A6. To promote the development of economic infrastructure.	44. By 31 March 2015, deliver 200 additional multifunctional fibre access points. [M Thompson, TTGS]	To award contracts for the NI Broadband Improvement and 3G/4G Mobile Access Projects	Monitoring impact of ongoing activity in the mobile market for impact on 3G/4G project Complete procurement process for NI Broadband Improvement Project and award contract	By 31 July 2013 map gaps in mobile coverage and establish intervention area By 30 June 2013 award contract	(See 43 above) (See 42 above)	As at 43 above As at 42 above
	45. By 31 March 2015, £19.125m to be invested in high quality tourism projects. [A Clarke, NITB] 46. By 31 March 2015 to lever £20m from other sources for capital projects. [A Clarke, NITB]	Drive the development of quality tourism experiences. Drive the development of quality tourism experiences	Deliver tail-end Signature Projects capital projects Targeted call in 2013/14 under Tourism Development Scheme. Lever funding from other sources	£1.12m in funding administered £1.77m in funding administered £8.7m secured	£1.12m £1.77m N/A	Time constraints to administer funding Project promoters difficulties in securing match funding

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A7. To improve employment opportunities.	<p>47. Promote 6,300 jobs, with 4,000 created by 31 March 2014* and secure £225m investment as a result of the Jobs Fund.</p> <p><i>*Wording of target reflects that 4,000 jobs will be created by March 2014, however remaining 2,300 will be promoted in 2014/15 but may not be created until 2015/16</i> [Donal Durkan (Invest NI)]</p>					
	<p>48. By 31 March 2013 work with DEL to produce a strategy to reduce economic inactivity.</p> <p>49. By 31 March 2015 to have implemented a range of initiatives identified in the new strategy [EPD Director]</p>	<p>Working with DEL, produce Strategy to reduce economic inactivity through skills, training, incentives and jobs creation.</p>				

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HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
		<p>Work with DEL to develop a paper for consideration and agreement by the Executive in late 2013.</p>	<p>Strategy in line with the six key actions set out in the draft baseline study.</p> <p>Engage with key stakeholders including other departments such as DSD and DHSSPS.</p> <p>Research and evaluate relevant measures across Europe and beyond.</p> <p>Work with DEL in development of monitoring arrangements for the Economic Inactivity Strategy.</p>	<p>Work with DEL to implement any actions identified in the Economic Inactivity Strategy with target completion dates of 2013/14.</p>		<p>Lack of resources available to support Strategy implementation.</p>

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A.8 To deliver a Regulatory framework which encourages business and commerce, while also protecting consumers and workers.	50. By 30 November 2011, complete the Better Regulation Strategy Annual Report for 2010/11	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	51. By 31 March 2012, produce draft new guidance on Regulatory Impact Assessment for Northern Ireland. [EPD Director]	To deliver a complete new RIA guidance document, endorsed by the NI Executive.	To undertake consultation with NI Departments and key stakeholders and secure Ministerial support and endorsement by NI Executive	To secure NI Executive endorsement by March 2014	Progressing from within existing resources	Failure to progress the consultation exercise and deliver a final draft for consideration by the NI Executive – Impact medium/ likelihood low
	52. Have all arrangements for the Debt Relief Scheme in operation by 30 June 2011. [Reg Nesbitt, Insolvency]	To deliver an integrated debt advice service (delivered through face to face outlets, telephone helpline and website) to NI consumers from 1/4/2013 to 31/3/2014.	<p>Carry out Quarterly Performance Management meeting with contracted service provider.</p> <p>Carry out mystery shops exercises to assess quality of service</p> <p>Carry out quality and data/vouching audits.</p> <p>Manage the contract on daily basis</p>	<p>To ensure that 843.75 hours of face to face debt advice is provided across 19 Council areas by 22.5 advisers by 31/3/2014</p> <p>To ensure that contractor provides a freephone debt advice helpline staffed by 3 full time debt advisers available Mon-Fri 9.00 am – 5.00pm up until 31/3/2014.</p> <p>Monitor availability and content of website offering range of debt advice services in accordance with the contract during 2013/14.</p>	£1m	Failure to effectively deliver the integrated debt advice service – Impact High/ low likelihood

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A.8 To deliver a Regulatory framework which encourages business and commerce, while also protecting consumers and workers.	53. Have an act to modernise insolvency law and to permit greater use of electronic communication in insolvency proceedings (to bring NI into line with England and Wales) made by early 2014. [Reg Nesbitt, Insolvency]	To have the Bill introduced in the Assembly by December 2013	To have draft Bill agreed with Legislative Counsel To have Executive agreement to introduce the Bill	April 2013 October 2013	£77,304	Failure to meet deadlines for bringing in legislation Low Likelihood/ Medium Impact
	54. Initiate Directors Disqualification in all company cases within 24 months and BRO proceedings in all bankruptcy cases within 12 months, statutory periods permitted. [Reg Nesbitt, Insolvency]	Achieve Directors Disqualifications and BRO proceedings within statutory periods permitted	To investigate and select appropriate cases for proceedings.	To ensure that activities are carried out to allow statutory deadlines to be met	£466,053	Failure of disqualification proceedings Low Likelihood / Medium Impact

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A.8 To deliver a Regulatory framework which encourages business and commerce, while also protecting consumers and workers.	55. TSS advisory (including Consumerline) and enforcement actions completed, in line with legislative requirements by 31 March 2015. [David Livingstone, Trading Standards Service]	To measurably reduce the negative financial impact of consumer detriment on the N.I. economy while encouraging and supporting legitimate business growth and competitiveness.	Enforcement; Intervention; Consumer Advice; Business Support; Partnership working; Outreach; Marketing - by TSS and Consumerline - in line with statutory powers and published best practice guidelines.	To reduce consumer detriment within the NI economy, year-on-year, by not less than £5m. In addition, detailed targets exist and must be met in relation to; <ul style="list-style-type: none"> • Prosecution time limits; • Published <i>Service First</i> commitments; • Customer Satisfaction levels, and • Consumerline's call-handling performance 	£2.6m	Past performance indicators that failure to deliver risks are de-minimus, but will be maintained and reviewed quarterly.
	56. Deliver the objectives of the Consumer Council Corporate Plan for 2011 2015 [Antoinette McKeown, Consumer Council]	Cost of Living Issues include: (i) Household Efficiency – to better support households in getting the best deal	(i) Roll-out of the “Cost of Living” toolkit to provide up to date cost of living advice to consumers across all areas.	(i) Cost of Living information accessed in 2013/14 by a greater number of consumers.	£1.4m (CCNI) Further £1m of receipts in year	High level – External factors negatively impacting on the ability of CCNI to maintain and build on partnerships resulting in operational objectives not being fully achieved. Assessment high impact / low likelihood (*Mitigating actions includes stakeholder relationship management, evidenced based approach to CCNI work and sound information & advice).

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A.8 To deliver a Regulatory framework which encourages business and commerce, while also protecting consumers and workers.		<p>Consumer Proficiency/ Rights issues include:</p> <p>(ii) Consumer Service & Redress – to deliver and promote effective and timely consumer service & redress; and</p>	<p>Action Plan and deliver recommendations from the 2012/13 Food Report.</p> <p>Identification and actions to support the removal of barriers to switching energy supplier.</p> <p>(ii) Review of CCNI Consumer Strategy.</p> <p>Development & Implementation of CCNI Code of Confidence.</p> <p>Effective & efficient delivery of CCNI Consumer Support Service.</p> <p>Promotion & monitoring for Critical Care Register uptake.</p>	<p>Implementation of 2 of the 6 key recommendations from 2012 food research project.</p> <p>(ii) Increase consumer satisfaction level when compared to 2012/13.</p> <p>10% increase in Critical Care Register uptake.</p> <p>Increased contacts from areas in our Outreach Strategy as being below average.</p>		

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A.8 To deliver a Regulatory framework which encourages business and commerce, while also protecting consumers and workers.		(iii) EU Impacts – influence EU policy development to better represent the interests of NI consumers across 2013/14 and beyond.	(iii) Increase CCNI contribution and influence during the development phase of EU Regulations (or review of Regulations)	(iii)Ensure specific NI consumer issues are represented in the development/review of at least 3 key EU Regulations.		
	57. Develop Financial Capability Strategy by 31 March 2013. [Jackie Kerr, BRD]	Finalise and launch Financial Capability Strategy for NI by Autumn 2013.	Improved co-ordination and engagement across EU consumer bodies. Public Consultation and launch of Financial Capability Strategy for Northern Ireland Consumers.	Co-ordinate with other EU consumer bodies to influence the EU on at least 3 key consumer issues. Public consultation on Executive's Financial Capability Strategy: April – June 2013	Staff £46k	Failure to establish adequate project management structures, timetable and deliveries. Level of Risk: Impact Low; Likelihood Low
	58. Implement key actions from Strategy by 31 March 2014. [Jackie Kerr, BRD]	Implement key actions from Financial Capability Strategy by 31 March 2014	Development and approval of Financial Capability Action Plans.	Launch of NI Financial Capability Strategy : Autumn 2013. Implement key actions by 31 March 2014.	Staff £57k [Consultation/ Survey/GAE: No monies for implementation in current budget. Need to seek In-Year]	Insufficient resources/skills to progress strategy. Level of Risk: Impact Medium; Likelihood Low Lack of stakeholder engagement or buy-in. Impact Medium; Likelihood Medium
	59. Assess and report on impacts of Strategy by 31 March 2015. [Jackie Kerr, BRD]					

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	60. Deliver the objectives of the HSENI Corporate Plan for 2011 2015. [Keith Morrison, HSENI]	<p>To promote key workplace health and safety messages and themes to targeted sectors and groups.</p> <p>To communicate appropriate, timely and practical workplace health and safety information and advice.</p>	<p>Run of participate in local promotional events, including workshops, seminars, exhibitions, etc., providing attendees with key health and safety messages.</p> <p>Distribute items of published information/advisory material (including electronically published materials) to employers, employees and members of the public, to allow them to make informed decisions about their health and safety.</p> <p>Through its small business advisory service, Health and Safety Works NI (HSWNI), provide mentoring to small businesses with the aim of positively impacting on their management of health and safety.</p>	<p>150 promotional events</p> <p>125,000 items of published information/advisory material</p> <p>300 mentoring visits</p>	<p>Estimated Programme Budget: £241k</p> <p>Estimated Programme Budget: £231k</p>	<p>Number of events limited due to lack of third party interest. Control: Maintain good links with key stakeholders.</p> <p>Downturn in demand. Control: Raise awareness of information available and keep information fresh.</p> <p>1. Downturn in demand; 2. Reduced staff resource. Controls: 1. Raise awareness of mentoring service and benefits of managing health and safety; 2. Manpower management.</p>

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A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
	<p>61. Prudential supervision of Presbyterian Mutual Society Scheme of Arrangement in place. Agreed capital and interest repayments received by DETI by 30 November 2012. [Jackie Kerr, BRD]</p>	<p>To improve compliance with health and safety standards through inspection and investigation activities.</p> <p>Orderly management and realisation of PMS assets and servicing of loan agreement.</p>	<p>Undertake inspections across all work sectors for which HSENI is responsible, aimed at improving levels of compliance with health and safety standards.</p> <p>Ensure the timely receipt and assessment of monthly, quarterly and annual financial and other reports by the Joint Supervisors and to meet with them to review progress and consider any issues arising.</p>	<p>6,000 inspections</p> <p>Receipt of the next scheduled capital repayment and interest by 30th November 2013.</p>	<p>Estimated Programme Budget: £121k</p> <p>Approximately £50k (1/3 of 2013/14 Resource Budget)</p>	<p>Reduced staff resource. Action: Manpower management.</p> <p>Impact High; Likelihood Medium</p> <p>Failure to secure repayment of the £175 million PMS commercial loan.</p> <p>Downturn in property market (asset disposals).</p> <p>Downturn in property rental market.</p> <p>Irrecoverability of debts in loan book.</p> <p>Mismanagement of the joint supervisors.</p> <p>Insufficient Departmental oversight and monitoring of the joint supervisors</p>

A. PERFORMANCE						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
		To progress the Credit Unions and Industrial & Provident Societies Bill.	Finalise policy proposal, following public consultation, and commence drafting.	Launch of public consultation on policy proposals by June 2013.	Admin budget of £104k including GAE of £311k. Staffing of DP (Post Vacant) and 2 SOs	

B. PARTNERS						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
B1. To provide clear policy direction and targets, and the necessary resources to deliver those targets	62. To establish the Policy Lead & Liaison units for NDPBs/ N S Bodies as part of the structural change programme, by June 2011. [D Thomson, Policy Group]	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	63. To confirm annual budgets before commencement of each financial year. [Trevor Cooper, Finance]	To confirm annual budgets before commencement of each financial year.	To update budget databases as a result of prospective budget reviews/re-profiling exercises.	To confirm annual budgets before commencement of each financial year.	Existing DRC Budget 2013/14	None identified.

B. PARTNERS							
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14					
A	B	C	D	E	F	G	
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES	
B2. To monitor the performance of our Non Departmental Public Bodies and North South bodies and provide feedback as necessary.	64. NDPBs and N/S Bodies to achieve 98% Resource and 97% Capital outturn against Final Plan Budgets for each financial year subject to exceptional items. [Trevor Cooper, Finance]	NDPBs and N/S Bodies to achieve 98% Resource and 97% Capital outturn against Final Plan Budgets for the 2013/14 financial year subject to exceptional items.	In-year monitoring exercises. NDPB Oversight & Liaison meetings, monthly outturn and forecast outturn profiling exercises, and engagement with budget holders and DFP on budget exercises.	NDPBs and N/S Bodies to achieve 98% Resource and 97% Capital outturn against Final Plan Budgets for the 2013/14 financial year subject to exceptional items.	Existing DRC Budget 2013/14	Under/over spending of Resource and/or Cash budgets.	
	65. To agree performance reporting arrangements with NDPBs and North South bodies by 31 December 2011. [EPD Director]	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	66. Publish Invest NI performance report by 31 March 2012. [EPD Director]	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED

B. PARTNERS						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
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.	67. Facilitate at least 2 meetings each year between the Economic Advisory Group and social partner bodies. [EPD Director]	Facilitate at least 1 meeting each year between the Economic Advisory Group and social partner bodies.	Facilitate at least 1 meeting each year between the Economic Advisory Group and social partner bodies.	1 meeting	Existing DRC Budget 2013/14	Frequency of EAG meetings is not conducive to holding 2 meetings per year with social partners; target has been revised to 1.

B. PARTNERS						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
B4. To work effectively with other departments and government agencies (within Northern Ireland and in GB and Rol) to help deliver DETI s objectives.	68. Implement final decisions from the review of DETI cross departmental working groups by 30 September 2011.	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	69. 75% of involvements in groups to be assessed as very beneficial/ beneficial to the Department or the wider NICS [W Johnston, HRCS]	DETI staff time effectively managed with attendance at or contribution to cross-departmental working groups that are of value to DETI or wider NICS.	Annual exercise to assess benefits of DETI contribution to cross-departmental groups	Exercise launched early April 2013. Report recommendations to SMT / TMT by June 2013.	Part of overall DRC cost for CMB	Low risk. Already in CLU work schedule.
	70. Delivery of Departmental and Agency Actions as set out within Tourism 'Priorities for Action' up to 14/15. [M Thompson, TTGS]	Delivery of 2013/14 actions in Tourism Priorities for Action Plan	Seek endorsement of Priorities for Action Plan by Executive. Establish delivery and monitoring structures and commence meetings of delivery groups.	Have Priorities for Action Plan endorsed by Executive during Quarter 1. Finalise delivery and monitoring structures for Plan once Executive has endorsed. Delivery of 2013/14 actions in Plan	Within existing stakeholder budgets	Executive endorsement is not received. Lack of commitment/change of priorities of key stakeholders.

B. PARTNERS						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
B5. To engage effectively with the European Union to secure the maximum financial and non financial support available for growing the NI economy.	71. Ensure that sufficient eligible expenditure is incurred by 31 December 2014 to enable drawdown of the €262m ERDF available under the EU Sustainable Competitiveness Programme for Northern Ireland (2007 2013)	<p>Meet 2013 ERDF expenditure target (N+2) of €178,015,036.</p> <p>Achieve an error rate in the Programme Annual Audit of less than 2%</p>	<p>Submit Regular expenditure claims to the Commission.</p> <p>Work with Audit Authority and Intermediate Bodies to ensure that irregularities are addressed and minimised.</p> <p>Provide Training and Guidance to Intermediate Bodies</p> <p>Seek amendments to the Operational Programme to bring in new activity</p>	<p>Submit additional eligible expenditure claims to the Commission by 31 December 2014 with a value in excess of €139m which will draw down a further €69.5m ERDF.</p> <p>Annual control report error rate <2% by 31 December 2014</p> <p>By 30 September 2013 deliver 2 further Intermediate Body training sessions.</p> <p>By 30 June 2013 update all Programme Guidance and the Operating Manual</p>		<p>Compliance issues</p> <p>Impact of withdrawal of Titanic expenditure</p> <p>Failure to achieve forecast expenditure</p> <p>Failure to obtain Commission approval for Programme changes</p>

B. PARTNERS						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
	<p>72. Input to negotiations for Structural funding for period 2014 2020, and by 31 December 2014 to have secured the maximum DETI allocation of ERDF.</p> <p>73. Participate in Barosso Taskforce and contribute to Executive target to increase drawdown of elective EU funds by 20%.</p> <p>[P Brush, ESU]</p>	<p>Prepare draft 2014 – 2020 ERDF Investment for Growth and Jobs Programme.</p> <p>Monitor and co-ordinate progress against the Innovation & Technology Group Action Plan for 2012/13 and report on progress to Junior Ministers.</p>	<p>Work with DFP led NICS EU Steering Group to develop draft 2014 - 2020 ERDF Programme and associated UK Partnership Agreement.</p> <p>Work with members of the DFP led Consultative Partnership Group to reflect the views of key stakeholders in the draft 2014 – 2020 ERDF Programme.</p> <p>Ensure Compliance with Ex Ante Conditionalities within the EU Regulations.</p> <p>Discharge duties of Thematic lead for Innovation and Technology Group.</p> <p>Participate in Working Group meetings</p> <p>Input to Competitiveness and Employment Group.</p>	<p>By 31 December 2013 secure Executive approval of the 2014 – 2020 ERDF Investment for Growth and Jobs Programme.</p> <p>By 31 December 2013 secure the maximum DETI allocation of ERDF.</p> <p>Co-ordinate development of Innovation & Technology Group Action Plan for 2014-2015 and report progress to Junior Ministers against 2013-2014 Group Action Plan in line with OFMdfM reporting requirements</p>		<p>Member State delays in agreeing 2014 – 2020 Budget.</p> <p>Current economic climate negatively impacts upon the volume and size of successful applications to secure elective funds</p>

C.PROCESSES						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
C1. To ensure effective communication of departmental objectives and performance to target audiences.	74. To review, quality control and issue 95% of news releases allied to an event within the timeframe agreed with ministers and officials.	Continue to offer advice to Minister and senior officials on all aspects of media handling with a view to ensure effective communication.	Planning and implementing media communications strategies for Minister and Department, ensuring co-ordination and consistency of key messages in conjunction with NDPBs	Ongoing target to review, quality control and issue 95% of news releases allied to an event within the timeframe agreed with Minister and officials.	N/A	No foreseeable risks.
	75. To provide an initial response to 95% of enquiries within the media deadline. [Communications Office]	To continue to seek appropriate media coverage of DETI policy by responding to media queries, seeking media interviews and by targeting news releases, articles and photography.	To continue to provide a professional service to our key customers by processing interview bids and queries in line with EIS Corporate Service Standards.	Continue to provide an initial response to 95% of enquiries within the media deadline.	N/A	Computer/IT failure

C.PROCESSES						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
C2. To ensure the Department's policies, structures and processes effectively support the delivery of its objectives.	76. To complete the structural change programme by December 2011. [D Sterling, Perm Sec]	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	77. To implement the Policy Initiation and Development protocol by December 2011. [M Thompson, TTGS]	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	78. To embed the new NDPB governance and oversight arrangements by 31 March 2012. [T Cooper, Finance]	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	79. By 31 March 2012, have in place a values framework which supports DETI's delivery of its Corporate Plan. [W Johnston, HRCS]	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED

C.PROCESSES							
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14					
A	B	C	D	E	F	G	
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES	
C3. To maintain and review the effectiveness of the Department's processes for: <ul style="list-style-type: none"> ▪ financial management; ▪ corporate governance and risk management; ▪ information security; ▪ business continuity; ▪ emergency planning; and ▪ Assembly/ Executive business. 	80. To achieve 98% Resource and 97% Capital outturn against Final Plan Budgets for each financial year subject to exceptional items and to deliver the efficiencies for each financial year as set out in published Savings Delivery Plans	To maintain and review the effectiveness of the Department's processes for corporate governance and risk.	Review, in consultation with Departmental HR, DETI's policies in relation to the receipt and provision of gifts and hospitality and update as necessary.	By 31 December 2013	Existing DRC Budget 2013/14	None Identified	
		To achieve 98% Resource and 97% Capital outturn against Final Plan Budgets for the 2013/14 financial year subject to exceptional items.	Establish a DETI / NITB Casework Committee to consider significant expenditure proposals from NITB,	By 31 March 2014		By 31 March 2014	Under/over spending of Resource and/or Cash budgets.
		DETI and NDPBs to deliver efficiencies of £2.4m in 2013/14.	Investigate relevant data matches from the National Fraud Initiative.	By 31 March 2014		To achieve 98% Resource and 97% Capital outturn against Final Plan Budgets for the 2013/14 financial year subject to exceptional items.	None identified.
			In-year monitoring exercises, monthly outturn and forecast outturn profiling exercises and engagement with budget holders and DFP on budget exercises.	Bi-annual update report to DFP on progress towards meeting efficiency targets.			

C.PROCESSES						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
C3. To maintain and review the effectiveness of the Department s processes for: <ul style="list-style-type: none"> ▪ financial management; ▪ corporate governance and risk management; ▪ information security; ▪ business continuity; ▪ emergency planning; and ▪ Assembly/ Executive business. 	81. By 31 July 2011, review risk management processes.	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED
	82. By 31 December 2012 implement actions arising from Review of Effectiveness of Departmental Audit Committee [T Cooper, Finance]	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED	N/A TARGET ALREADY ACHIEVED

C.PROCESSES						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
C3. To maintain and review the effectiveness of the Department s processes for: <ul style="list-style-type: none"> ▪ financial management; ▪ corporate governance and risk management; ▪ information security; ▪ business continuity; ▪ emergency planning; and ▪ Assembly/ Executive business. 	83. To ensure zero information security breaches each year.	Ensure compliance with all Information Security Policies.	Ongoing training and awareness; undertake information security survey and monitor Security Policy Framework compliance	Security Risk Management Overview report to HOCS by July 2013	Existing DRC Budget 2013/14	Insufficient Staff resources
	84. To review all business continuity plans annually. [W Johnston, HRCS]	Ensure department is as well prepared as possible to deal with any event that invokes the BCP process.	DETI Plan Holders to meet 3 times per annum. Practical test of BCP Ongoing reviews of all branch BCP's.	Practical test of BCP by December 2013 with lessons learnt report to SMT by January 2014	Existing DRC Budget 2013/14	Low risk, however dependent upon timely input from others across Department.
	85. To review all fuel emergency plans annually [F Hepper, Energy]	To ensure contingencies are proportionate to risks identified.	Hold two meetings during the course of the year with the NI Fuel Liaison Group.	During 2013/14, review local implementation of the DECC National Fuel Plan (Oil) in light of current risks.	Existing DRC Budget 2013/14	Failure to agree contingencies with other key stakeholders.
	86. To ensure 90% AWQs are answered on time. [W Johnston, HRCS]	Ministerial clearance within the deadlines of each AQ	Ongoing close monitoring of every AQ across DETI business areas.	90% AQs cleared by DETI Minister within the deadlines.	Existing DRC Budget 2013/14	Late responses from DETI business areas. Availability of TMT / Minister to clear drafts

D. PEOPLE AND RESOURCES						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
D1. To have staff who are engaged, who have clear goals, objectives and targets, with the appropriate knowledge and skills to deliver them.	87. To achieve an Employee Index score of 55% in 2013/14 staff survey (Baseline 53.1% Nov 2009) [W Johnston, HRCS]	Produce Departmental Improvement Plan. Produce departmental training Plan	Produce draft DETI Improvement Plan. Agree improvement plan with SMT Agree departmental training priorities. Secure approval for Departmental training plan.	Agree DETI Improvement Plan with SMT by 31 June 2013. Achieve approval for Departmental training Plan by 30 September 2013	Existing DRC Budget 2013/14 Existing DRC Budget 2013/14	Low – medium. Will require input and support from HODs. Low. Part of work plan and process reasonably well established.
	88. To achieve the following targets for absenteeism: 2011/12 7.9 days 2012/13 7.8 days 2013/14 7.6 days 2014/15 7.5 days [W Johnston, HRCS]	To achieve the previously agreed target of 7.6 days lost per member of staff for year ending 31 March 2013.	Monitor monthly absence statistics. Be proactive in managing all absences (long-term & short-term) in line with best practice. Continue to look for opportunities to promote good health and well-being initiatives, utilising WELL as appropriate.	Progress monitored against NISRA statistics produced on a monthly basis. Position reported to Departmental Board on a quarterly basis.	Existing DRC Budget 2013/14	Medium-risk. While good management of attendance can help to reduce overall absence rate, it cannot guarantee that the departmental target, agreed centrally, will be achieved.

D. PEOPLE AND RESOURCES						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
	89. To have 80% of PPAs and PDPs in place by June in each reporting year. [W Johnston, HRCS]	To have 80% of PPAs and PDPs in place by end of June 2013	<p>Ensure target is communicated to all managers.</p> <p>Encourage senior managers to prioritise this and action as appropriate within their Divisional command</p>	Progress checked against HRConnect data reports gathered on monthly basis between end of April 2013 to end of June 2013.	Existing DRC Budget 2013/14	Low Risk/Low Impact

D. PEOPLE AND RESOURCES						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
D2. To ensure that the Departmental Board oversees the development of our capacity and capability (and monitors our performance) using the balanced scorecard process.	90. All Branch operating plans to include year on year specific measures and targets. [DETI HODs & NDPB Equivalents]	Ensure all Branch operating plans contain business performance targets linked to the respective objectives and targets within the Corporate Plan and Operating Plan.	Communicate requirement to HODs / NDPB equivalents. Remind HODs/NDPB equivalents to update Branch Operating Plans as appropriate, to reflect outcome of performance monitoring update.	As below	Existing DRC Budget 2013/14	Low risk – part of CLU workplan.
	91. To submit performance monitoring reports to Departmental Board within the required deadline. [W Johnston, HRCS]	Timely and meaningful assessment of performance against key DETI targets.	Commission performance monitoring exercises (at least 3) to capture required information.	First monitoring exercise September 2013 (Q1&Q2); Second exercise December 2013. Third exercise, March 2014.	Existing DRC Budget 2013/14	Low risk – part of CLU workplan. Delays in returns from DETI Business areas, or through queries / scrutiny.

D. PEOPLE AND RESOURCES						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
D3. To plan our activities so that we meet our objectives fairly and sustainably.	92. Produce and implement new Departmental Equality Scheme.	Departmental Equality Scheme already in place	Prepare DETI's Equality Annual Report	Forward DETI's Equality Annual Report to the Equality Commission by 31 August 2013.	Existing DRC Budget 2013/14	Low risk – part of branch plan.
	93. All equality screening and EQIAs to be completed within their pre set timescales [W Johnston, HRCS]	To report on commitments in DETI's Equality Annual Report.	Prepare DETI's Disability Action Plan 5 Yr Review	Forward DETI's Disability Action Plan 5 Yr Review to Equality Commission by 31 June 2013.	Existing DRC Budget 2013/14	Low risk – part of branch plan.
		Oversight of screening exercises carried out by Equality & Diversity Unit.	Screening and EQIA programmes to contain specific timescales for completion – dependent on the nature of the policy.	All equality screening and EQIAs to be completed within their pre-set timescales.	Existing DRC Budget 2013/14	Low risk – part of branch plan.
	94. To monitor Department's progress against the objectives set out in the Executive's Sustainable Development Implementation Plan, in line with OFMDFM timeframes. [D Thomson, Policy Group]	That DETI Delivers its objectives set out in the Executive's Sustainable Development Implementation Plan (SDIP)	Continue to progress the remaining DETI-led actions of the SDIP.	Monitoring of progress within the quarterly "Performance Monitoring" exercises at Q/E 30/9/13, 31/12/13 and 31/3/14 with subsequent updates to DETI Departmental Board and DETI Minister.	Existing DRC Budget 2013/14	Pressures on staff resources.

D. PEOPLE AND RESOURCES						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
D4. To work with Shared Service providers to ensure effective delivery of our operations and services.	<p>Account NI 95. To assist in the delivery of satisfaction levels within the Department, in line with targets in Enterprise Shared Services (ESS) Benefits Realisation Plan [T Cooper, Finance]</p>	<p>N/A TARGET ALREADY ACHIEVED</p>	<p>N/A TARGET ALREADY ACHIEVED</p>	<p>N/A TARGET ALREADY ACHIEVED</p>	<p>N/A TARGET ALREADY ACHIEVED</p>	<p>N/A TARGET ALREADY ACHIEVED</p>
	<p>HRConnect 96. To significantly reduce the current high level of dissatisfaction with HR Connect services (67%) to below 30% by March 2015 (50% by February 2012 from Staff Survey) [W Johnston, HRCS]</p>	<p>Continue to encourage improvement in level of HRConnect services.</p>	<p>Ensure known HRConnect service issues are notified to HRConnect/ESS as appropriate. Use HRDG and EOM fora to engage with CHR on such issues.</p> <p>As part of Business Partner engagement with HODs and HOBs, encourage managers and staff to raise dissatisfaction issues with HRConnect.</p>	<p>To achieve a further reduction in the dissatisfaction level with HR Connect, as measured by the 2013/14 NICS staff survey.</p> <p>Due to be published during final quarter of 2013/14.</p>	<p>Existing resources</p>	<p>Medium. Outcome not within control of DHR or Department. Outcome influenced solely by experience of managers and staff using HRConnect.</p>

D. PEOPLE AND RESOURCES						
CORPORATE PLAN 2011 2015		OPERATING PLAN 2013/14				
A	B	C	D	E	F	G
HIGH LEVEL OBJECTIVE	2011 2015 TARGETS	2013/14 OBJECTIVES	2013/14 ACTIVITIES	2013/14 TARGETS & MILESTONES	RESOURCE ALLOCATION	RISKS TO ACHIEVING OPERATING PLAN OBJECTIVES
D4. To work with Shared Service providers to ensure effective delivery of our operations and services.	97. Records NI to achieve 65% satisfaction rating by March 2015 (55% by November 2011 from Staff Survey) [W Johnston, HRCS]	The target was to be measured from information collected Centrally from DFP staff survey. However decision now taken by DFP to no longer collect this information as Trim is now firmly embedded in each Dept.	N/A	N/A	N/A	N/A

DETI 2013-14 BUDGET ALLOCATIONS (including Non Cash Costs)

	RESOURCE	CAPITAL	TOTAL
DIVISION	£000's	£000's	£000's
<u>DETI HQ</u>			
BUSINESS REGULATORY DIVISION	6,236	0	6,236
PMS	-3,000	-6,500	-9,500
ENERGY DIVISION	1,959	0	1,959
FINANCE DIVISION	13,215	0	13,215
EUROPEAN SUPPORT UNIT	3,167	835	4,002
HRCS DIVISION	5,173	55	5,228
TOURISM, TELECOMS & GSNI POLICY	3,141	1,000	4,141
ECONOMIC POLICY DIVISION	1,956	0	1,956
ANALYTICAL SERVICES UNIT	567	0	567
INFORMATION OFFICE	388	0	388
SENIOR MANAGEMENT	485	0	485
TOTAL DETI HQ	33,287	-4,610	28,677
<u>NDPBs</u>			
INVEST NI	114,948	17,466	132,414
NI TOURIST BOARD	14,561	3,140	17,701
HEALTH & SAFETY	6,683	0	6,683
CONSUMER COUNCIL	1,510	18	1,528
TOURISM IRELAND LTD	14,375	0	14,375
INTERTRADEIRELAND	3,180	8	3,188
TOTAL NDPBs	155,257	20,632	175,889
TOTAL DEPARTMENT	188,544	16,022	204,566

* Notes: Finance Division includes £9.25m in relation to provisions.

DETI 2013-14 BUDGET ALLOCATIONS (excluding Non Cash Costs)

	RESOURCE	CAPITAL	TOTAL
DIVISION	£000's	£000's	£000's
<u>DETI HQ</u>			
BUSINESS REGULATORY DIVISION	6,236	0	6,236
PMS	-3,000	-6,500	-9,500
ENERGY DIVISION	1,959	0	1,959
FINANCE DIVISION	12,625	0	12,625
EUROPEAN SUPPORT UNIT	3,167	835	4,002
HRCS DIVISION	5,173	55	5,228
TOURISM, TELECOMS & GSNI POLICY	3,141	1,000	4,141
ECONOMIC POLICY DIVISION	1,956	0	1,956
ANALYTICAL SERVICES UNIT	567	0	567
INFORMATION OFFICE	388	0	388
SENIOR MANAGEMENT	485	0	485
TOTAL DETI HQ	32,697	-4,610	28,087
<u>NDPBs</u>			
INVEST NI	112,338	17,466	129,804
NI TOURIST BOARD	14,301	3,140	17,441
HEALTH & SAFETY	6,568	0	6,568
CONSUMER COUNCIL	1,404	18	1,422
TOURISM IRELAND LTD	14,375	0	14,375
INTERTRADEIRELAND	3,180	8	3,188
TOTAL NDPBs	152,166	20,632	172,798
TOTAL DEPARTMENT	184,863	16,022	200,885