

# **ENERGY DIVISION**

## **COMPOSITE DIVISIONAL PLAN**

**2014 – 2015**

**June 2014**

**DFE-386827**

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# ENERGY DIVISION TARGETS

[PfG Priority 1]

Productivity Growth

TO PROMOTE THE DEVELOPMENT OF ECONOMIC INFRASTRUCTURE.

## PfG AND CORPORATE PLAN TARGETS 2011/2015

Action – PROMOTING DELIVERY OF NORTHERN IRELAND’S ECONOMIC INFRASTRUCTURE THROUGH DELIVERY OF THE OBJECTIVES SET OUT IN THE EXECUTIVES’ STRATEGIC ENERGY FRAMEWORK (SEF2010) AIMED AT:

- Building competitive energy markets;
- Ensuring security of supply;
- Enhancing sustainability and development of our energy infrastructure;
- Increasing the level of electricity and heat from renewable sources.

In seeking to deliver against our key PfG, Corporate Plan and SEF goals the Division works with many stakeholders, and specifically the Utility Regulator (NIAUR). The Utility Regulator’s Corporate Strategy objectives for 2014-19 are:

- Encouraging efficient and effective monopolies;
- Promoting efficient and competitive markets;
- Protecting the long-term interests of business and domestic consumers

## DETI Core Values

**Our values relate to our staff, our business partners, our stakeholders and our customers.**

<b>Courage</b>	We take ownership, responsibility and accountability for our own actions
	We welcome constructive feedback and are open to change and new ways of working
	We trust one another and believe in a no-blame culture in carrying out our duties
	We are committed to addressing poor performance and challenging inappropriate behaviours
<b>Openness</b>	We are honest and transparent in our dealings with work colleagues and customers, and always act with integrity
	We engage with our stakeholders and encourage their participation in what we do
	We are committed to teamwork and joined-up working within and across branches, divisions and partner organisations
	We communicate openly and effectively
<b>Respect</b>	We seek out, listen to and consider the views of others
	We acknowledge good performance and appreciate the contribution of others
	We treat people fairly with respect and honesty, and show concern for others
	We welcome diversity and look for different perspectives and experiences
<b>Excellence</b>	We have a positive and flexible attitude to work and to doing the best job possible
	We are innovative in our thinking and strive for continuous improvement
	We are committed to showing visible and approachable leadership
	We manage public money effectively and aim to achieve best value for money

## OPENING BASELINE BUDGET ALLOCATIONS 2014/15

### ADMIN:

Salaries	£1,651,000
GAE	£20,000
Consultancy	£320,000

### RESOURCE / PROGRAMME:

Consultancy (Wayleaves)	£16,000
EU Competitiveness (inc match)	£150,000
Total Resource / Programme	£91,000

### CAPITAL

Energy Infrastructure	£10,000,000
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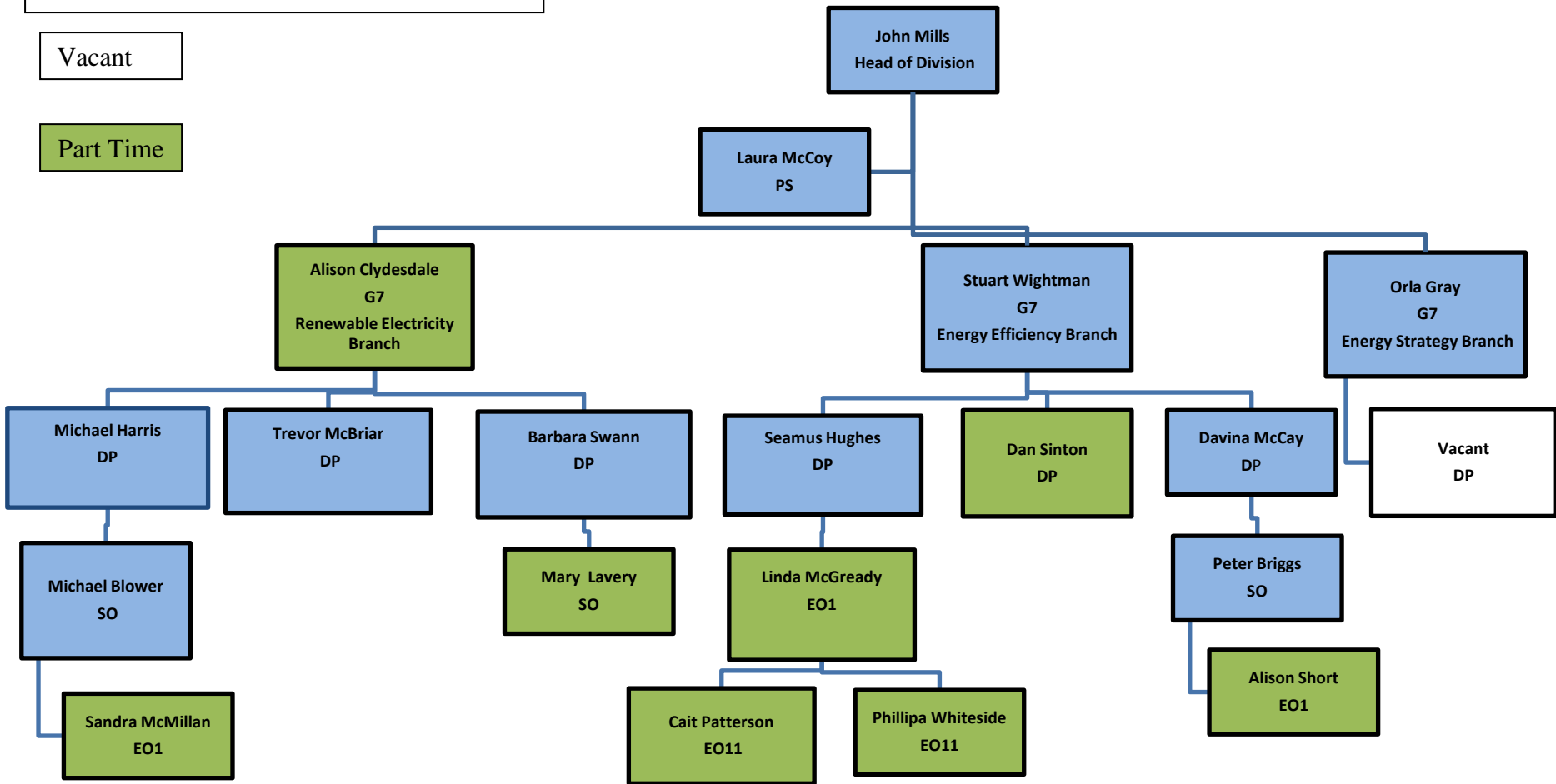
### Annual Managed Expenditure (AME)

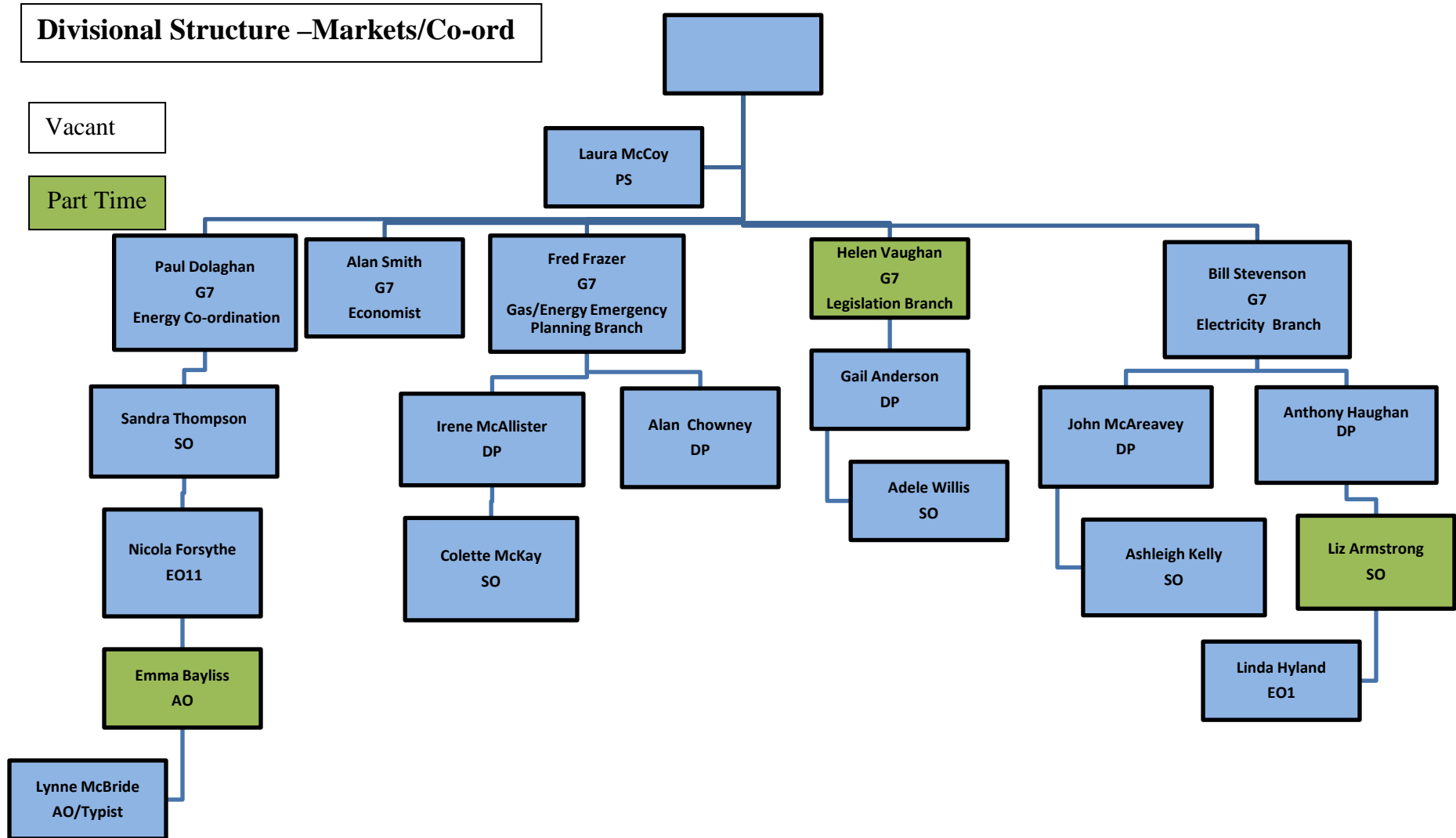
RHI	(Resource) £6,350,000
RHI	(Capital) £

# Divisional Structure – Sustainables

Vacant

Part Time





# **BALANCED SCORECARD 2014 – 2015**



## BALANCED SCORECARD – ANNUAL OBJECTIVES 2014-15

<b>Results</b>	<b>People and Organisation</b>
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Maintain a legal framework for energy which complies with EU requirements.</li> <li>2. Protect the interests of energy consumers by promoting competition where possible.</li> <li>3. Work with stakeholders to deliver security of supply and investment in energy infrastructure.</li> <li>4. Encourage energy efficiency across all sectors and facilitate increased levels of renewables.</li> </ol>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Ensure management of the Division enables achievement of its own and wider Departmental objectives</li> </ol>
<b>Customers and Processes</b>	<b>Processes (financial)</b>
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Respond to Ministerial /Assembly requests for information, advice and briefing within relevant deadlines</li> <li>2. Ensure efficient and effective processes are in place to meet the needs of both our internal and external customers.</li> </ol>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Manage resources within allocated budget and comply with departmental accounting arrangements.</li> </ol>

# Risk Assessment Matrix

## Risk Severity

Severity = Likelihood x Impact

I M P A C T	Severe (5)	5	10	15	20	25
	Major (4)	4	8	12	16	20
	Significant (3)	3	6	9	12	15
	Moderate (2)	2	4	6	8	10
	Minor (1)	1	2	3	4	5
		Remote (>10%) (1)	Unlikely (10-34%) (2)	Possible (35-65%) (3)	Probable (66-90%) (4)	Almost certain (<90%) (5)
	LIKELIHOOD					

## Energy Division Targets

I M P A C T	Severe (5)	Targets 1(b); 1(c)	Targets 3(e)	Targets 1(a); 2(a); 4(c); 4(d)		
	Major (4)	Targets 3(g)	Targets 1(e); 2(e); 3(a); 4(e); 4(f); 4(g); 4(h); 4(m)	Targets 3(c); 3(d); 4(a); 4(b); 4(k); 4(l);		
	Significant (3)	Targets 2(d)	Targets 3(b); 4(i); 4(j)	Targets 1(d); 1(f); 2(b); 3(f)	Target 2(c)	
	Moderate (2)			Targets 1(g); 2(f)		
	Minor (1)					
		Remote (>10%) (1)	Unlikely (10-34%) (2)	Possible (35-65%) (3)	Probable (66-90%) (4)	Almost certain (<90%) (5)
	LIKELIHOOD					

## RESULTS

	<b>Target met</b>
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Objectives	Targets	Actions	Risks/Rating
<b>Maintain a legal framework for energy which complies with EU requirements.</b>	1a By 30 Oct 2014, make Regulations to establish new electricity and gas licence modification and appeals arrangements in line with IME3 Directive requirements.  <b>Helen Vaughan</b>	<ul style="list-style-type: none"> <li>• Liaise with NIAUR re: any additional transitional requirements and secure commitment to make consequential changes to licences.</li> <li>• Liaise with DOJ and others as necessary re creation of offences.</li> <li>• Liaise with BIS to agree legislative vehicle for changes to Enterprise and Regulatory Reform Act and co-ordinate timings with NI Regulations.</li> </ul>	Failure to comply with EU IME3 requirements, with consequent risk of either infraction or other legal action.  Likelihood 3 – Impact 5 = 15
	1b By 30 June 2014, complete the process of revising the designations of provisions of the IME 3 Electricity and Gas Regulations as 'relevant requirements*'.  <b>Helen Vaughan</b>  (*thereby making them enforceable by the Utility Regulator under the Energy (NI) Order 2003.)	<ul style="list-style-type: none"> <li>• Notify the ETI Committee of the outcome of consultation which closed in January 2014.</li> <li>• Liaise with DECC as appropriate on their legislative proposals.</li> <li>• Make relevant designations and publish in the Belfast Gazette.</li> </ul>	Failure to comply with EU IME3 requirements, with consequent risk of either infraction or other legal action.  Likelihood 1 – Impact 5 = 5
	1c By July 2014, ensure Northern Ireland transposition of the Energy Efficiency Directive.  <b>Alison Clydesdale</b>	<ul style="list-style-type: none"> <li>• Finalise UK wide transposition aspects with DECC.</li> <li>• Lay NI Regulations to transpose Articles 9-11, 13 &amp; 15 of Directive.</li> <li>• Liaise with NIAUR on licence modifications required for EED transposition.</li> <li>• Deal with residual EED transposition.</li> </ul>	Failure to transpose Directive results in infraction.  Likelihood 1 – Impact 5 = 5

Objectives	Targets		Actions	Risks/Rating
	1d	<p>Develop co-ordinated approach to energy efficiency across Government.</p> <p><b>Stuart Wightman</b></p>	<ul style="list-style-type: none"> <li>• By September commission consultancy work on Article 18 of the EED – quality labels.</li> <li>• Finalise EST study into barriers to energy efficiency in relation to Articles 18 &amp; 19.</li> <li>• Lead a coordinated approach to marketing energy efficiency.</li> <li>• Support a strategy (with the HEAT programme) for energy efficiency</li> </ul>	<p>No support for co-ordinated approach.</p> <p>Likelihood 3 – Impact 3 = <b>9</b></p>
	1e	<p>During 2014/15, complete the necessary administrative or legislative actions to ensure Northern Ireland compliance with directly applicable EU legislation, including the IME 3 Electricity and Gas Regulations and the Gas Security of Supply Regulation.</p> <p><b>Helen Vaughan/Fred Frazer/Bill Stevenson</b></p>	<ul style="list-style-type: none"> <li>• Electricity and Gas teams to maintain contact with NIAUR as codes under IME 3 Regulations are developed.</li> <li>• Contribute to EU requirement on UK, Ireland and Regional Risk Assessments in relation to Security of Supply Regulations and support completion of UK/Ireland Preventative Action Plans and Emergency Plans.</li> </ul>	<p>Failure to comply with EU IME3 requirements, with consequent risk of either infraction or other legal action. Failure of Regulators to reach agreement on arrangements necessary for the sharing of gas supplies during emergencies, resulting in compliance failure</p> <p>Likelihood 2 – Impact 4 = <b>8</b></p>
	1f	<p>During 2014/15, establish with the Utility Regulator an agreed workplan and timeframe for development of new standard licence conditions for electricity and revised standard licence conditions for gas which reflect EU and other policy requirements.</p> <p><b>Helen Vaughan/Fred Frazer/Bill Stevenson</b></p>	<ul style="list-style-type: none"> <li>• Agree resource allocation with Utility Regulator</li> <li>• Develop consultation paper and draft standard conditions</li> </ul>	<p>Competing work priorities both for Division and for Regulator may mean that this project is not adequately resourced to make progress</p> <p>Likelihood 3 – Impact 3 = <b>9</b></p>

	Objectives	Targets		Actions	Risks/Rating
		1g	<p>During 2014/15, develop a co-ordinated and agreed plan for the delivery of all energy related legislation – both primary and secondary - which reflects EU and domestic policy priorities and is in line with legislative and Assembly processes.</p> <p><b>Helen Vaughan</b></p>	<ul style="list-style-type: none"> <li>Liaison and co-ordination of work of energy G7s in consultation as required with ALU, LMU, OLC, DSO</li> </ul>	<p>Competing work priorities could jeopardise ability to deliver.</p> <p>Likelihood 3 – Impact 2 = <b>6</b></p>
2	<b>Protect the interests of consumers by promoting competition where possible.</b>	2a	<p>By 31 August 2014, secure Ministerial agreement of SEM Committee preferred High Level Market Design.</p> <p><b>Bill Stevenson</b></p>	<ul style="list-style-type: none"> <li>Full participation in the DETI/DCENR Target Model Steering Group and associated GB/Ireland Working Groups established to oversee delivery.</li> <li>Implementation of Project arrangements including Network Codes development required to deliver compliance with EU Target Model.</li> <li>Scope legislative requirements arising from I-SEM.</li> </ul>	<p>Risk of infraction if SEM energy trading and Capacity Remuneration Mechanism proposals are not Target Model compliant by 2016.</p> <p>Likelihood 3 – Impact 5 = <b>15</b></p>
		2b	<p>Work with the NIAUR to progress development of electricity smart metering.</p> <p>(CURRENTLY AWAITING MINISTERIAL DIRECTION)</p> <p><b>Orla Gray</b></p>	<ul style="list-style-type: none"> <li>By 31 March 2015, complete Privacy Impact Assessment required in relation to Smart Meter roll out.</li> <li>Ensure privacy considerations are in line with the requirements of the Energy Efficiency Directive.</li> </ul>	<p>Inaction results in increasing infraction risk.</p> <p>Likelihood 3 – Impact 3 = <b>9</b></p>
		2c	<p>By 31 May 2014, complete exercise on the part of NIAUR/DETI Working Group into drivers of electricity pricing and composition/allocation of network charges.</p> <p><b>Bill Stevenson/Alan Smith/Orla Gray</b></p>	<ul style="list-style-type: none"> <li>Provide further evidence to the ETI Committee as required and respond to actions assigned to the Department.</li> <li>Complete review of network charge allocations with NIAUR</li> <li>Develop policy options.</li> <li>Assess options for reducing tariff volatility.</li> </ul>	<p>Unrealistic expectation that Department can deliver improved pricing outcomes.</p> <p>Likelihood 4 – Impact 3 = <b>12</b></p>

	Objectives	Targets		Actions	Risks/Rating
		2d	<p>During 2014/15, ensure full DETI participation in any necessary electricity / gas tariff reviews.</p> <p><b>Bill Stevenson/Fred Frazer</b></p>	<ul style="list-style-type: none"> <li>Engage with NIAUR (and CCNI where appropriate) in relation to scrutiny of electricity / gas tariffs.</li> <li>Assess tariff review impacts.</li> <li>Provide prompt updates to Minister / senior officials in advance of formal tariff announcements.</li> </ul>	<p>DETI is unaware of tariff changes.</p> <p>Likelihood 1 – Impact 3 = <b>3</b></p>
		2e	<p>By 31 December 2014, publish the findings of a review into the costs and benefits of the Strategic Energy Framework 40% renewable electricity target.</p> <p><b>Orla Gray/Alan Smith</b></p>	<ul style="list-style-type: none"> <li>Manage consultancy contract covering review.</li> <li>Ensure delivery of final report and oversee publication.</li> </ul>	<p>Report's findings may differ significantly to previous analysis which informed SEF 2010, i.e. costs outweigh benefits.</p> <p>Likelihood 2 – Impact 4 = <b>8</b></p>
		2f	<p>By 31 March 2015, prepare review of the Strategic Energy Framework.</p> <p><b>Orla Gray</b></p>	<ul style="list-style-type: none"> <li>To plan timescales and resources to carry out the review by end of 2015.</li> <li>To benchmark strategic progress and direction against relevant comparators.</li> <li>To assess (and rationalise) all reporting against targets.</li> </ul>	<p>Competing Divisional pressures impact on preparation for review.</p> <p>Likelihood 3 – Impact 2 = <b>6</b></p>
3	<p><b>Work with stakeholders to deliver security of supply and investment in energy infrastructure.</b></p>	3a	<p>During 2014/15, work with the Utility Regulator and SONI towards implementation of decision for provision of additional 250 MW (minimum) conventional power generation.</p> <p><b>Fred Frazer</b></p>	<ul style="list-style-type: none"> <li>Work to have a timeline agreed by end December 2014 between the Utility Regulator, SONI and a developer for option to provide additional generation.</li> <li>Develop "Plan B"</li> <li>Maintain information on generation capacity.</li> </ul>	<p>Market test/competition does not result in promoter coming forward to provide additional generation capacity within the timescale.</p> <p>Likelihood 2 – Impact 4 = <b>8</b></p>

Objectives	Targets		Actions	Risks/Rating
	3b	<p>During 2014/15, work with DECC, other NI Departments and Agencies to complete review of the National Emergency Plan for Fuel (NEP-F).</p> <p><b>Fred Frazer</b></p>	<ul style="list-style-type: none"> <li>• Work with DECC on substantial completion of National Arrangements by July 2014, to include how these will be implemented in NI.</li> <li>• Continue work with priority fuel users to encourage business continuity planning for road fuel disruption.</li> </ul>	<p>DECC failure to deliver across Local Resilience Forums in GB and with Scottish and Welsh DA's, and lack of engagement by NI oil industry by due date.</p> <p>Likelihood 2 – Impact 3 = 6</p>
	3c	<p>By September 2014, secure formal project designation for grid development under the 2014 – 2020 ERDF Programme.</p> <p><b>Bill Stevenson</b></p>	<ul style="list-style-type: none"> <li>• Engage with NIE/NIAUR/SONI to work up detail of proposals designed to facilitate increased levels of renewable electricity which would be suitable for funding through ERDF.</li> <li>• Secure appropriate State Aid and financial approvals to proceed with delivery of grid strengthening proposals.</li> <li>• Secure NIAUR agreement to make available match funding through NIE financing arrangements.</li> </ul>	<p>Failure to secure appropriate match funding.</p> <p>Likelihood 3 – Impact 4 = 12</p>
	3d	<p>By 30 June 2014, agree delegated Competent Authority arrangements with DECC and DOE for the handling of industry proposals for Projects of Common Interest (PCI's).</p> <p><b>Fred Frazer/Bill Stevenson</b></p>	<ul style="list-style-type: none"> <li>• Support DECC production of UK Manual of Procedures for PCIs.</li> <li>• Work with DECC counterparts to finalise transfer of delegated Competent Arrangement actions.</li> <li>• Work with DOE and other consenting authorities to oversee PCI process.</li> <li>• Promote PCIs especially N/S interconnector</li> </ul>	<p>High profile project failures (N/S Interconnector).</p> <p>Likelihood 3 – Impact 4 = 12</p>

	Objectives	Targets	Actions	Risks/Rating
		<p>3e By 31 December 2014, issue Letter of Offer in respect of NI Executive grant for gas extension project.</p> <p><b>Fred Frazer</b></p>	<ul style="list-style-type: none"> <li>Engage with DETI Internal Audit, Finance Branch and DSO on content of Letter of Offer to gas licensee.</li> <li>Work with NIAUR and appointed licensee to progress development of new natural gas infrastructure in the West.</li> <li>Engage with other Departments, District Councils, NIHE and industry on gas extension proposals.</li> <li>Engage with NIAUR on arrangements for reporting on progress and external technical assurance of project.</li> </ul>	<p>EU objection to request for State Aid to grant fund the project.</p> <p>Failure to agree terms of a Letter of Offer with licensee, and thus unable to provide grant funding.</p> <p>Likelihood 2 – Impact 5 = <b>10</b></p>
		<p>3f During 2014/15, work with developers, Government Departments and Agencies to progress proposals for gas storage.</p> <p><b>Fred Frazer</b></p>	<ul style="list-style-type: none"> <li>Engage with the Crown Estate in relation to issue of 'residual liability'.</li> <li>Liaise with DECC officials regarding Third Party Access arrangements for offshore gas storage.</li> <li>Provide input to Energy Bill in respect of revised legislation to facilitate provision of future gas storage projects.</li> </ul>	<p>Matter is outside DETI control with final decision on 'residual liability' to be taken by Crown Estate and HM Treasury.</p> <p>Likelihood 3 – Impact 3 = <b>9</b></p>
		<p>3g During 2014/15 manage out-workings of guidance and regulations in relation to Department's responsibilities for wayleaves and consenting.</p> <p><b>Bill Stevenson</b></p>	<ul style="list-style-type: none"> <li>Process wayleave and injurious affection applications</li> <li>Manage applications and consents for new generating stations and lines</li> <li>Liaise with Regulator on application of REMIT regulations</li> <li>Liaise with NIE on application of ESQCR regulations</li> </ul>	<p>Reputational – guidance and regulations not fit for purpose</p> <p>Likelihood 1 – Impact 4 = <b>4</b></p>



	Objectives	Targets		Actions	Risks/Rating
4	<b>Encourage energy efficiency across all sectors and facilitate increased levels of renewables.</b>	4a	By 30 September 2014, review Energy Efficiency Obligation policy.  <b>Stuart Wightman</b>	<ul style="list-style-type: none"> <li>• Feed into decision on whether to include in Energy Bill</li> <li>• Reassess approach to oil</li> <li>• Establish timescales</li> </ul>	<p>Not enough time to reassess policy.</p> <p>Likelihood 3 – Impact 4 = <b>12</b></p>
		4b	By 31 March 2015, secure Executive approval for the Offshore Renewable Energy Bill.  <b>Alison Clydesdale</b>	<ul style="list-style-type: none"> <li>• Engage with HMT / DECC to progress offshore decommissioning issues.</li> <li>• Keep abreast of offshore development</li> </ul>	<p>No offshore renewable development in NI.</p> <p>Likelihood 3 – Impact 4 = <b>12</b></p>
		4c	During 2014/15, work with DECC to ensure successful implementation of Electricity Market Reform (EMR) in NI.  <b>Alison Clydesdale/Alan Smith</b>	<ul style="list-style-type: none"> <li>• Participate in EMR NI Contracts for Difference (CfD) Project Steering Group and sub-groups.</li> <li>• Work with DECC Supplier Obligation team to agree systems and settlement policies for NI.</li> <li>• Work on NI input to UK wide EMR secondary legislation.</li> <li>• Work with NIAUR on consumer impact of EMR.</li> </ul>	<p>No support mechanism for large scale renewables from 1 April 2017 if EMR not implemented.</p> <p>Likelihood 3 – Impact 5 = <b>15</b></p>
		4d	During 2014/15, manage the impacts of Electricity Market Reform (EMR).  <b>Alan Smith/Orla Gray</b>	<ul style="list-style-type: none"> <li>• Secure Ministerial approval for way forward on CfD Exemption for Energy Intensive Industries with DECC &amp; BIS.</li> <li>• Manage impacts of EMR &amp; I-SEM upon each other.</li> </ul>	<p>EMR arrangements prove unworkable</p> <p>Likelihood 3 – Impact 5 = <b>15</b></p>

Objectives	Targets		Actions	Risks/Rating
	4e	By 31 March 2015, deliver necessary legislative amendments to the Northern Ireland Renewables Obligation.  <b>Alison Clydesdale</b>	<ul style="list-style-type: none"> <li>• Secure Assembly approval for the Renewables Obligation (Amendment) Order (NI) 2014 by end May.</li> <li>• Secure Assembly approval for the Renewables Obligation Order (NI) 2015 by 31 March 2015.</li> </ul>	<p>Failure to have in place appropriate incentivisation policy/ legislation could create investment uncertainty and hiatus.</p> <p>Likelihood 2 – Impact 4 = <b>8</b></p>
	4f	By 30 November 2014, complete consultation on small scale ROC banding review.  <b>Alison Clydesdale</b>	<ul style="list-style-type: none"> <li>• Issue small scale ROC banding consultation before Assembly summer recess (5/7/14)</li> <li>• Issue government response to consultation by 30 November 2014</li> </ul>	<p>Failure to have in place appropriate incentivisation policy/ legislation could create investment uncertainty and hiatus for small scale renewables.</p> <p>Likelihood 2 – Impact 4 = <b>8</b></p>
	4g	By 30 March 2015, complete consultation on NIRO Closure (to close NIRO to new generation in 2017).  <b>Alison Clydesdale</b>	<ul style="list-style-type: none"> <li>• Issue consultation on Renewables Obligation Closure Order (NI) 2015 by 30 Dec 2014.</li> <li>• Issue government response to consultation by 30 March 2015.</li> </ul>	<p>Failure to have in place appropriate incentivisation policy/ legislation could create investment uncertainty and hiatus for renewables.</p> <p>Likelihood 2 – Impact 4 = <b>8</b></p>
	4h	During 2014/15, progress development of a small scale Feed-in Tariff (FIT).  <b>Alison Clydesdale</b>	<ul style="list-style-type: none"> <li>• Secure agreement from DECC to have NI small scale FIT costs socialised across the UK.</li> <li>• Progress policy aspects of small scale FIT for consultation in 2015/16.</li> </ul>	<p>Failure to introduce FIT enabling legislation and secure DECC approval for socialisation of costs.</p> <p>Likelihood 2 – Impact 4 = <b>8</b></p>

Objectives	Targets		Actions	Risks/Rating
	4i	<p>By 31 March 2015 develop a draft Community Energy Action Plan for consultation.</p> <p><b>Alison Clydesdale</b></p>	<ul style="list-style-type: none"> <li>By 30 September 2014, cross-departmental sub-group to have met and progressed development of the draft Action Plan</li> <li>By 31 March 2015 consultation on draft NI Community Energy Action Plan.</li> </ul>	<p>Failure to secure cross – departmental consideration/agreement.</p> <p>Likelihood 2 – Impact 3 = <b>6</b></p>
	4j	<p>During 2014/15, deliver actions, working on a cross-departmental basis, to support ongoing development of onshore and offshore renewables.</p> <p><b>Alison Clydesdale</b></p>	<ul style="list-style-type: none"> <li>Ensure progress on implementation of the Offshore Renewable Energy Strategy Action Plan (ORESAP) and Onshore Renewable Electricity Action Plan (OREAP) 2014-2015 actions and arrange publication of annual progress report.</li> <li>Engage with Crown Estate/DOE on the Offshore Leasing Round projects and with DECC and other UK bodies on wider offshore related activities.</li> <li>Ensure DETI's interests are represented in ongoing DOE marine activities e.g. the development of a Marine Plan for NI and Marine Conservation Zones</li> <li>Engage with DOE on its legislative and administrative programme to streamline planning policies and transfer planning powers to Local Authorities by April 2015.</li> <li>Report quarterly progress on DETI actions to DOE on the NI Greenhouse Gas Reduction Action Plan and related activities.</li> </ul>	<p>Failure to secure cross-departmental actions.</p> <p>Likelihood 2 – Impact 3 = <b>6</b></p>

Objectives	Targets		Actions	Risks/Rating
	4k	<p>By 30 September 2014, introduce the domestic Renewable Heat Incentive (RHI) scheme in Northern Ireland.</p> <p><b>Stuart Wightman</b></p>	<ul style="list-style-type: none"> <li>Secure all necessary approvals for launch of scheme.</li> <li>Lay Renewable Heat (domestic) Regulations.</li> <li>Put necessary administrative procedures in place.</li> <li>Promote scheme to relevant stakeholders.</li> </ul>	<p>Uncertainty over administrative arrangements and business case option.</p> <p>Likelihood 3 – Impact 4 = <b>12</b></p>
	4l	<p>By 31 March 2015, introduce Phase 2 of the non-domestic RHI scheme in Northern Ireland.</p> <p><b>Stuart Wightman</b></p>	<ul style="list-style-type: none"> <li>Finalise policies and secure all necessary approvals including State Aid.</li> <li>Amend existing Renewable Heat Incentive Scheme Regulations.</li> <li>Resolve carbon loans issues.</li> <li>Agree administrative changes with Ofgem.</li> </ul>	<p>Intractable policy issues like carbon loans</p> <p>Likelihood 4 – Impact 3 = <b>12</b></p>
	4m	<p>During 2014/15, manage the existing RHPP scheme and non-domestic RHI scheme.</p> <p><b>Stuart Wightman</b></p>	<ul style="list-style-type: none"> <li>Manage administration Agreement with Ofgem – ensure service delivered according to Agency Services Agreement and within agreed budget.</li> <li>Manage RHPP scheme.</li> </ul>	<p>Fraudulent claims.</p> <p>Likelihood 2 – Impact 4 = <b>8</b></p>

## PEOPLE AND ORGANISATION

	Objectives	Targets	Actions	
1	<b>Ensure management of the Division enables achievement of its own and Departmental objectives.</b>	1a Manage staff performance in accordance with Departmental procedures:  <b>All</b>	<ul style="list-style-type: none"> <li>• Complete 2014/15 annual appraisals and reports by 31 May 2015.</li> <li>• Agree 2014/15 PPAs and PDPs by 31 May 2014.</li> <li>• Complete mid-year reviews by 31 Oct 2015.</li> <li>• Prepare Divisional Learning and Development Plan for 2014/15 by 31 August 2014.</li> <li>• Comply with departmental guidance on attendance management.</li> </ul>	
		1b Ensure effective communication takes place within the Division.  <b>All</b>	<ul style="list-style-type: none"> <li>• Hold regular team and management meetings.</li> <li>• Distribute correspondence promptly to the appropriate person(s) for action.</li> <li>• Review induction pack for new staff joining Division.</li> </ul>	
		1c Take action in response to Divisional issues arising from the Staff Attitudes Survey 2013.  <b>All</b>	<ul style="list-style-type: none"> <li>• Engage with staff on Divisional issues identified in survey.</li> <li>• Produce a Divisional Action Plan for 2014/15.</li> <li>• Provide regular feedback on progress at both Departmental and Divisional level.</li> </ul>	

## CUSTOMERS AND PROCESSES

	Objectives	Targets	Actions	
1	<b>Respond to Ministerial / Assembly requests for information, advice and briefing within relevant deadlines.</b>	1a Provide briefing and answer queries within allotted timescale.  <b>All</b>	<ul style="list-style-type: none"> <li>• Ensure at least 90% of AQWs are returned to Assembly Liaison Unit (ALU) within specified timescale.</li> <li>• Ensure at least 85% compliance against deadlines for briefing requests and Ministerial correspondence.</li> </ul>	
		1b Proactive provision of information on incidents.  <b>All</b>	<ul style="list-style-type: none"> <li>• Ensure timely reporting, advice and submissions to Senior Management and Minister.</li> </ul>	
2	<b>Ensure efficient and effective processes are in place with statutory partners and centrally.</b>	2a Follow methodologies which adhere to guidance to support policy objectives.  <b>All</b>	In accordance with relevant guidance: <ul style="list-style-type: none"> <li>• Complete public consultations</li> <li>• Complete EQIAs and other assessment methodologies;</li> </ul>	
		2b Comply with departmental Emergency Planning and Business Continuity arrangements  <b>Fred Frazer / Paul Dolaghan</b>	<ul style="list-style-type: none"> <li>• Maintain and review divisional Business Continuity Plan as necessary.</li> <li>• Attendance at departmental Emergency Planning Steering Group meetings.</li> <li>• Maintain Divisional out-of-hours contact point.</li> </ul>	

Objectives	Targets		Actions	
	2c	<p>Ensure compliance with information management/security procedures.</p> <p><b>All</b></p>	<ul style="list-style-type: none"> <li>• Review Divisional naming conventions and classifications systems on TRIM.</li> <li>• Respond to Departmental requests for information updates as required.</li> <li>• Assist and support the Division's Information Asset Owner(s) as necessary.</li> </ul>	
	2d	<p>Review progress against 2014/15 Business Plan quarterly.</p> <p><b>Paul Dolaghan</b></p>	<ul style="list-style-type: none"> <li>• Formal review of Divisional business plans &amp; risks.</li> <li>• Report as required on corporate/group/PfG plans.</li> </ul>	
	2e	<p>By December 2014 commence Business Planning process for 2015/16.</p> <p><b>Paul Dolaghan</b></p>	<ul style="list-style-type: none"> <li>• Identify objectives and risks taking account of departmental planning assumptions.</li> </ul>	
	2f	<p>During 2013/14 provide assurance statements in accordance with central timescales.</p> <p><b>All</b></p>	<ul style="list-style-type: none"> <li>• Complete biannual Statements of Internal Controls (Grades 7 &amp; 5s)</li> </ul>	

## PROCESSES (FINANCIAL)

	Objectives	Targets	Actions	
1	<b>Manage resources within allocated budget and comply with departmental accounting arrangements.</b>	1a Provide accurate, up to date information on expenditure and forecasts within timescales set by Finance Branch.  <b>Paul Dolaghan</b>	<ul style="list-style-type: none"> <li>• Complete quarterly in-year monitoring returns.</li> <li>• Complete monthly profiling returns</li> <li>• Complete monthly variances reports.</li> <li>• Complete monthly accruals returns</li> <li>• Complete other ad-hoc financial exercises</li> </ul>	
		1b Process all payments within permitted timeframes and in line with Account NI procedures.  <b>Paul Dolaghan</b>	<ul style="list-style-type: none"> <li>• Maintain accurate records of all Divisional spend and perform regular reconciliation with Account NI totals.</li> </ul>	