

ENERGY DIVISION

COMPOSITE DIVISIONAL PLAN

2015 – 2016

May 2015

ENERGY DIVISION

DIVISIONAL PLAN 2015-16

NAME	ROLE	VERSION	DATE
Paul Dolaghan	Author	Draft	To HoD for Approval 29/05/2015
John Mills	Reviewer	1	Approved 09/06/2015
Paul Dolaghan	Author	1	To HoBs for progress update to end September 12/10/2015

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ENERGY DIVISION TARGETS

[PfG Priority 1]

Productivity Growth

TO PROMOTE THE DEVELOPMENT OF ECONOMIC INFRASTRUCTURE.

PfG AND CORPORATE PLAN TARGETS 2011/2016

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.

Courage	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
Openness	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
Respect	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
Excellence	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 2015/16

ADMIN:

Salaries	£ 1,659,000
GAE	£ 109,000
Consultancy	£ 40,000
Total	£ 1,808,000

RESOURCE / PROGRAMME:

Consultancy (Wayleaves)	£ 25,000
EMR	£ 200,000
RHI Admin	£ 297,000
Total	£ 522,000

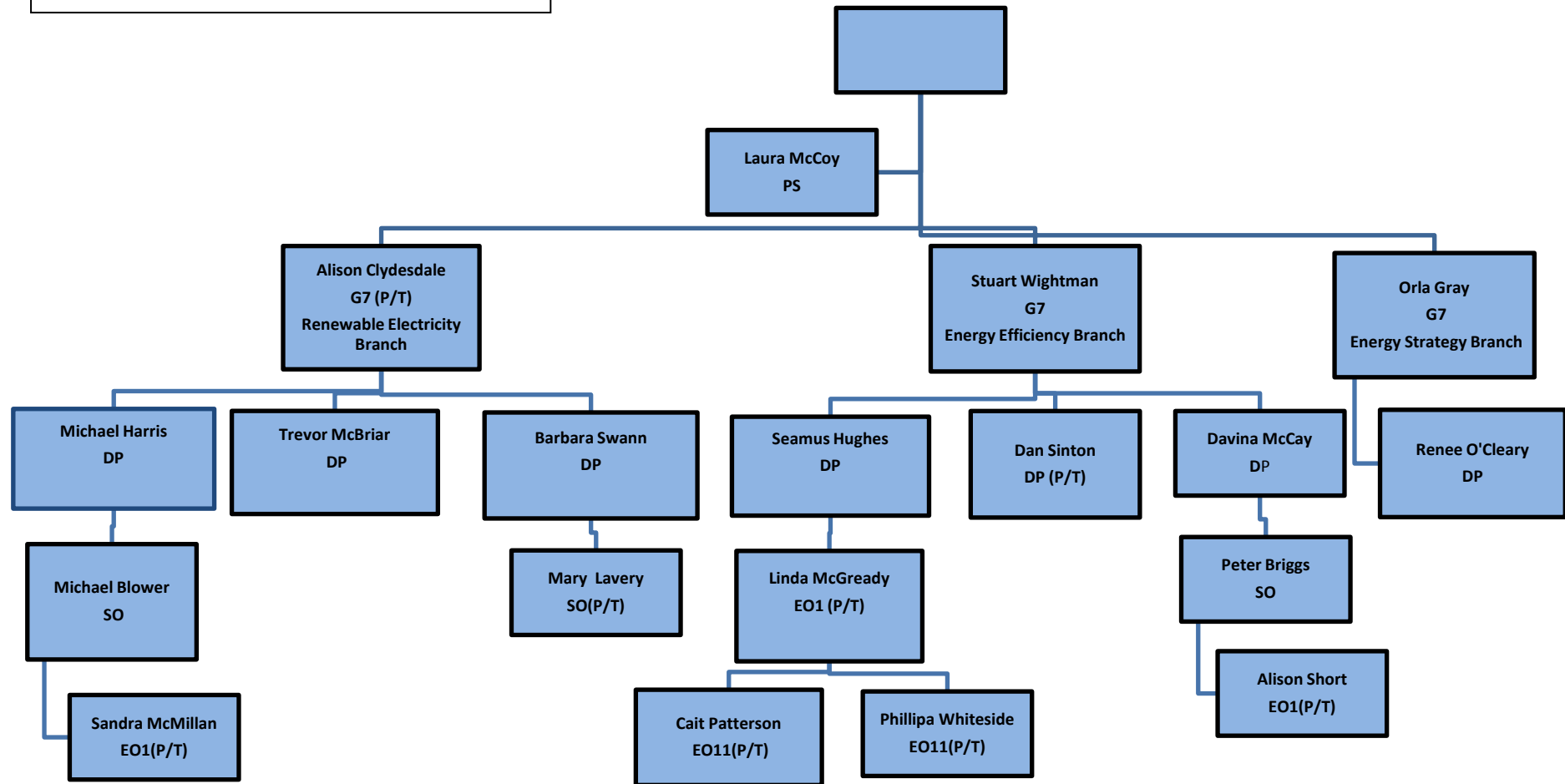
CAPITAL

Energy Infrastructure	£ 3,000,000
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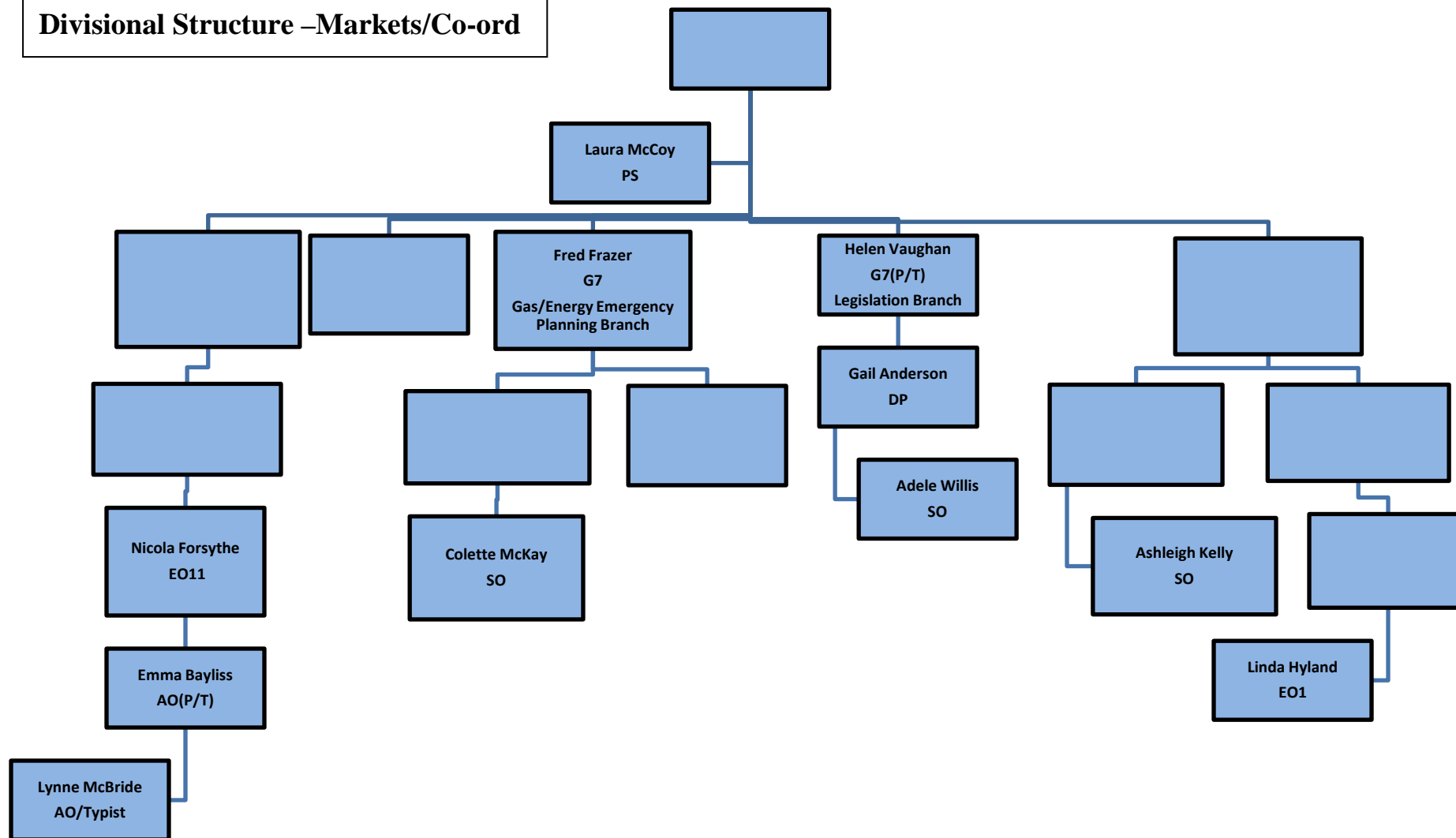
Annual Managed Expenditure (AME)

RHI (Resource)	£ 10,500,000
RHI (Capital)	£ 1,140,000
Total	£ 11,640,000

Divisional Structure – Sustainables



Divisional Structure –Markets/Co-ord



BALANCED SCORECARD 2015 – 2016

BALANCED SCORECARD – ANNUAL OBJECTIVES 2015-16

Results	People and Organisation
<p>Objectives</p> <ol style="list-style-type: none"> 1. Maintain a legal and strategic energy framework which complies with EU requirements. 2. Protect the interests of consumers by ensuring market conditions that deliver competitive energy prices. 3. Work with relevant stakeholders to deliver security of supply and investment in energy infrastructure. 4. Promote sustainable energy. 5. Ensure emergency planning and resilience preparedness for energy. 	<p>Objectives</p> <ol style="list-style-type: none"> 1. Ensure management of the Division enables achievement of its own and wider Departmental objectives
Customers and Processes	Processes (financial)
<p>Objectives</p> <ol style="list-style-type: none"> 1. Respond to Ministerial /Assembly requests for information, advice and briefing within relevant deadlines 2. Ensure efficient and effective processes are in place to meet the needs of both our internal and external customers. 	<p>Objectives</p> <ol style="list-style-type: none"> 1. Manage resources within allocated budget and comply with departmental accounting arrangements.

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)		3(b)	1(b)		
	Major (4)		3(a) 4(b)	1(c) 3(c)	4(d); 4(g); 5(b)	
	Significant (3)	2(b) 3(e)	1(d); 4(a) 4(j); 5(a)	1(e); 1(f); 2(a)	1(a); 4(e); 4(h)	
	Moderate (2)	2(c)		3(f) 4(f)	3(d)	4(i)
	Minor (1)			4(c)		
		Remote (>10%) (1)	Unlikely (10-34%) (2)	Possible (35-65%) (3)	Probable (66-90%) (4)	Almost certain (<90%) (5)
		LIKELIHOOD				

RESULTS

Objectives		Targets		Actions	Risks/Rating
1	Maintain a legal and strategic framework which complies with EU requirements.	1a	By 31 August 2015, put in place required legislative framework to facilitate SEM Committee delivery of EU Target Model for electricity. Bill Stevenson/Helen Vaughan	<ul style="list-style-type: none"> Liaison with DCENR and DSO on development and implementation of legislative cover to give effect to requirements arising from CACM Regulation 	<p>Legal challenge and stakeholder agreement.</p> <p>Likelihood 4 – Impact 3 = 12</p>
		1b	During 2015/16, progress I-SEM project arrangements. Bill Stevenson	<ul style="list-style-type: none"> Development of State Aid paper and engagement with DG Competition and DG Energy, BIS and DCENR on CRM proposals. Oversight of NEMO designation under CACM Regulation. Scrutiny of electricity market and technical codes at GB/SEM, DECC/Ofgem and Joint European Standing Group meetings to ensure NI interests represented at comitology stage 	<p>Delay on part of Regulator impacts on programme delivery</p> <p>Volume and complexity of network codes requiring scrutiny.</p> <p>Likelihood 3 – Impact 5 = 15</p>
		1c	By December 2015, complete a review of the Strategic Energy Framework (SEF 2010). Orla Gray	<ul style="list-style-type: none"> Agree Terms of Reference for the SEF review and associated timetable. Carry out the necessary research, analysis and consultation as specified in the Terms of Reference. Produce review report/s and recommendations. Provide a 'secretariat' function for the Energy Stakeholder Group. Develop long-term strategy proposals for Renewable Heat and Energy Efficiency (Stuart) 	<p>Scope of Review widens with additional work impacting on timeframe for completion.</p> <p>Likelihood 3 – Impact 4 = 12</p>

Objectives	Targets		Actions	Risks/Rating
	1d	<p>By 31 March 2016, complete the legislative provisions for the Northern Ireland Renewables Obligation (NIRO).</p> <p>Alison Clydesdale</p>	<ul style="list-style-type: none"> • Make Renewables Obligation (Amendment) Order (NI) 2015 by June 2015. • Make Energy (Amendment) Order (NI) 2015 by June 2015. • Make the Renewables Obligation Closure Order (NI) 2015 before the summer recess. • Make the Renewables Obligation Order (NI) 2015 (the Consolidated Order) before March 2016. 	<p>Failure to secure Ministerial / ETI Committee clearance.</p> <p>Likelihood 2 – Impact 3 = 6</p>
	1e	<p>During 2015/16, progress legislation which maintains and develops the energy legislative framework in keeping with policy objectives and minimise the risk of infraction.</p> <p>Helen Vaughan</p>	<ul style="list-style-type: none"> • Provide assistance on electricity and gas issues e.g. Third Party Access to gas storage offshore; legislative issues relating to obligations under EU Gas security of supply Regulations; network codes/guidelines being developed under IME3 Electricity and Gas Regs. etc. • Make Regulations to revise the electricity and gas certification arrangements to ensure a consistent UK approach. • Review of draft subordinate legislation as required. • Research into energy legislative issues as required. 	<p>Potential emerging legislative implications difficult to quantify and resource implications uncertain</p> <p>Availability of DSO resource to consider issues arising</p> <p>Likelihood 3 – Impact 3 = 9</p>
	1f	<p>By 31 May 2015, put in place appropriate strategic governance arrangements to oversee the delivery of energy policy and infrastructure</p> <p>Orla Gray</p>	<ul style="list-style-type: none"> • Form a new Energy Stakeholder Group (ESG) to be chaired by DETI Permanent Secretary • Act in a secretariat function for the ESG 	<p>Lack of stakeholder support.</p> <p>Likelihood 3 – Impact 3 = 9</p>

	Objectives	Targets	Actions	Risks/Rating
2	Protect the interests of consumers by ensuring market conditions that deliver competitive energy prices.	2a By 31 October 2015 complete the re-assessment of the smart metering cost/benefit analysis (CBA) Orla Gray	<ul style="list-style-type: none"> • Manage the external consultancy contract for the smart metering CBA. • In conjunction with NIAUR, use the re-assessment of the smart metering CBA to inform and develop any associated policy and/or implementation programme. • Liaise with DSO on the legislative implications of the smart metering CBA re-assessment. 	Failure on part of Regulator to provide necessary input and agree key findings / recommendations Potential challenge from EU / advocates of smart metering etc. if negative CBA returned Likelihood 3 – Impact 3 = 9
		2b During 2015/16, ensure DETI participation in any Utility Regulator led electricity and gas tariff reviews. Fred Frazer/ Bill Stevenson	<ul style="list-style-type: none"> • Engage with NIAUR, energy industry and CCNI in relation to scrutiny of electricity and gas tariff reviews. • Provide prompt updates to the Minister and senior officials in advance of formal tariff announcements. 	DETI is not alerted to impending tariff changes. Likelihood 1– Impact 3 = 3
		2c During 2015/16, participate in RP6 and GD17 Consumer Engagement Advisory Panels to inform Price Determination arrangements Bill Stevenson/Fred Frazer/Orla Gray	<ul style="list-style-type: none"> • Develop terms of reference for studies in liaison with NIAUR, CCNI and regulated electricity/gas companies. • Attend consumer/stakeholder workshops and surveys to gauge “willingness to pay” for aspects of services. • Input to development and publication of business plans to inform Price Determinations. 	Emerging recommendations do not align with policy and policy priorities Likelihood 1 – Impact 2 = 2
3	Work with relevant stakeholders to deliver security of supply and investment in energy infrastructure.	3a By 31 March 2016, have attended 3 meetings of the DETI/NIAUR/SONI Security of Supply Working Group to monitor and review electricity security of supply arrangements. Fred Frazer	<ul style="list-style-type: none"> • Working with NIAUR and SONI, monitor progress towards provision of additional 250MW conventional generation capacity by January 2016. • Develop proposals to further enhance security of supply with NIAUR and SONI through the Security of Supply Working Group. 	Failure of DETI / NIAUR / SONI to fully assess security of supply issues and agree way forward. Likelihood 2 – Impact 4= 8

Objectives	Targets		Actions	Risks/Rating
	3b	<p>By 31 October 2015, have arrangements established for the effective monitoring, governance and reporting arrangements associated with the Gas to the West project.</p> <p>Fred Frazer</p>	<ul style="list-style-type: none"> Engage with DSO, Internal Audit, SIB, DETI Accountability & Casework and Finance Division to finalise the grant LoO. Update 2012 Outline Business Case to Final Business Case based on updated costs and gas loads, and seek DETI Casework and DFP Supply agreement. Agree terms of the LoO with Mutual Energy. Attend monthly meetings of the project Executive Steering Committee involving NIAUR, Mutual Energy, and Scotia Gas Networks. Finalise agreement with Mutual Energy and Scotia Gas Networks on reporting templates and ensure prompt receipt of progress reports. Establish technical verification and grant vouching arrangements in respect of grant drawdown/payment. 	<p>Lack of DETI resource and funding for external technical and grant vouching support.</p> <p>Likelihood 2 – Impact 5 = 10</p>
	3c	<p>By 31 March 2016, secure all approvals and commitment to match funding requirements for grid investment using ERDF funding</p> <p>Bill Stevenson</p>	<ul style="list-style-type: none"> Final agreement of project(s) with NIAUR, NIE and SONI and associated funding streams. Casework, Ministerial and DFP approvals and designation of project(s) under ERDF programme. State Aid clearance from Commission. 	<p>Outcome of review of 40% target</p> <p>EC position on extent to which costs are considered eligible</p> <p>Quality of project proposal from NIE/SONI/Regulator</p> <p>Likelihood 3 – Impact 4 = 12</p>

Objectives	Targets		Actions	Risks/Rating
	3d	<p>During 2015/16, exercise Competent Authority duties under agreed delegated arrangements with DECC in respect of Projects of Common Interest (PCIs) and ensure NI interests are reflected in UK Infrastructure Plan and European Fund for Structural Investments (Junckers) arrangements.</p> <p>Bill Stevenson/Fred Frazer</p>	<ul style="list-style-type: none"> • Act as nominated point of contact for electricity and gas project developers • Liaison with DOE and Irish consenting authority in respect of projects, including N-S Interconnector. • Liaison with DECC in establishment of PCI lists and all associated reporting requirements for active PCIs • Input NI energy project proposals to UK Infrastructure Plan • Engagement with DECC/European Commission on NI-specific, developer-led projects 	<p>Excessive expectations of DETI's role</p> <p>Likelihood 4 – Impact 2 = 8</p>
	3e	<p>By 31 December 2015, complete all administrative and financial arrangements for closure of ISLES</p> <p>Bill Stevenson</p>	<ul style="list-style-type: none"> • Liaison with project partners and SEUPB • Publication of spatial plan, regulatory alignment study and business plan • Final project reporting and financial reconciliation. 	<p>Failure to manage partner expectations in relation to project.</p> <p>Likelihood 1 – Impact 3 = 3</p>
	3f	<p>During 2015/16, process Article 39 and 40 consent and way-leave applications</p> <p>Bill Stevenson</p>	<ul style="list-style-type: none"> • Liaison with NIE and landowners • Input to PAC hearing for N/S Interconnector • Management of way-leave officer contract • Liaison with gas team over consenting requirements for Gas to the West. 	<p>Ability to address an escalation in volume of cases.</p> <p>Likelihood 3 – Impact 2 = 6</p>

Objectives	Targets		Actions	Risks/Rating
4 Promote sustainable energy.	4a	By 31 March 2016, have in place policy measures to meet NI energy savings requirements under Article 7 of the Energy Efficiency Directive (EED). Stuart Wightman	<ul style="list-style-type: none"> • Examine need for new policy measures (or an energy efficiency obligation) to replace NISEP beyond 2016 and meet NI EED energy savings contribution to UK. • Work with OFMDFM, DSD, NIAUR and others to come up with options for: <ul style="list-style-type: none"> - meeting NI's obligations under the EED; and - delivering sustainable & affordable energy policies. • Co-ordinate 2014 annual energy savings to DECC in line with specified reporting requirements. 	Failure to progress policy measures to meet Directive requirements. Likelihood 2 – Impact 3 = 6
	4b	During 2015/16, implement Energy Efficiency Directive (EED) requirements within set timescales. Stuart Wightman / Alison Clydesdale / Helen Vaughan	<ul style="list-style-type: none"> • Complete a comprehensive assessment of the potential for CHP and district heating/cooling in line with Article 14 by 31 December 2015. • Complete study on the need for a quality labels scheme for the NI energy services market in line with Article 18 of the EED. • Implement Article 9/10 Metering requirements for District Heating. • Work with NIAUR to agree the licence modifications on Articles 9-11 and 15. • Seek Minister's consent for the licence modifications by end June 2015. • Revise the Electricity (Class Exemptions from the Requirement for a Licence) Order (Northern Ireland) 2013 to reflect requirements under the EED. 	Failure to secure Ministerial / ETI Committee clearance of proposed legislation Failure to secure necessary funding to meet NI's contribution to DECC A14/18 work. Failure on part of Regulator to make necessary licence amendments. Likelihood 2 – Impact 2 = 4
	4c	During 2015/16, provide policy input to Executive policies/programmes on Fuel Poverty. Stuart Wightman	<ul style="list-style-type: none"> • Co-ordinate input and represent DETI on Inter-departmental and Stakeholder Working Groups: <ul style="list-style-type: none"> - Thematic Sub-group on Prevention & Opportunities - Thematic Sub-group on Affordable Warmth - HECA panel meetings - Fuel Poverty Coalition / Energy Justice Campaign. 	Availability of staff resource to attend working groups. Likelihood 3 – Impact 1 = 3

Objectives	Targets	Actions	Risks/Rating
	<p>4d</p> <p>By 31 October 2015, implement Phase 2 of the NI Non-domestic Renewable Heat Incentive (RHI) Scheme.</p> <p>Stuart Wightman</p>	<ul style="list-style-type: none"> • Engage with DFP/HMT regarding future funding of RHI Schemes. • Finalise policies and secure all necessary approvals (including SL1 & State Aid). • Prepare draft RHI Scheme Amendment Regulations • Secure NI Assembly approval of the Regulations • Launch Scheme extension. 	<p>Failure to gain clarification of future NI AME budget allocation.</p> <p>Failure to progress proposals due to insufficient resources (RHI staff and additional budget for Ofgem).</p> <p>Failure to secure approvals to meet delivery timeline.</p> <p>Likelihood 4 – Impact 4 = 16</p>
	<p>4e</p> <p>During 2015/16, effectively oversee operation of the NI Domestic RHI Scheme and manage administration of the NI RHI Scheme (via Ofgem).</p> <p>Stuart Wightman</p>	<ul style="list-style-type: none"> • Put in place effective administrative arrangements for new and legacy installations. • Implement an effective system of assurance and control over the Domestic RHI Scheme. • Secure appropriate staffing and resource(s) to effectively administer the Scheme. • Put in place governance arrangements with Ofgem to ensure service delivered according to Agency Services Agreement and within agreed budget: <ul style="list-style-type: none"> - Agree 2015/16 admin costs with Ofgem; - Conduct monthly meetings with Ofgem to discuss admin costs, profiling & operational issues; and - Hold quarterly meetings to agree quarterly admin costs. 	<p>Failure to secure necessary staff resource to effectively administer the Domestic RHI Scheme / oversee Ofgem administration.</p> <p>Likelihood 4 – Impact 3 = 12</p>

Objectives	Targets		Actions	Risks/Rating
	4f	<p>By 31 December 2015, have in place effective renewable heat monitoring, reporting and communication arrangements.</p> <p>Stuart Wightman</p>	<ul style="list-style-type: none"> Put in place effective RHI monitoring arrangements. Develop quarterly and annual RHI monitoring reports. Develop and implement an effective RHI Communications Strategy / Plan. 	<p>Insufficient staff resource to progress work.</p> <p>Likelihood 3 – Impact 2 = 6</p>
	4g	<p>By 31 March 2016, agree NI Electricity Market Reform arrangements with DECC.</p> <p>Alison Clydesdale</p>	<ul style="list-style-type: none"> Participate in EMR project board and technical steering board. Work with DECC to produce a NI draft CfD contract for consultation Work with DECC to agree secondary legislation requirements to implement EMR in NI Work with UR and DECC to agree licence and code modifications required to implement EMR in NI. Agree set up and operational cost sharing principle with DECC. Work with DECC Supplier Obligation team to agree systems and settlement policies for NI. 	<p>Failure to agree arrangements with DECC.</p> <p>Failure on part of Regulator to make necessary code / licence changes.</p> <p>Failure to gain Ministerial approval for cost sharing proposals.</p> <p>Likelihood 4 – Impact 4 = 16</p>
	4h	<p>By 31 March 2016 agree small scale FIT arrangements with DECC.</p> <p>Alison Clydesdale</p>	<ul style="list-style-type: none"> Work with DECC on NI's inclusion in the DECC small scale FIT review. Secure Ministerial agreement on way forward for small scale support in NI. 	<p>Failure to gain DECC agreement to NI's inclusion in small scale FIT.</p> <p>Likelihood 4 – Impact 3 = 12</p>

Objectives	Targets	Actions	Risks/Rating
	<p>4i</p> <p>By December 2015, seek Executive approval for a cross departmental community energy action plan</p> <p>Alison Clydesdale</p>	<ul style="list-style-type: none"> • Secure cross departmental agreement on draft action plan by end May 2015 • Issue draft community energy action plan for consultation by June 2015. • Launch final plan following Executive approval. • Work with Departments to ensure progress on implementation of the action plan. • Establish a community benefits register. 	<p>Failure to secure relevant resource buy-in from other Departments.</p> <p>Insufficient resources to take forward.</p> <p>Likelihood 5 – Impact 2 = 10</p>
	<p>4j</p> <p>During 2015/16, provide policy input to Executive policies/programmes on onshore and offshore renewable issues.</p> <p>Alison Clydesdale</p>	<ul style="list-style-type: none"> • Ensure progress on implementation of the Offshore & Onshore Renewable Energy Strategic Action Plans (ORESAP) & (OREAP). Publish annual progress report by March 2016. • Co-ordinate input and represent DETI on interdepartmental and stakeholder working groups : <ul style="list-style-type: none"> ○ Marine Plan (DOE) ○ Planning Policy (DOE) ○ Climate Change /GHG (DOE) ○ RGLG (UR) ○ Renewables and Planning sub group of SEIDWG ○ Community Energy sub group of SEIDWG • Revise MOU with DOE on offshore renewable issues • Engage with local authorities on planning 	<p>Lack of staff resource to attend various working groups.</p> <p>Likelihood 2 – Impact 3 = 6</p>

5

Ensure emergency planning and resilience preparedness for energy.

5a	<p>During 2015/16, work with DECC, other Departments and Agencies, and the oil industry to monitor and review oil resilience arrangements.</p> <p>Fred Frazer</p>	<ul style="list-style-type: none"> • Participate in DECC and Cabinet Office led UK wide National Fuel Emergency meetings to strengthen fuel supply resilience. • Continue working with priority fuel users to encourage business continuity planning for road fuel disruption. • Engage with oil terminals and the NI Oil Federation on co-operation in a fuel emergency. • Liaise with DCENR on all-island oil resilience. 	<p>Exclusion of NI from UK-wide fuel resilience arrangements.</p> <p>Failure of local oil industry to engage on fuel resilience issues.</p> <p>Likelihood 2 – Impact 3 = 6</p>
5b	<p>During 2015/16, continue to monitor and review emergency planning arrangements for the electricity and gas sectors, including completion of pre-winter reviews by December 2015.</p> <p>Fred Frazer</p>	<ul style="list-style-type: none"> • Participate in UK / Ireland electricity and gas security of supply meetings. • Participate in local resilience forums created under new District Council structures and attend emergency planning events. • Encourage gas company development of communications plans. • Finalise updating of 2011 Fuel Switching Code arrangements with SONI and energy industry. 	<p>Lack of engagement by the energy industry.</p> <p>Resource availability within Energy Division.</p> <p>Likelihood 4 – Impact 4 = 16</p>

PEOPLE AND ORGANISATION

	Objectives	Targets	Actions	Progress
1	Ensure management of the Division enables achievement of its own and Departmental objectives.	1a Manage staff performance in accordance with Departmental procedures: All	<ul style="list-style-type: none"> • Complete 2014/15 annual appraisals and reports by 31 May 2015. • Agree 2015/16 PPAs and PDPs by 31 May 2015. • Complete mid-year reviews by 31 Oct 2015. • Prepare Divisional Learning and Development Plan for 2015/16 by 31 August 2015. • Comply with departmental guidance on attendance management. 	
		1b Ensure effective communication takes place within the Division. All	<ul style="list-style-type: none"> • Hold regular team and management meetings. • Distribute correspondence promptly to the appropriate person(s) for action. • Ensure timely updates of staff induction pack. 	
		1c Take action in response to Divisional issues arising from relevant staff surveys. All	<ul style="list-style-type: none"> • Engage with staff on Divisional issues/concerns identified. • Progress key actions within the Divisional Staff Action Plan as/where appropriate. • Provide regular feedback on progress at both Departmental and Divisional level. 	

CUSTOMERS AND PROCESSES

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

Objectives	Targets		Actions	Progress
	2c	<p>Ensure compliance with information management/security procedures.</p> <p>All</p>	<ul style="list-style-type: none"> Review Divisional naming conventions and classifications systems on TRIM. Respond to Departmental requests for information updates as required. Assist and support the Division's Information Asset Owner(s) as necessary. 	
	2d	<p>Review progress against 2015/16 Business Plan quarterly.</p> <p>Paul Dolaghan</p>	<ul style="list-style-type: none"> Formal review of Divisional business plans & risks. Report as required on corporate/group/PfG plans. 	
	2e	<p>By January 2016 commence Business Planning process for 2016/17.</p> <p>Paul Dolaghan</p>	<ul style="list-style-type: none"> Identify objectives and risks taking account of departmental planning assumptions. 	
	2f	<p>During 2015/16, provide assurance statements in accordance with central timescales.</p> <p>All</p>	<ul style="list-style-type: none"> Complete biannual Statements of Internal Controls (Grades 7 & 5) 	

PROCESSES (FINANCIAL)

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