

**RHI QUERY ON MINISTERIAL MEETING OF 5<sup>TH</sup> FEBRUARY 2014**“Energy Meeting with Minister” and “meeting to discuss Energy Strategic Matters”

Q1 Do you have any Notes of the Meeting?

No. By way of explanation, my recollection is that this was not specifically an energy meeting. Rather it was a regular weekly meeting referred to as an “issues meeting”. At these meetings a number of standard items of business (such as finance, media and so on) were discussed between the Minister and the top departmental officials on an informal basis hence, no formal minute). In addition, Grade 5s from a specific area (tourism, economic policy, energy etc.) would rotate in attendance to discuss issues in their area. I believe this rotation was meant to occur roughly every six weeks; in practice urgent Departmental business often caused alteration to intended sessions. I do recall attending similar sessions on two or three subsequent occasions. To the best of my recollection, I only attended the meeting for the energy section. I assumed this was the general format.

Q2 What did you understand was to happen about minutes?

As noted above, as far as I recall the meeting was to provide an opportunity to discuss matters in a less formal manner. If this is accurate, it is not surprising that there are no formal minutes. In respect of this particular occasion, as it was intended that I would do most of the speaking, it would have been difficult for me to also take a note. Invitations to attend did not extend to an Energy Division note taker. I do not recall if the Minister’s PS attended to record any action points or whether I would have taken a note of any actions. If the latter, I did not keep such notes.

Q3 Are you able to give an account of the meeting

The meeting occurred within a few weeks of my arrival in DETI. It may have been my first formal introduction to the Minister and special advisor. To the best of my recollection the meeting (the part that I attended) focussed on a number of significant energy issues/risks and policy direction on them. Thus, again to the best of my recollection, the Minister would have expressed concerns about the energy costs of large users, security of supply risks (which had been the subject of an ETI Committee report), pressure to do something about renewable connections, the need for progress on the N/S Interconnector (which either had recently been or was shortly to be the subject of a meeting with the First and Deputy Minister) and the pace of progress on Gas to the West and RHI extension. Some issues were raised from an official’s point of view – smart metering costs, for example. To the best of my recollection, the connected questions of renewable connections, the impact of the rapid rise in small scale renewables on the grid and the level of incentivisation for small scale renewables entailed significant debate.

Some other issues, including extension of the RHI, may have been dealt with in passing, as I have no specific recollection of what was discussed about RHI at this meeting – rather a general recollection, across a number of meetings, of being asked about timelines and the need for progress.

Q4 Where there any further meetings?

Yes. See answer to first question.

Q4 DfE The DfE Questions – Gantt Chart

From an early point in my time in Energy Division, I was concerned that the Division was over-committed. I wanted to pull together a high level chart/diagram to help clarify resource issues and highlight the extent of Divisional Commitments to the Minister (and senior colleagues). I was also attempting to construct a single, high level summary of what the Division was doing. I am not sure if I did get the chance to hand out the Gantt chart at the meeting or whether I thought it was insufficiently developed at that early stage. However, the work was the basis for a very high level slide that I had developed by June 2014 which I used to give presentations on the Division's work. This, at least illustrates the nature of one aspect of the work (if not the detail). See attached – 6<sup>th</sup> slide.

On a further point; there are two versions of the agenda. The way in which these have been provided to me leaves me unclear as to which was provided as the agenda for the meeting (or whether both were). I can only suggest that the second is the agenda provided for the meeting. The first looks more like a version of the agenda for my personal use. It relates subjects to the main headings of the Strategic Energy Framework 2010. It looks like an attempt to fit Energy Division's activities into a high level narrative.

# Divisional Meeting

## 26 June 2014

### Energy Division

Received from John Mills on 13/02/2018  
Annotated by RHI Inquiry

WIT-14978



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# Business Plan

# ENERGY DIVISION COMPOSITE DIVISIONAL PLAN

2014 – 2015

June 2014

WIT-14999

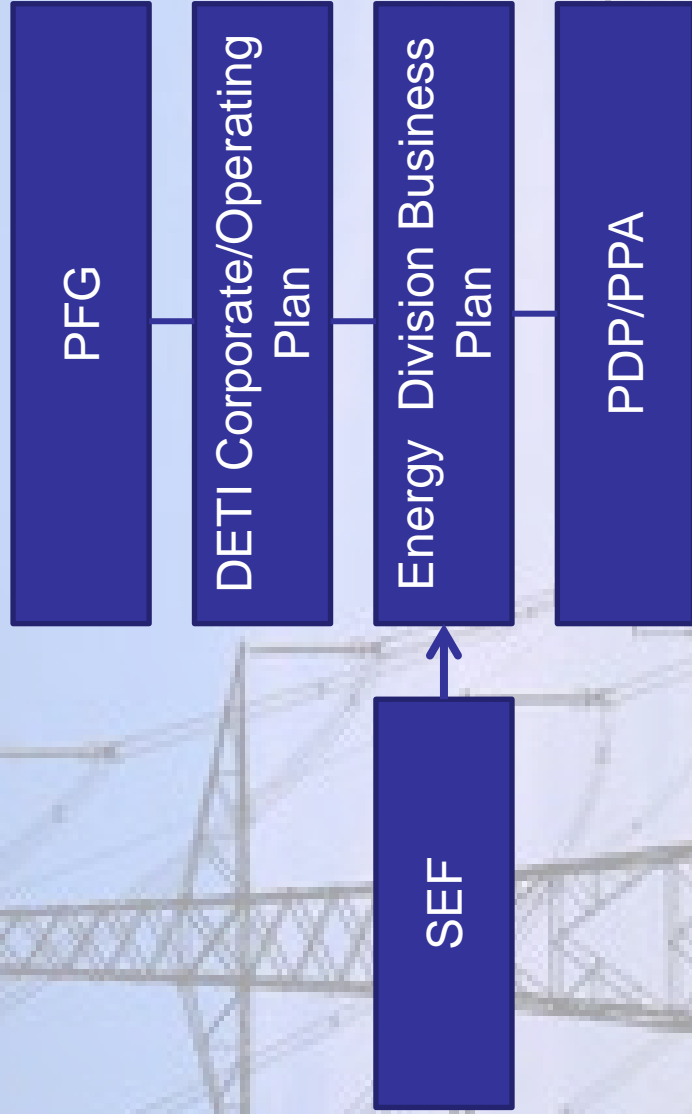


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# Strategic Planning



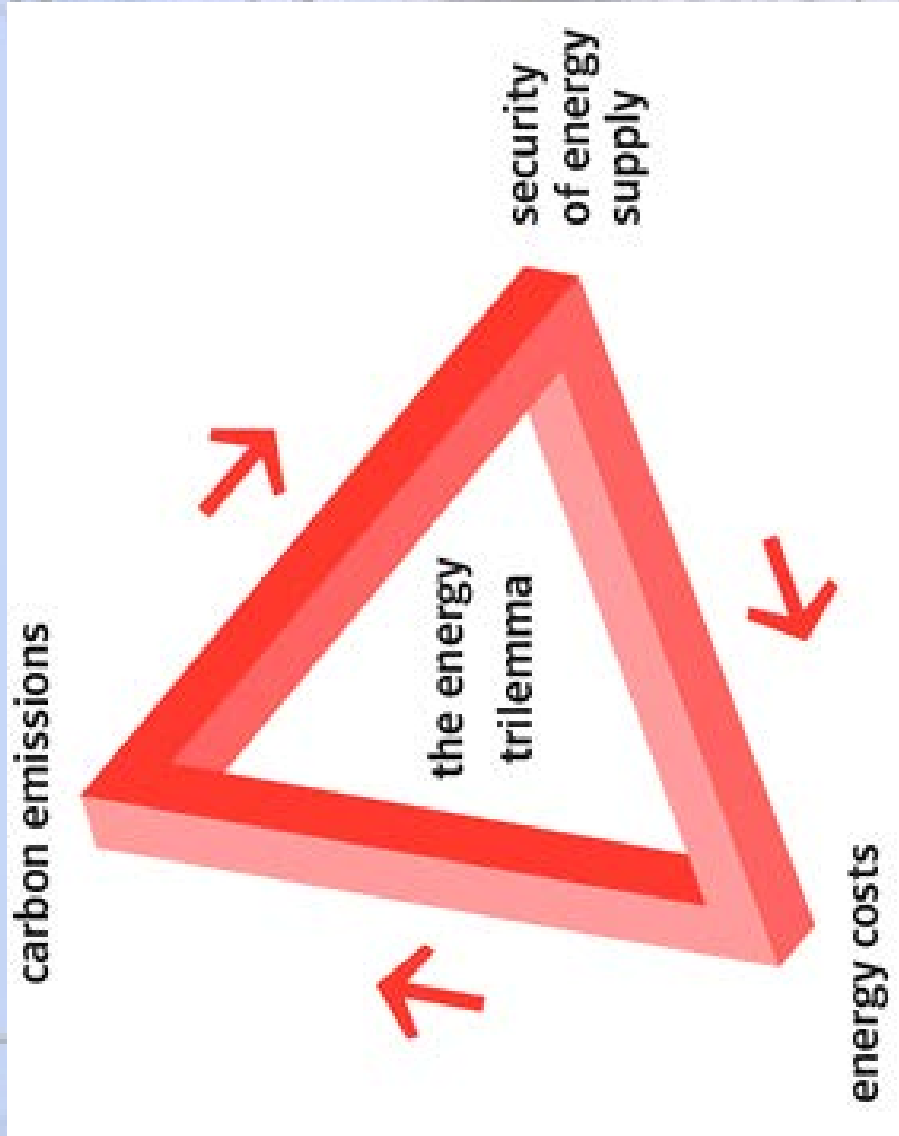
**Energy (NI) Order 2003 – Article 12 (i) The principle objective of the Department and the Authority in carrying out their respective electricity functions is to protect the interests of consumers of electricity.**

# 14/15 Business Plan

WIT-14981

Results		People and Organisation
<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>	
<p><b>Customers and Processes</b></p> <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>Processes (financial)</b></p> <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>	

# Energy Trilemma



WIT-14982

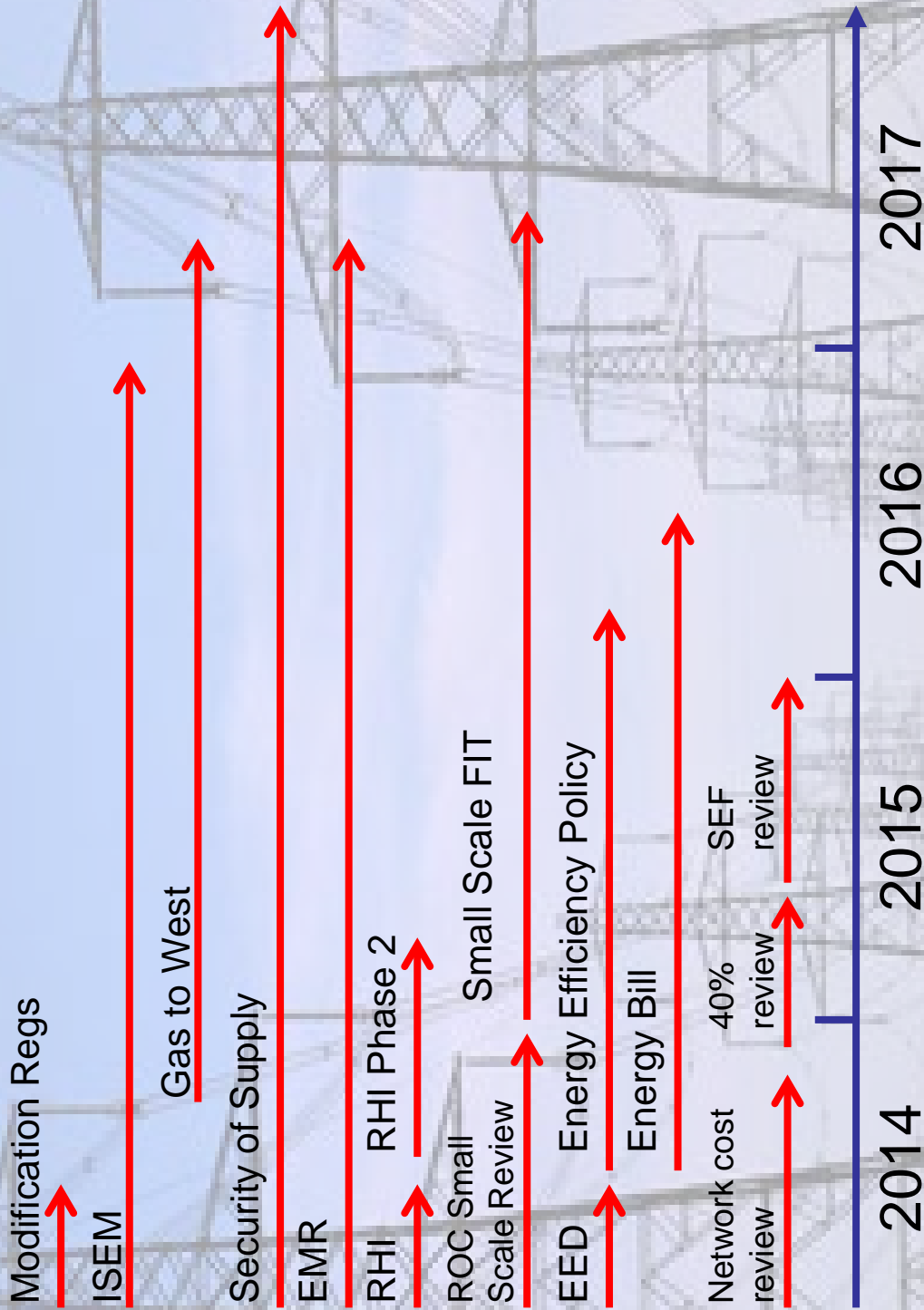


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# Work Streams





# Risks

- **Infraction (modifications; I-SEM)**
- **Unrealistic expectations (network costs, ERDF factors)**
- **EMR (resources/policy)**
- **External project failures (N/S interconnector, offshore)**
- **Renewable Heat (carbon, domestic RHI)**

# Divisional Reorganisation

WIT-14985

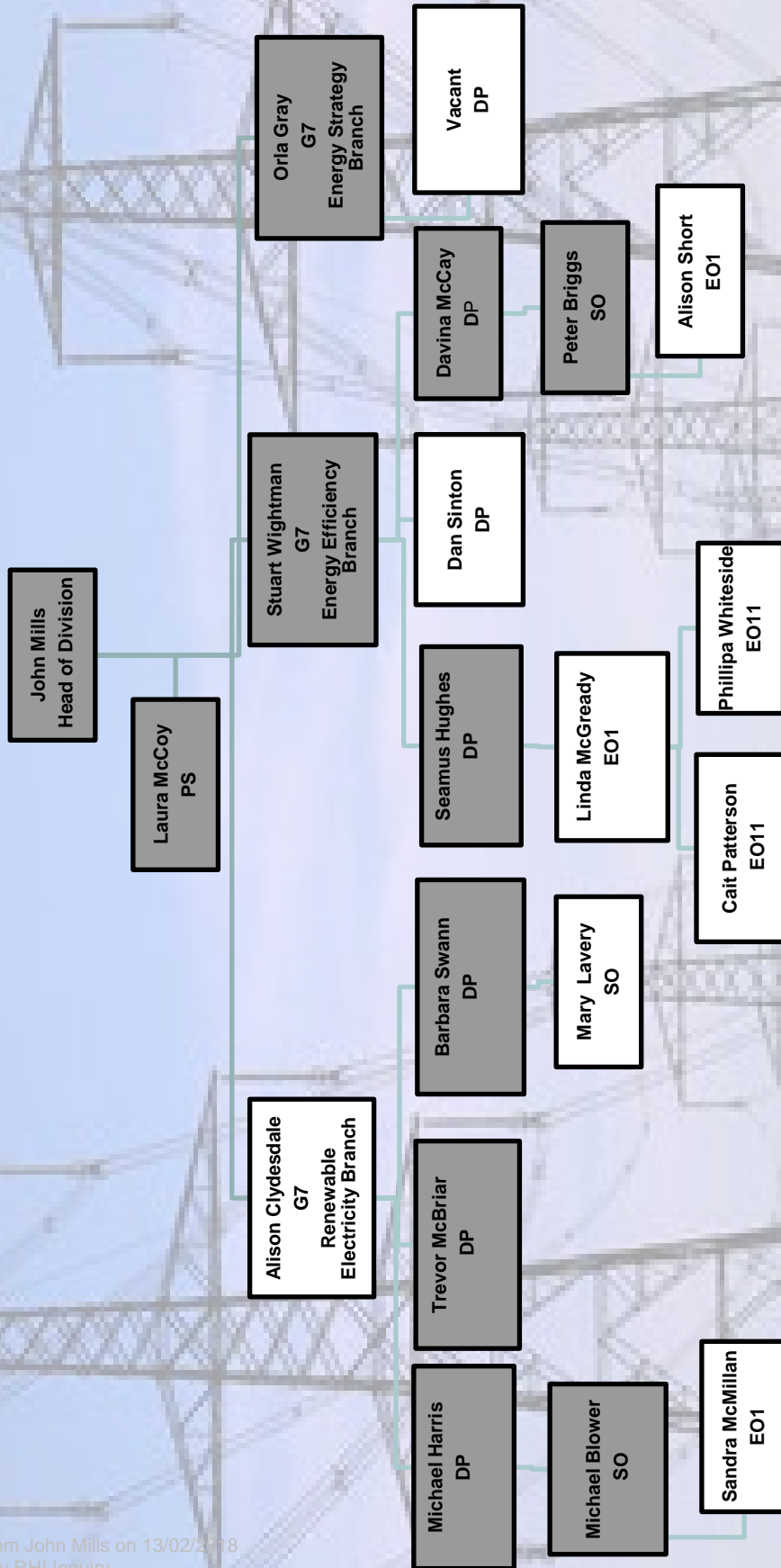


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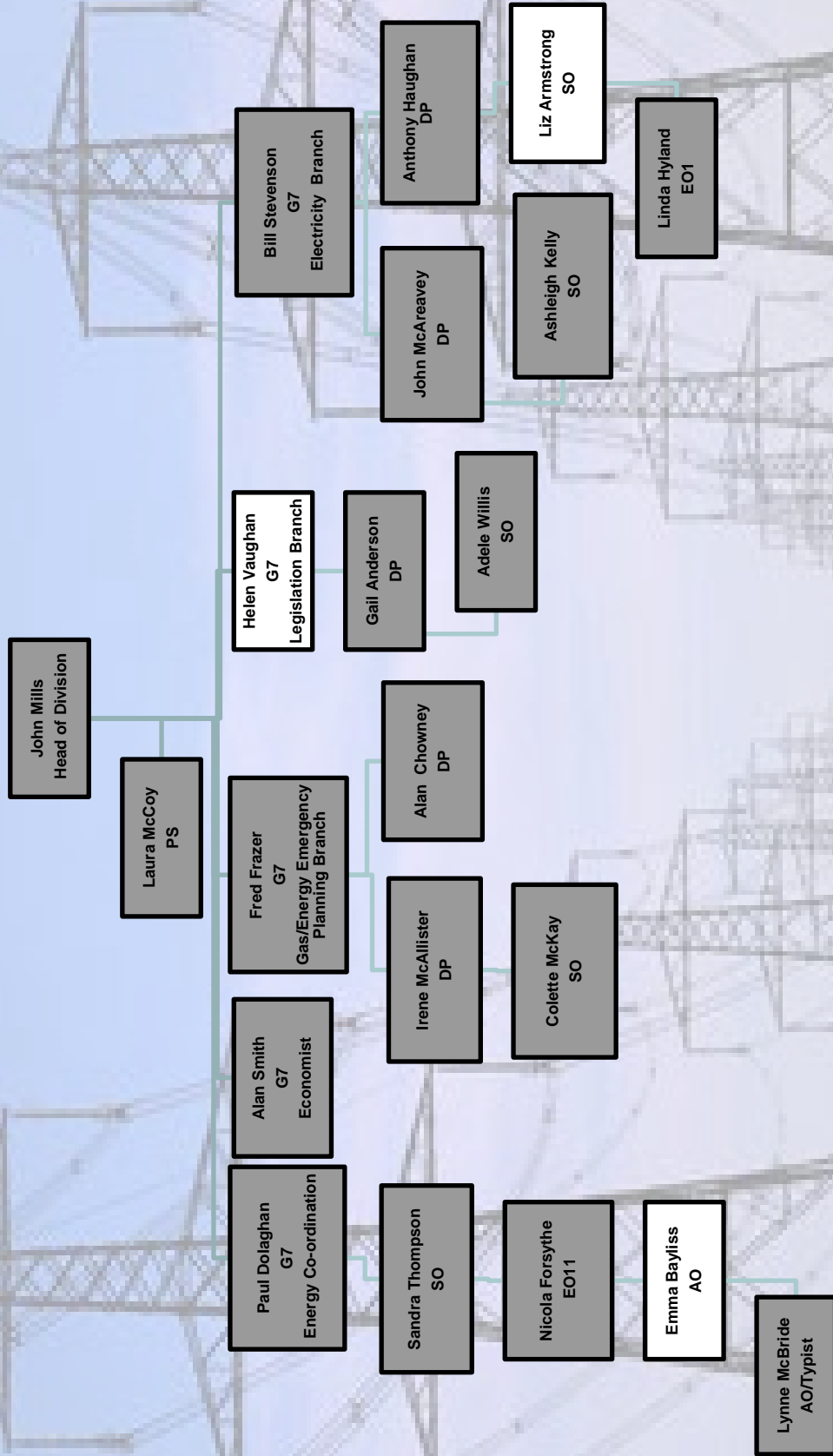
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# Divisional Structure - Sustainables



# Divisional Structure – Markets/Co-ordination



# Effective Working

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# No Change

- Professionalism
- Competence
- Process
- Networking
- Structure of briefing
- Formatting
- TRIM
- Controls



# Change

- **Detail / length / repetition**
- **Sentence length**
- **Proportionate processes**
- **“Department”**
- **Working with Regulator**
- **Use TRIM**



# DETI - Staff Attitudes Survey 2013

➤ Survey results published February 2014

➤ Corporate Level Action

➤ Divisional Level Action





# Corporate Level

- Cross-departmental Action Plan Team
- Energy Representative
- DETI Action Plan



# Divisional Level

## ➤ Survey Results:

- high levels of agreement
- comparisons across DETI

## ➤ Areas where we didn't score so highly



# Potential Areas for Change (1)

- **Organisational Culture & Efficiency**
- **Resources**
- **Learning & Career Development**
- **Customer Focus**



# Potential Areas for Change (2)

- Senior Management
- Managing Change
- Taking Actions
- Working in the Department



# Specific Comments

➤ Feedback to HoDs

➤ Energy Issues

➤ Way forward

– Corporate matters



# Divisional Priorities

- Handout
- Top 3 Issues
- Suggestions
- Results & taking forward

