



Department of

**Enterprise, Trade  
and Investment**

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# Corporate Plan 2005 - 2008

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June 2005

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Department of Enterprise,  
Trade and Investment

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# **Corporate Plan 2005 - 2008**

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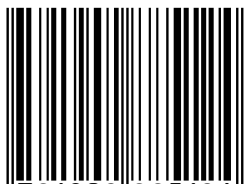
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An executive summary of  
this document is also  
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We have four themes that stimulate all our decision making:  
**innovation, enterprise, skills** and **infrastructure**





**Angela Smith MP**

Minister with responsibility  
for Enterprise, Trade and  
Investment


As the newly appointed Minister responsible for Enterprise, Trade and Investment I am delighted to present DETI's Corporate Plan for the period 2005-2008.

I would like to thank everyone who responded to the public consultation on the draft Plan. The formal consultation which ended on 25 March, yielded 26 interesting and diverse responses from a range of individuals and organisations and these can be found on the DETI website [www.detini.gov.uk](http://www.detini.gov.uk). This final version of the Corporate Plan incorporates many of the views put forward.

Whilst much economic progress has been made in the last decade, Northern Ireland faces a number of issues in going forward. In particular, increased globalisation offers both opportunities and challenges, and, if Northern Ireland is to achieve and sustain international competitiveness, productivity and economic activity levels must rise.

These and other challenges are recognised in the Economic Vision for Northern Ireland which was published in February 2005 and compiled in consultation with the local political parties and the other key economic stakeholder organisations. This partnership approach will be crucial in enhancing Northern Ireland's responsiveness to the challenges ahead and I look forward to working with the Economic Development Forum (EDF) and others to realise the Vision.

While I share the desire to see the issues set out in this Plan becoming the responsibility of Ministers answerable to the Northern Ireland Assembly, I am determined to ensure that DETI delivers on its Corporate Plan commitments and actively addresses the economic challenges Northern Ireland faces over the next three years.

The background is a solid blue color with a series of overlapping, semi-transparent circular shapes in various shades of blue, creating a dynamic, layered effect. The text is centered on the left side of the page.

The challenge during the lifetime of this Corporate Plan will be to work to improve Northern Ireland's economic performance.

# Executive Summary

# 1

This Corporate Plan sets out the strategic direction for DETI over the next three years and in particular how the work of the Department will support the economic objectives of the Government's Priorities and Budget for the period 2005-2008 and contribute to the achievement of the Northern Ireland Economic Vision.

The Plan identifies those areas under each of the four Economic Vision drivers where the Department and its Non-Departmental Public Bodies (NDPBs) can significantly contribute to the development of the economy. It also incorporates DETI's Public Service Agreement (PSA) which includes targets shared across a number of Northern Ireland Government Departments.

The challenge during the lifetime of this Corporate Plan will be to work to improve Northern Ireland's economic performance. Productivity growth is central to long term economic performance and closing the productivity gap with the rest of the

UK means addressing each of the key productivity drivers of innovation, entrepreneurship, skills and investment.

Northern Ireland businesses face a number of challenges over the lifetime of this Corporate Plan and beyond. Globalisation presents opportunities and challenges to local companies and if Northern Ireland is to become a more internationally competitive region then we need to see improved performance in terms of productivity growth and a reduction in economic inactivity and long term unemployment. We recognise that companies are concerned about the cost of business and, in particular, energy costs and insurance premiums. Where DETI can make a difference it will. We are working hard to ensure that Northern Ireland has a more competitive, reliable and sustainable energy market particularly in terms of costs relative to other UK and EU regions. The Health & Safety Executive for Northern Ireland is working closely with businesses to encourage them to adopt and

implement health and safety practices which can be rewarded with lower insurance premiums. However, perhaps the best way we can support companies is by helping them become more competitive by encouraging them to embrace R&D and innovation, by looking to compete in global markets and by adopting a customer focus.

A strong message coming out of the consultation process has been the need for Government to address the implications of the forthcoming changes in Regional Aid Guidelines. Under European Commission initial proposals (published in April 2004), Northern Ireland would lose assisted area status and therefore eligibility to provide regional aid. The challenge, therefore, is for us to secure the best possible outcome for Northern Ireland, within the context of the UK Government's stated position on EU plans to reduce State Aid and ensure better targeting. This we are actively doing. In addition, and whilst on a European theme, DETI will continue to ensure its systems and procedures are euro compliant should the Government decide at some stage in the future to join the single currency.

Over the next three years DETI will continue to support business by rolling out the Strategic Energy Framework and the Regional Innovation Strategy Action Plan. Invest NI will move into its new headquarters towards the end of 2005, bringing most of its staff under one roof and thereby fostering even greater integration of services and the NI Tourist Board will continue

to develop the Tourism Signature Projects as part of its Strategic Framework for Action. DETI's commitment to supporting social economy enterprises will continue through implementation of Government's Three-Year Strategic Plan 2004-07 for the sector. Of course, in addition to supporting business to grow, DETI also represents the interests of consumers and the NI Consumer Strategy will be key to ensuring that consumers have the skills and knowledge they need to make informed choices.

In addition to this Plan, each of the Department's NDPBs (Invest NI, Northern Ireland Tourist Board, Health and Safety Executive for Northern Ireland and General Consumer Council for Northern Ireland) and its sponsored bodies (InterTradeIreland and Tourism Ireland Ltd) have produced their own detailed Corporate Plans covering the same three year period. The DETI Plan is designed to be read in conjunction with these.



# 2

To promote the development of a globally competitive economy in Northern Ireland.

**AIM**

To promote the development of a globally competitive economy in Northern Ireland.

**OBJECTIVE**

To encourage the development of a high value added, innovative, enterprising and competitive economy leading to greater wealth creation and job opportunities for all.

**ROLE OF DETI**

The Department of Enterprise Trade & Investment (DETI) is responsible for a range of functions in Northern Ireland, including economic development policy (including industrial development, energy, telecommunications and tourism), mineral development, health and safety at work, Companies Registry, Insolvency Service, consumer affairs, social economy, professional economic advice and research and labour market and economic statistics services. Financial and personnel management services are provided centrally within the Department.

DETI has a key role to play in growing the economy by driving forward its economic research agenda and by providing support and encouragement to business, including ensuring we have the right legislative, energy and telecoms infrastructure in place, promoting investment in research and development (R&D) and encouraging innovation. In addition DETI must work with the Department for Employment and Learning (DEL) to ensure our people have the necessary skills and the flexibility

to embrace future employment opportunities and with the Department of Education (DE) to promote enterprise through education.

DETI sponsors four agencies, established as non-departmental public bodies (NDPBs) which play a key role in shaping and implementing economic development policy: Invest Northern Ireland (Invest NI); the Northern Ireland Tourist Board (NITB); the Health and Safety Executive for Northern Ireland (HSENI); and the General Consumer Council for Northern Ireland (GCCNI). Geological Survey of Northern Ireland (GSNI) is also an integral part of the Department. In addition, DETI also acts as sponsor Department to two organisations set up under the Belfast Agreement - InterTradeIreland (ITI) and Tourism Ireland Limited (TIL).

DETI also works with the independent Northern Ireland Authority for Energy Regulation (NIAER) to promote the strategic development of the energy industry in NI in the balanced interests of consumers, the economy and the environment.

DETI will continue to work in close partnership with its NDPBs and stakeholders in the policy development and delivery of the Department's services.

It is imperative that the NI economy continues to improve its competitiveness and moves from a position which is based on low costs to one based on higher value added, innovation, creativity and high workforce skills.

# Economic Challenge

## 3

NI has continued the trend of steady growth that has typified the economy for over a decade. Since 1998 employment levels are up, unemployment rates down and Gross Value Added (GVA) has grown steadily. Against this must be balanced the highest economic inactivity rates in the United Kingdom (UK), low levels of R&D and innovation, relatively low intermediate and employability skills levels in the workforce, high energy costs and a need to close the productivity gap with the rest of the UK. Overall, the economy has performed well, helped by a greater level of stability.

Globalisation has created new opportunities and challenges for regional economies such as NI. Ultimately, our economic performance will be driven by our international competitiveness which will determine the ability of NI to generate wealth and maintain employment in the face of domestic and international competition. If we improve our competitive position then NI companies will achieve success in international markets which

will deliver better standards of living for all. DETI recognises the importance of assessing and monitoring NI's position relative to competitor economies. That is why the Department, along with the Department of Finance and Personnel (DFP) and the Office of the First Minister and Deputy First Minister (OFMDFM), have commissioned a three year rolling programme of research which will measure and benchmark the competitiveness of NI against a range of appropriate comparable economies in the UK, ROI and rest of the EU. As well as monitoring regional competitiveness, DETI will undertake research to determine whether particular proposals would strengthen NI's competitive position. For example, in response to suggestions from a number of sources the Department has pursued research to determine whether enhanced fiscal incentives in the area of R&D spending could be justified and whether such incentives would stimulate improved performance in this key area.

Productivity growth is central to long-term economic performance and rising living standards. In recent years, the UK has seen improved performance in terms of productivity growth, and this is a vital objective for NI as we seek to become a more competitive region. Closing the productivity gap with other UK regions means addressing each of the key productivity drivers of innovation, entrepreneurship, skills and investment.

The manufacturing sector has made a vital contribution to Northern Ireland in the past and has the potential to play a major role in the future. As we continue to face increasing competition from lower wage economies, the future of our manufacturing sector depends on raising investment, and applying science and innovation, best practice and skills to create even better products capable of competing in the global marketplace. We will continue to provide a range of assistance to manufacturing companies seeking to achieve growth in productivity, export sales and profitability.

As the service sector continues to play an increasingly important role in the economy, it is essential that it too addresses many of the challenges faced by the manufacturing sector and looks to increase its value-added, productivity and develop new markets and niche products and services. Above all, we need to see a more vibrant private sector in NI in terms of size, confidence and leadership in order to create a public/private sector balance weighted much more towards the private sector.

It is imperative that the NI economy continues to improve its competitiveness and moves from a position which is based on low costs to one based on higher value added, innovation, creativity and high workforce skills. Along with enterprise and infrastructural investment, these will be the keys to securing a sustainable globally competitive NI economy and, in so doing, to drive future growth and prosperity and offer better employment opportunities.

Though continuing to be important, future economic growth and employment opportunities cannot be dependent on Foreign Direct Investment (FDI) alone. The focus will therefore be on targeted FDI which provides wider economic benefits to the NI economy e.g. through the introduction of new products/processes, improved management practices, new technology and skills development. Dynamic indigenous and internationally competitive businesses, and particularly those in high value added/niche markets, will become increasingly important to the economy. Encouraging a culture within small and medium enterprises (SMEs) and micro-businesses of being more outward looking and enterprising, innovative and creative is key to future prosperity; entrepreneurial small businesses with world class skills (including those skills needed to market globally) and standards act as an engine for growth. It is vital that businesses of all sizes improve their internal innovative processes and focus on near to market product development.

We must not overlook the opportunities for NI businesses to enhance their global competitiveness by exploiting the benefits of an all-island approach to, for example, trade, R&D, benchmarking and public procurement. The NI economy can be greatly enhanced through the further development of collaborative, knowledge-intensive, all-island trade, tourism and business development networks and supporting programmes. A strong partnership between DETI, its agencies, InterTradeIreland and Tourism Ireland will be essential to the successful achievement of these benefits.


It is also important to recognise that business activity impacts on the quality of life for future generations and that business has a requirement to act in a socially responsible way. DETI is conscious that these challenges need to be kept in focus as we seek to make NI a more competitive and productive region.

DETI will also work with other Government Departments to ensure that economic success supports greater social inclusion and greater equality of opportunity across all of NI.

Economic development in NI has much to gain from making efficient use of resources and from reducing the high costs imposed by environmental degradation. By promoting renewable energy and adopting a sustainable approach to tourism the Department will seek to strike a balance between economic growth, impact on the environment and community support. Recognising the importance of

Corporate Social Responsibility, DETI will continue to work with Invest NI and other partners in promoting good practice in the business community.

The European dimension will continue to influence the development of the local economy. In this context the Commission's proposals for Regional Aid post 2006, if implemented, would, we believe, be potentially damaging to our competitiveness as a region. The UK Government has already made clear to the Commission the need for NI to retain assisted area status and we would intend, in partnership with Invest NI, business groups and other interested parties, to seek to persuade the Commission of the need for this, both during the period leading up to the publication of the draft Regional Aid Guidelines and, as necessary, during the subsequent consultation.



In February 2005 Government published the Economic Vision for Northern Ireland, the aim of which is to place the economy at the heart of NI's future through greater wealth creation and better employment opportunities for all.

# Our Approach

# 4



## ECONOMIC VISION

In February 2005 Government published the Economic Vision for Northern Ireland, the aim of which is to place the economy at the heart of NI's future through greater wealth creation and better employment opportunities for all.

The Vision stresses the importance of the NI economy continuing to improve its competitiveness, and moving from a position which is based on low costs to one based on higher value added, innovation, enterprise and high workforce skills.

DETI has lead Departmental responsibility in the oversight of the Economic Vision. Delivery of the Vision requires a strong partnership approach by all those with an interest in the NI economy and DETI acknowledges and welcomes the significant input to the Vision by business, trade unions, academia, the voluntary sector and other Government departments: also the very supportive and positive role played by the local political parties. DEL also has an important role to play, particularly around skills attainment, in contributing towards NI's future economic success. This partnership approach remains critical as the EDF, chaired by the DETI Minister, assumes a key role in tracking and advising on the Vision's implementation. This partnership process is considered crucial to the successful implementation of the Vision. Within DETI and its NDPBs the challenge will be to ensure that priorities and resources are directed towards delivering maximum progress in support of the Vision.

### **CORPORATE PLAN**

This Corporate Plan sets out the strategic direction for the Department over the next three years and, in particular, how the work of DETI will contribute towards the realisation of the Economic Vision. The Plan identifies those areas under each of the four Vision drivers where the Department and its agencies can significantly contribute to the development of the economy. Also, the Plan is fully consistent with DETI's Public Service Agreement (PSA) (Annex C) which links Departmental funding to agreed outputs and

outcomes within the Government's Priorities and Budget for 2005-2008.

In addition to this Plan, each of our NDPBs and sponsored bodies will produce its own, more specific, Corporate Plan covering the period 2005-2008. This Plan is designed to be read in conjunction with these. The DETI and agency Corporate Plans will be delivered through a series of Operating Plans and more detailed targets, the first of which will cover the period April 2005 to March 2006.

DETI will also continue to work in partnership with, among others, the EDF, the Tourism Strategy Forum and the Social Economy Forum to secure a collaborative approach with our major social partners in pursuit of economic growth. In addition, the Department welcomes opportunities to work on a less formal basis with other key organisations and individuals.

DETI is committed to building its policy-making capacity and capability on a sound evidence base and the results and recommendations of a focussed, high quality research programme. The ongoing development of DETI's Research and Policy Evaluation Agendas will span the four drivers and will be taken forward in partnership with our agencies and other contributors including seeking the views of, for example, the EDF as the agendas are shaped and discussing research findings and their implications for economic development policy.

In addition, the Department will continue to develop its economic statistics to provide timely and quality coverage of the Northern Ireland economy to inform economic debate and decision-making. The collection, presentation, dissemination and analysis of economic information will be further improved with particular emphasis on electronic delivery of services.

DETI will work to ensure that confident, demanding consumers have the capacity to drive up business performance and competitiveness; that businesses of all sizes benefit from listening to, and fully understanding, their customers' expectations and, that consumers are represented by a strong and effective voice at the heart of government.

The Department will promote fairness in the marketplace and encourage and maintain the most favourable regulatory climate for the growth of business, industry and commerce; and deal fairly and effectively with financial failure.

DETI will ensure the promotion of equality and human rights, and seek, wherever possible, to address social and economic disadvantage and deprivation throughout the Department's range of policies, programmes and services. During the period of this Corporate Plan, the Department will also revise and update the objectives and commitments in our current Equality Scheme and New Targeting Social Need (NTSN) Action Plan. An Equality Overview can be found at Annex A.

#### **Associated Targets:**

- During the period 2005-2008, reduce the productivity gap, measured by GVA per hour worked, with the UK. (Baseline – Northern Ireland's GVA<sup>1</sup> per hour worked in 2003 was 84.4% of the UK average.)
- During the period 2005-2008, prepare and deliver a rolling Economic Research Agenda which fully supports the policy development and evaluation process and underpins this Corporate Plan.

<sup>1</sup>GVA is the major component of Gross Domestic Product (GDP). Under European accounting conventions the difference between GVA and GDP is that GDP includes taxes (less subsidies) on products (mainly Value Added Tax) while GVA does not.

Closing the productivity gap means addressing the key productivity drivers of innovation, entrepreneurship, skills and investment.

# Economic Vision Drivers

## 5

### **INCREASE INVESTMENT IN R&D AND PROMOTE INNOVATION/CREATIVITY**

#### **How we aim to achieve this**

Innovation is all about breaking new ground and successfully exploiting new business ideas. NI's future economic success requires a dynamic and coordinated partnership between businesses of all sizes and types, the universities, further education colleges and the public sector to exploit and commercialise our R&D and innovation capabilities. DETI, along with DEL which is a major funder of university R&D and Further Education (FE) development work, have key leadership roles to play in influencing R&D growth.

Our focus will be on identifying the priority areas and actions to enhance NI's R&D and innovation base and on anticipating the key technologies which will impact on economic policy development in the region over the coming years. We must ensure that NI business is aware of current best practice

in R&D and innovation and benchmark our overall innovation performance against comparable regions competing in the global economy.

We recognise that innovation goes further than investment in R&D by the large high-tech companies: it is essential for business success across the board. A key objective for DETI, therefore, is to ensure that NI's SMEs and micro-businesses are encouraged to become more directly engaged with potential partners in Higher Education (HE), FE and the wider public sector both in R&D and innovation to improve not only processes, products and near market product development but also management techniques. While high technology sectors will be to the fore, other major areas for targeted support will include all aspects of design, the promotion of innovative business practices to smaller firms and the establishment of cross-sectoral and cross-border business networks and clusters for firms of all sizes to act as mechanisms for the transfer of knowledge.

The creative industries (those based on individual creativity, skill and talent and the generation and exploitation of intellectual property) continue to benefit from higher than average growth rates and expanding global markets. We will work with businesses in this sector to provide the assistance and support they need to become major wealth and employment creators.

We will also encourage research into new renewable energy and energy efficiency technologies. We must also enhance awareness of how businesses can access financial products and services for R&D/innovation.

Implementation of The Regional Innovation Strategy Action Plan will be the basis to achieving our aims to increase investment in R&D and promote innovation/creativity.

#### **Key actions**

- Encourage increased spending by industry on R&D, innovation and design across businesses of all sectors and sizes.
- Work with Invest NI and DEL to accelerate commercialisation of R&D at university level and further strengthen NI's research infrastructure, particularly maximising the potential of the NI Science Park and the Research and Technological Development Centres of Excellence.

- Promote a close partnership between HE, FE, industry and the public sector to establish priorities, develop agreed plans of action and maximise the economic benefits of R&D and innovation.
- Promote the transfer of knowledge and technology between the research base (especially the HE/FE sectors) and industry based on economic priorities.
- Develop more imaginative funding products for R&D and innovative intensive businesses and enhance awareness of how businesses can access such financial products and services.
- Enhance links between strategic innovation bodies and potential partners – all-island, national and international - to ensure that current best practice is disseminated to the relevant education, public and private sector bodies.
- Encourage NI companies to take advantage of the 100% availability of broadband to reach local and global markets through the development of innovative and creative products incorporating high levels of interactivity, graphics, animation and sound.
- Promote and recognise innovative and creative approaches to managing health and safety effectively in the workplace.

- Through GSNI's Tellus Project enhance understanding of the near surface geology, promote sustainable mineral exploration and development and establish an environmental baseline for NI.

#### **Associated Targets:**

- (i) During the period 2005-2008, NI business expenditure on R&D by Invest NI client companies to increase at a rate faster than that of comparable UK regions, so as to reduce the current gap in business intermural R&D expenditure as a percentage of GVA. (Baseline – Intramural R&D expenditure expressed as a percentage of GVA in 2003 was 0.53% for NI compared to 1.40% for the UK)
- (ii) During the period 2005-2008, in consultation with appropriate partners and stakeholders, identify specific niche areas within information and communication technologies, life sciences, aerospace technologies, nanotechnologies, and the agri-food technologies and focus R&D support on these areas.

### **PROMOTE AND ENCOURAGE ENTERPRISE**

#### **How we aim to achieve this**

Enterprise is about improving competitiveness and achieving high value-added. High, sustainable levels of entrepreneurship are an essential key driving force behind economic growth. DETI will therefore assume a strong leadership role in addressing

NI's low entrepreneurial activity rate compared with the rest of the UK. Together with Invest NI, District Councils and other local partners we will encourage more new business starts, including new enterprises derived from existing businesses.

Education will play a major part in converting NI's high levels of education attainment into entrepreneurial activity and DETI will work closely with colleagues in DEL and the DE towards this end

International trade and relationships are essential components for improving GDP and driving up global competitiveness. Through Invest NI, DETI will encourage companies of all types and sizes located in NI to enhance their marketing capabilities and look to opportunities in the global market place, including forming strategic alliances, and position NI as an attractive location for foreign direct investment and tourism.

Tourism as an industry is of growing importance to the NI economy and one which promises much for the future. We will seek to build on the strong growth in visitor numbers and spend and deliver world class excellence.

The rural community makes an important contribution to the NI economy and DETI will continue to liaise with the Department of Agriculture and Rural Development (DARD) as it prepares and takes forward its rural development policies.

The Social Economy sector is an important and integral part of the NI economy and a number of Government departments/agencies already work to promote its development: however, a more integrated approach is needed. DETI will continue to lead on the implementation of a more integrated approach working with the Inter-Departmental Steering Group and the Social Economy Network and through the Social Economy Forum.

DETI also recognises that future economic growth will be dependent on the ability of indigenous companies, and particularly those at SME and micro-business level, to be more outward looking, enterprising and more market aware. DETI will continue to provide support from the European Regional Development Fund (ERDF) to all 26 District Councils and work in partnership to implement their Local Economic Development Action Plans in accord with current programmes.

We will ensure that existing and future regulatory and compliance requirements are in place that contribute to, rather than hinder, enterprise and business growth/competitiveness, while being consistent with protecting and safeguarding the public interest. Successful, competitive businesses will be those which have a customer focus. Through the GCCNI DETI will work to ensure that consumers have the skills and knowledge they need to make informed choices and encourage businesses to embrace a customer focus ethos.

Invest NI's Accelerating Entrepreneurship Strategy, NITB's Strategic Framework for Action, DETI's Developing a Successful Social Economy and the Northern Ireland Consumer Strategy will be the major contributors towards the achievement of this aim. DETI/DEL's Entrepreneurship and Education Action Plan will also play an important role.

#### **Key actions**

- Encourage local companies to adopt and embrace an external and international focus including opportunities to trade and form strategic alliances. Exploit opportunities arising from an expanded EU.
- Promote and encourage enterprise, specifically in collaboration with Invest NI, DE and DEL to establish new, improved arrangements for business education activity in NI.
- Develop clusters in areas where NI companies have a competitive strength.
- Target high value-added inward investment, with mutually beneficial links between indigenous and externally owned businesses.
- Encourage higher levels of cross-border, national and international exchanges of knowledge, best practice and trade in goods and services.

- Work to shape and then manage the implications of the European Commission's decisions on Regional Aid post 2006 on DETI policies and programmes, particularly to minimise their impact on support for business and economic development.
- Promote and develop more extensive use of equity by NI businesses.
- Work with NITB and TIL to support the sustainable development of our tourism industry by encouraging businesses to recognise the importance of being more globally competitive.
- Raise the profile of the value of the social economy sector, develop its business strength and provide a more supportive environment within which it can prosper.
- Support the delivery of local economic development initiatives in partnership with District Councils and other local partners.
- Encourage and support NI firms to improve their competitiveness by reducing their energy usage.
- Promote, in close collaboration with GCCNI, a trading environment where confident, demanding consumers drive up business performance.
- Ensure legislative parity with Great Britain (GB) in the fields of consumer protection, insolvency and company law is maintained and that clear guidance is available for those using the services of Companies Registry NI, Insolvency Service, and Trading Standards Service.
- Monitor the NI insurance market, roll out local initiatives and implement national strategy in conjunction with all stakeholders so that NI business can access a wider insurance market at nationally competitive cost.
- Work to reduce the burdens on business by developing, with other Government departments as appropriate, a modern regulatory framework that allows enterprise to flourish.
- Ensure an effective and up-to-date health and safety at work regulatory framework is maintained taking account of relevant EU Directives, legislative parity with GB where necessary, and the needs of business.
- Work to reduce costs, including sickness absence and insurance premiums, experienced by businesses as a result of health and safety failures by encouraging the adoption of effective health and safety risk management strategies.
- Through GSNI, provide the geoscientific data and information required by the business and public sectors to inform decision making and ensure compliance with EU directives.

### **Associated Targets:**

- (i) By March 2008, increase the level of exports as a percentage of total sales by Invest NI client companies (excluding the top 25 exporting clients in 2003) to 30%.  
(Baseline – 25% in 2002-03)
- (ii) During the period 2005-2008, support the establishment of 10,000 new businesses, of which 40% will be in New TSN areas.  
(Baseline – 8500 during the period 2002-2005)
- (iii) During the period 2005-2008, maintain at a rate of at least 75% of total inward investment projects the proportion of first time inward investment projects in New TSN areas.  
(Baseline – 90% in 2003-04)
- (iv) During the period 2005-2008, increase the amount of tourism visitor spend year-on-year by 6%. (Baseline – £291m actual spend in calendar year 2003)
- (v) By March 2007, reduce the number of fatal and major injury accidents reported by 5% compared with 2002-03.  
(Baseline – 865 accidents in 2002-03)
- (vi) By March 2007, develop ‘Consumerline’ website to include a comprehensive and specific portal for businesses and consumers in order to enhance customer focus and best practice.

### **ENSURING OUR PEOPLE HAVE THE RIGHT SKILLS FOR FUTURE EMPLOYMENT OPPORTUNITIES**

#### **How we aim to achieve this**

Increasing workforce skills levels is central to raising productivity, increasing competitiveness and improving the sustainability of employment. DETI will work in close partnership with business to introduce modern work processes and with colleagues in DEL (who have lead responsibility for skills development) and DE to ensure NI maintains its reputation for a flexible and skilled workforce supported by an effective education and careers guidance system.

However, as the structure of the local economy changes from a reliance on traditional manufacturing and the public sector, new higher level skills will be required by a significant proportion of the workforce. By working closely with companies and DEL we will identify the skills, including those at management level, required by businesses to allow them to compete globally. In order to help people in sectors which are in decline and to reskill and upskill in areas of growth, programmes will be developed which focus specifically on the occupational and wider employability skills likely to be in demand.

DEL’s Skills Strategy will be an important factor in achieving this aim as will the DETI/DEL/DE Entrepreneurship and Education Action Plan. In addition, Invest NI’s Company Development Programme will continue to play a key role in helping companies to improve their business performance

by providing practical and financial support for training and development activities.

#### **Key actions**

- Champion, through working with DEL and DE, an education system which at all levels delivers the skills and qualifications to meet the needs of employers and to support the changing economy.
- Work in partnership with DEL on issues relating to skills policy development and strategies aimed at raising skills levels, increasing employability and encouraging those economically inactive into the workforce.
- Work with DEL and partner organisations to drive the management and leadership agenda to ensure that business managers have the capability, competence and capacity to lead innovation, creativity and change and the leadership skills required to play a key role in the development of the local economy.
- Work with companies to identify their skills requirements and develop appropriate business skills, including marketing and selling.

During the period of this Plan DETI will contribute, where appropriate, to the achievement of DEL's skills development targets, as a means to improving business performance.

#### **Associated Target:**

During the period 2005-2008, undertake 1500 people, process and innovation improvement interventions in companies, of which at least 300 will be skills related.

### **ENSURING WE HAVE MODERN INFRASTRUCTURE IN PLACE TO SUPPORT BUSINESS AND CONSUMERS**

#### **How we aim to achieve this**

The social and economic well being of NI is enhanced by the provision and maintenance of quality infrastructure and major public services. DETI has a lead role in supporting business in a number of areas such as energy supply, telecommunications and further enhancing our research infrastructure.

The new Strategic Energy Framework for Northern Ireland builds on existing achievements and sets the energy agenda, including key priorities and principles, for developments in the energy sector in the coming years. NI requires a competitive, sustainable, reliable energy market at the minimum cost necessary in an all-island, UK and European context. To this end we will work closely with the energy authorities and Government Departments, North and South, to achieve this. The potential economic benefits of cross border co-operation on energy within a larger marketplace are considerable but the development of the all-island energy market must deliver lasting benefits for businesses and households, North and South.

The challenge will be to reconcile the range of energy issues in the Framework whilst accepting that driving down costs must be at the heart of all our policy decisions.

Telecommunications is a competitive and continuously evolving arena. DETI has been responsible for NI's ambition of being the first region in Europe to have 100% broadband access; we now have the responsibility to build on and exploit our world class telecommunications infrastructure to bring benefits to business, communities and government across NI. To this end DETI will work closely with Invest NI to seek improved productivity and innovative processes through promoting broadband take-up by business. DETI will also work with the Department of Communications, Marine and Natural Resources (DCMNR) to reduce the barriers to all-island electronic communications and to encourage businesses to exploit cross-border telecommunications services.

Improved air access has been identified as a strategic priority for economic development, including tourism, in NI. Through the Air Route Development Fund, DETI will work to build on the success achieved to date in stimulating the development of new air routes.

Developing quality products in line with growing the sector is key to maximising our tourism potential. DETI will work alongside NITB to deliver on key signature projects and pursue winning themes across NI.

We will work in close partnership with the Department for Regional Development (DRD) on key infrastructure issues relating to the implementation of the Regional Development Strategy and the Regional Transportation Strategy. DETI will also work with DOE as we recognise the strategic importance of planning decisions on moving forward to improve economic infrastructure.

DETI's Strategic Energy Framework and Broadband Northern Ireland – Fully Connected, together with NITB's Strategic Framework for Action and the Air Route Development Fund will be key components in delivering on this aim.

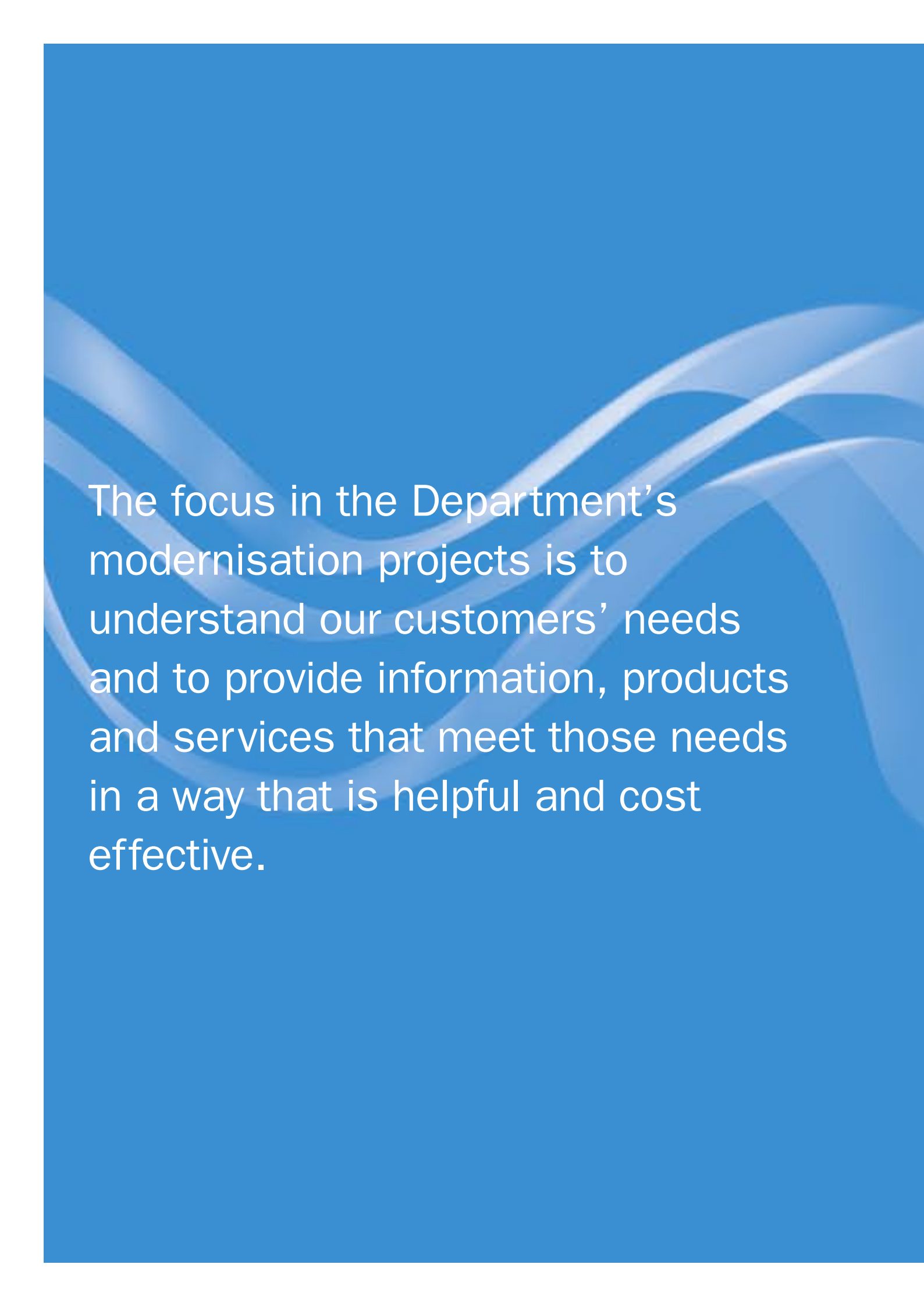
#### **Key actions**

- Work, through implementation of the Strategic Energy Framework for Northern Ireland to: reduce energy costs relative to other UK/EU regions, and in particular to progress the proposal to lessen electricity costs for business users by removing some of the excess costs inherited from privatisation; build competitive energy markets; protect our future by enhancing the sustainability of our energy supply and consumption; and maintain the reliability of energy supplies.
- Work with NIAER and RoI authorities through the Joint Steering Group to create an All-island Energy Market as outlined in the Framework and Development Programme agreed in November 2004.

- Work with the DTI's Office of Communications (OFCOM), the Regional Development Agencies and Devolved Administrations as well as with other public and private sector bodies to encourage continued private sector investment in NI's telecommunications infrastructure and its gateways to international networks.
- Develop Tourism Signature Projects with the potential to deliver world class excellence drawing visitors from home and overseas e.g. the provision of new visitor facilities at the Giant's Causeway and the Titanic and Walled City of Derry projects. There will also be a key role in the development, funding and cross government issues associated with other emerging Signature Projects e.g. Christian Heritage/St Patrick.
- Promote and develop existing and new strategic air routes as drivers for sustainable economic development.
- Provide financial support, through ERDF monies secured by DETI, for infrastructure projects such as workspace, gas pipelines, renewable energy and energy efficiency and telecommunications.

**Associated Targets:**

- (i) By December 2006, complete the South North gas pipeline project.
- (ii) By July 2007, open the electricity market to all consumers. (Baseline – 40% open at October 2004)
- (iii) By June 2006, ensure the delivery of a proposal to significantly reduce electricity costs.
- (iv) During the period 2005-2008, promote the use of broadband services and by December 2005, make available 100% equitable broadband services to every household and business in Northern Ireland. (Baseline – 93% at December 2004)
- (v) During the period 2005-2008, progress development of the Tourism Signature Projects identified in the Strategic Framework for Action 2004-2007.

The background is a solid blue color with several overlapping, wavy white lines that create a sense of movement and depth. The lines are smooth and fluid, curving across the frame.

The focus in the Department's modernisation projects is to understand our customers' needs and to provide information, products and services that meet those needs in a way that is helpful and cost effective.

# Modernisation and Reform

## 6

Ministers, both during devolution and since suspension, have placed increasing emphasis on the need for an efficient and effective public sector. In addition Ministers have placed a major emphasis on the need for policy development to go hand in hand with real improvements in the quality and level of front-line public services. DETI is committed to delivering efficiency savings of £43m over the period of this Corporate Plan. DETI's modernisation and reform agenda encompasses and embraces the adoption and provision of new technology both internally and improved access to new technology across NI through enabling infrastructure development. Additionally DETI intends to further explore the scope for cross-departmental initiatives as a means for improving service delivery and improving cost performance. Significant legislative programmes will have the concept of reform and modernisation embedded within them. This strategic approach to reform and modernisation underpins the initiatives the Department is

adopting to deliver its commitment to the realisation of total annual efficiencies of at least £20.6m by 2007-2008 of which at least £10.9m will release resources to be invested in front-line activities.

The focus in the Department's modernisation projects is to understand our customers' needs and to provide information, products and services that meet those needs in a way that is helpful and cost effective. We are determined to deliver real value for money to businesses and citizens. We are working to transform the way we provide services to improve access and to make our business more streamlined and efficient through the use of modern technology and best practice.

The Department's distinctive approach also includes modernising our service delivery to our internal customers with the focus on technology to enhance efficiency and effectiveness. This approach includes the use of techniques such as

the European Foundation for Quality Management Model, the Balanced Scorecard, Benchmarking and a comprehensive communication plan to keep staff informed and involved in all aspects of the modernising process.

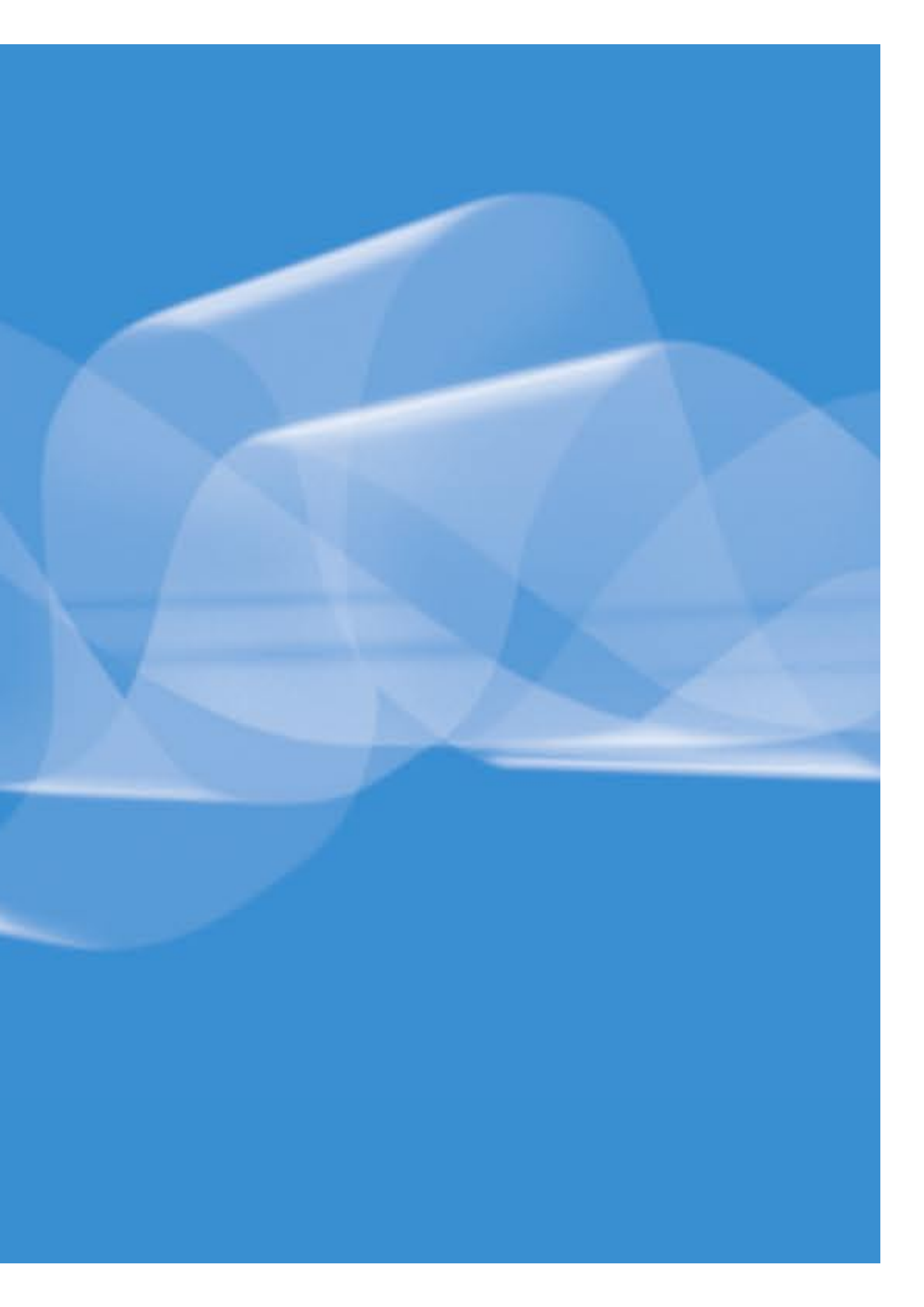
**Key actions**

- Improve cost effectiveness of service delivery and administrative support through e-enablement e.g. Insolvency Service, Companies Registry, Consumerline contact centre, Customer Relationship Management (CRM).
- Ensure that DETI meets its statutory duties in record management and Freedom of Information in a modern and efficient way by the use of an Electronic Document and Records Management System (EDRMS).
- Work with other departments to supply common corporate services and the technology to provide joined-up service delivery.

We aim to deliver 100% of key services via electronic means; success will also be measured by the level of efficiency improvements realised by the Department.

**Associated Targets:**

- (i) By 2007/08, realise total annual efficiencies of at least £20.6m, of which £10.9m are resource releasing.
- (ii) By December 2005, deliver 100% of the Department's key services electronically thereby fulfilling DETI's contribution to the Government's Electronic Service Delivery target. (Baseline – 55% at March 2004)



# Annex

## **Annex A**

Equality Overview

## **Annex B**

Budget 2005-2008

## **Annex C**

PSA Targets

## **Annex D**

Reform Framework

Annex

## **Annex E**

Core Values

## **Annex F**

Related Documents

## **Annex G**

Glossary of Terms

# Annex A

## **EQUALITY OVERVIEW**

DETI remains fully committed to the fulfilment of its Section 75 obligations on the promotion of equality amongst the Section 75 groups, and good relations between persons of different religious belief, political opinion or racial group. In particular, we will provide the necessary resources (in terms of people and finance), the internal arrangements, and a planned programme of communication and training to ensure that the Department complies with our Section 75 equality duties.

We will ensure that all officials of the Department continue to be fully aware of the need to implement the provisions of the DETI Equality Scheme, which are designed to help integrate the issue of equality into our overall Departmental thinking and decision-making processes. This is reinforced internally by the Department's commitment to promoting equality and diversity through the work of the Department's Diversity Board and its associated Action Plan.

The policies and programmes outlined in this Corporate Plan will be subject to the normal equality screening or Equality Impact Assessment (EQIA) processes as required under Section 75 of the Northern Ireland Act (1998). During the course of the Corporate Plan, the Department's existing Equality Scheme will be reviewed and revised as appropriate, including a revised EQIA timetable.

# Annex B

## BUDGET 2005 - 2008

OBJECTIVE AND SPENDING AREA	PLANS		
	2005 - 2006 £m	2006 - 2007 £m	2007 - 2008 £m
<b>OBJECTIVE A</b>			
Economic Development Policy and Research	17.7	16.4	16.7
Energy efficiency, Minerals, Gas and Electric	5.2	5.1	2.8
Economic Infrastructure/Telecoms	39.2	52.9	35.2
Invest Northern Ireland	150.7	149.8	152.0
Development of Tourism	13.9	18.3	16.3
Tourism Ireland Ltd.	11.2	11.3	11.3
N/S Body - InterTradeIreland	3.6	3.5	3.5
EU Support for Economic Development	5.7	5.6	4.6
Business Regulatory Services	6.7	6.6	6.6
Health and Safety Executive for Northern Ireland	4.1	4.1	4.1
Aircraft and Shipbuilding	3.0	3.3	3.2
<b>Total Objective A</b>	<b>261.0</b>	<b>276.9</b>	<b>256.3</b>
<b>Departmental Total</b>	<b>261.0</b>	<b>276.9</b>	<b>256.3</b>
EU Peace Programme	12.1	2.3	0
<b>TOTAL</b>	<b>273.1</b>	<b>279.2</b>	<b>256.3</b>

### NOTE

A further £0.7m per year has been added to the above published budget position to take account of increased Accruing Superannuation Liability Charges (ASLCs)

# Annex C

## PUBLIC SERVICE AGREEMENT

OBJECTIVE	BUDGET (£million)	PLANNED OUTCOME FOR THE CITIZEN	KEY SERVICE CHANNEL	TARGETS
To encourage the development of a high value added, innovative, enterprising and competitive economy leading to greater wealth creation and job opportunities	<b>2005-06</b> Current Expenditure 215.8  Investment 45.2	Competitive businesses and economic growth.	DETI/DEL/DFP/OFMDFM	1. During the period 2005-2008, reduce the productivity gap (measured by GVA per hour worked) with the UK.
	<b>2006-07</b> Current Expenditure 217.1  Investment 59.8		DETI/DEL/DFP/OFMDFM	2. During the period 2005-2008, increase the percentage of the Northern Ireland working age population who are economically active and increase the NI employment rate (taking account of the economic cycle).
	<b>2007-08</b> Current Expenditure 216.5  Investment 39.8	Innovative policies delivering economic improvement for all.	DETI	3. During the period April 2005 to March 2008, prepare and deliver a rolling Economic Research Agenda which fully supports the policy development and evaluation process and underpins the Departmental Corporate Plan.
		Reduced Electricity costs for industry.	DETI	4. By July 2007, open the electricity market to all consumers.
		Increased availability of natural gas.	DETI	5. By December 2006, complete the South/North gas pipeline project
		Provision of broadband services across Northern Ireland.	DETI	6. During the period April 2005 to March 2008, promote the use of broadband services and by December 2005, make available 100 per cent equitable broadband services to every household and business in Northern Ireland.
		Competitive businesses and economic growth.	Invest NI	7. During the period 2005-2008, NI business expenditure on R&D by Invest NI client companies to increase at a rate faster than that of comparable UK regions, so as to reduce the current gap in business intramural R&D expenditure as a percentage of GVA.
			Invest NI	8. During the period 2005-2008, support the establishment of 10,000 new businesses, of which 40% will be in New TSN areas.

**PUBLIC SERVICE AGREEMENT CONTINUED**

OBJECTIVE	BUDGET (£million)	PLANNED OUTCOME FOR THE CITIZEN	KEY SERVICE CHANNEL	TARGETS
To encourage the development of a high value added, innovative, enterprising and competitive economy leading to greater wealth creation and job opportunities			Invest NI	9. By March 2008, increase the level of exports as a percentage of total sales by Invest NI client companies (excluding the top 25 exporting clients in 2003) to 30%
			Invest NI	10. By March 2008, maintain at a rate of at least 75% of total inward investment projects the proportion of first time inward investment projects in New TSN areas.
			NITB/TIL	11. Between 2005-2008, increase the amount of visitor spend year-on-year by 6%.
			NITB	12. During the period 2005-2008, progress development of the Tourism Signature Projects identified in the Strategic Framework for Action 2004-2007.
		Healthier and Safer workplace.	Health and Safety Executive	13. By March 2007 reduce the number of fatal and major injury accidents reported by 5% compared with 2002-03.

**In addition the Department shares in the achievement of:**

The Department of Health, Social Services & Public Safety's Investing for Health targets through actions to promote 'Workplace Health'.

**The Department of Environment's target:**

"To improve air quality by meeting the health-based objectives for benzene, 1,3 butadiene, carbon monoxide, lead, nitrogen dioxide, particles and sulphur dioxide in the Air Quality Strategy by relevant dates."

**The Department of Finance and Personnel's targets:**

"By March 2006 to implement a common accounting system across NICS departments – and by March 2008, to have migrated NI departments' transaction processing activities

to a Single Shared Service Centre, in order to improve the efficiency and quality of NICS financial management and reporting" and

"By April 2006 to commence introduction of Human Resource systems and services to reform the way HR is delivered to the NICS."

**The Office of First Minister and Deputy First Minister's target:**

"Working in conjunction with DFP and the SIB, to provide the necessary policy and guidance framework for PPPs and PFI to help ensure that they can make an effective contribution to the delivery of some £4.9bn of investment over the next three years, and up to £16bn of total investment over the 10 year period as set out in the Investment Strategy for Northern Ireland."

# Annex D

## REFORM FRAMEWORK

SPECIFIC SECTORAL REFORMS	JOINED UP SERVICE DELIVERY	RESPONSIVE GOVERNMENT	MAJOR STRUCTURAL CHANGES	FUNDING & FINANCING OF PUBLIC SERVICES	IMPROVING PUBLIC SERVICE CAPABILITY
Development of a Competitive Energy Market	Implementing the Workplace Health Strategy for Northern Ireland	Conversion of NI Companies Registry, Insolvency Service and Consumer Affairs to e-Government Services	Single site accommodation for Invest NI	Rebalancing and rationalising the Invest NI incentives package	e-HR (DFP lead)
Development of a world-class telecommunications infrastructure		Freedom of information (OFMDFM lead)		The Efficiency Review (DFP lead)	Electronic Document and Records Management (OFMDFM lead)
					Accounting Services Programme (DFP lead)

# Annex E

## **CORE VALUES**

DETI has a number of Core Values which are an important element in enabling the Department to achieve its objectives over the period of this Corporate Plan.

### **People Focused**

- We treat people fairly with respect and honesty.
- We recognise and appreciate the contribution of others.
- We listen to the views of others.
- We encourage and recognise strong, visible and accessible leadership at all levels.

### **Professional**

- We are committed to doing the best job we possibly can.
- We are reliable, honest and fair.
- We have a positive attitude to work.
- We take responsibility for our actions.
- We are accountable and achieve best value for money.

### **Proactive**

- We analyse our customers needs to identify the services and products they require.
- We are open to change and encourage new ideas.
- We engage positively with issues.
- We are innovative in our thinking.

### **Partnership**

- We involve our stakeholders and encourage participation and communication in order to achieve our objectives.
- We understand how everyone contributes to the shared goal.
- We are committed to working co-operatively across Branches, Divisions and Departments.

# Annex F

## **RELATED DOCUMENTS**

### **Accelerating Entrepreneurship Strategy**

Available from Invest Northern Ireland,  
44 - 58 May Street, Belfast, BT1 4NN  
Tel: 028 9023 9090  
Textphone 028 9055 2100  
e-mail: [info@investni.com](mailto:info@investni.com)  
[www.investni.com](http://www.investni.com)

### **An Economic Vision for Northern Ireland**

Available from Strategic Policy Division,  
DETI, Netherleigh, Massey Avenue,  
Belfast, BT4 2JP  
Tel: 028 9052 9271  
Textphone 028 9052 9304  
e-mail: [SPDAdmin@detini.gov.uk](mailto:SPDAdmin@detini.gov.uk)  
[www.detini.gov.uk/vision](http://www.detini.gov.uk/vision)

### **Broadband Northern Ireland - Fully Connected**

Available from Telecommunications Policy Unit,  
DETI, Netherleigh, Massey Avenue, Belfast, BT4 2JP  
Tel: 028 9052 9773  
Textphone 028 9052 9304  
e-mail: [telecomspolicy@detini.gov.uk](mailto:telecomspolicy@detini.gov.uk)  
[www.detini.gov.uk/telecoms](http://www.detini.gov.uk/telecoms)

### **Developing a Successful Social Economy**

Available from Social Economy Unit,  
DETI, Netherleigh, Massey Avenue,  
Belfast, BT4 2JP  
Tel: 028 9052 9635  
Textphone 028 9052 9304  
e-mail: [socialeconomy@detini.gov.uk](mailto:socialeconomy@detini.gov.uk)  
[www.detini.gov.uk](http://www.detini.gov.uk)

### **DETI Equality Scheme**

Available from Equality Unit,  
DETI, Netherleigh, Massey Avenue, Belfast, BT4 2JP  
Tel: 028 9052 9358  
Textphone 028 9052 9304  
e-mail: [equality@detini.gov.uk](mailto:equality@detini.gov.uk)  
[www.detini.gov.uk](http://www.detini.gov.uk)

### **DETI New TSN Action Plan**

Available from Equality Unit,  
DETI, Netherleigh, Massey Avenue, Belfast, BT4 2JP  
Tel: 028 9052 9358  
Textphone 028 9052 9304  
e-mail: [equality@detini.gov.uk](mailto:equality@detini.gov.uk)  
[www.detini.gov.uk](http://www.detini.gov.uk)

### **DETI/DEL Entrepreneurship and Education Action Plan**

Available from Economic Strategy Unit,  
DETI, Netherleigh, Massey Avenue, Belfast, BT4 2JP  
Tel: 028 9052 9352  
Textphone 028 9052 9304  
e-mail: [Strategy@detini.gov.uk](mailto:Strategy@detini.gov.uk)  
[www.detini.gov.uk](http://www.detini.gov.uk)

### **General Consumer Council for Northern Ireland Corporate and Operating Plans**

Available from the General Consumer Council for NI,  
Elizabeth House, 116 Hollywood Road,  
Belfast, BT4 1NU  
Tel: 028 9067 2488  
Textphone 028 9067 2488  
e-mail: [info@gccni.org.uk](mailto:info@gccni.org.uk)  
[www.gccni.org.uk](http://www.gccni.org.uk)

### **HSENI Corporate and Operating Plans**

Available from the Health and Safety Executive NI,  
83 Ladas Drive, Belfast, BT6 9FR  
Tel: 028 9024 3249  
Textphone 028 9054 6896  
e-mail: [hseini@detini.gov.uk](mailto:hseini@detini.gov.uk)  
[www.hseini.gov.uk](http://www.hseini.gov.uk)

### **Invest Northern Ireland Corporate and Operating Plans**

Available from Invest Northern Ireland,  
44 - 58 May Street, Belfast, BT1 4NN  
Tel: 028 9023 9090  
Textphone 028 9055 2100  
e-mail: [info@investni.com](mailto:info@investni.com)  
[www.investni.com](http://www.investni.com)

### **Northern Ireland Consumer Strategy**

Available from Consumer Affairs,  
DETI, 176 Newtownbreda Road, Belfast, BT8 6QS  
Tel: 028 9025 3901  
Textphone 028 9025 3988  
[www.detini.gov.uk](http://www.detini.gov.uk)

### **Northern Ireland Tourist Board Corporate and Operating Plans**

Available from NITB,  
St Anne's Court, 59 North Street, Belfast, BT1 1NB  
Tel: 028 9023 1221  
Textphone 028 9044 1626  
[www.nitb.com](http://www.nitb.com)

### **NITB Strategic Framework for Action**

Available from NITB,  
St Anne's Court, 59 North Street, Belfast, BT1 1NB  
Tel: 028 9023 1221  
Textphone 028 9044 1626  
[www.nitb.com](http://www.nitb.com)

### **Priorities and Budget 2005-2008**

Available from Economic Policy Unit,  
OFMDFM, Block E5.20, Castle Buildings,  
Stormont, Belfast, BT4 3SR  
Tel: 028 9052 2088  
Textphone 028 9052 2526  
e-mail: [pfgbudget@nics.gov.uk](mailto:pfgbudget@nics.gov.uk)  
[www.pfgbudgetni.gov.uk](http://www.pfgbudgetni.gov.uk)

### **Regional Development Strategy**

Available from Regional Planning & Transportation  
Division, DRD, Clarence Court, 10 - 18 Adelaide Street,  
Belfast BT2 8GB  
Tel: 028 9054 0642  
Textphone 028 9052 9304  
e-mail: [shapingourfuture@drdni.gov.uk](mailto:shapingourfuture@drdni.gov.uk)  
[www.drdni.gov.uk/shapingourfuture](http://www.drdni.gov.uk/shapingourfuture)

### **Regional Transportation Strategy**

Available from Regional Transportation Strategy  
Division, DRD, Clarence Court, 10 - 18 Adelaide Street,  
Belfast BT2 8GB  
Tel: 028 9054 0604  
e-mail: [shapingourfuture@drdni.gov.uk](mailto:shapingourfuture@drdni.gov.uk)  
[www.drdni.gov.uk/rts](http://www.drdni.gov.uk/rts).

### **Regional Innovation Strategy**

Available from Innovation Policy Unit,  
DETI, Netherleigh, Massey Avenue, Belfast, BT4 2JP  
Tel: 028 9052 9608  
Textphone 028 9052 9304;  
e-mail: [thinkcreateinnovate@detini.gov.uk](mailto:thinkcreateinnovate@detini.gov.uk)  
[www.detini.gov.uk/thinkcreateinnovate](http://www.detini.gov.uk/thinkcreateinnovate)

### **Strategic Energy Framework for Northern Ireland**

Available from Energy Division,  
DETI, Netherleigh, Massey Avenue, Belfast, BT4 2JP  
Tel: 028 9052 9372  
Textphone 028 9052 9304  
e-mail: [energy@detini.gov.uk](mailto:energy@detini.gov.uk)  
[www.detini.gov.uk/energy](http://www.detini.gov.uk/energy)

# Annex G

GLOSSARY OF TERMS	
<b>CRM</b>	Customer Relationship Management
<b>DARD</b>	Department of Agriculture and Rural Development
<b>DCMNR</b>	Department of Communications, Marine and Natural Resources
<b>DE</b>	Department of Education
<b>DEL</b>	Department for Employment & Learning
<b>DETI</b>	Department of Enterprise, Trade and Investment
<b>DFP</b>	Department of Finance and Personnel
<b>DOE</b>	Department of the Environment
<b>DRD</b>	Department for Regional Development
<b>DTI</b>	UK Department Of Trade and Industry
<b>EDF</b>	Economic Development Forum
<b>EDRMS</b>	Electronic Document and Records Management System
<b>ERDF</b>	European Regional Development Fund
<b>EU</b>	European Union
<b>FDI</b>	Foreign Direct Investment
<b>FE</b>	Further Education
<b>GB</b>	Great Britain
<b>GCCNI</b>	General Consumer Council for Northern Ireland
<b>GDP</b>	Gross Domestic Product
<b>GSNI</b>	Geological Survey of Northern Ireland
<b>GVA</b>	Gross Value Added

<b>GLOSSARY OF TERMS</b>	
<b>HE</b>	Higher Education
<b>HSENI</b>	Health & Safety Executive for Northern Ireland
<b>Invest NI</b>	Invest Northern Ireland
<b>ITI</b>	InterTradeIreland
<b>NDPBs</b>	Non Departmental Public Bodies
<b>NTSN</b>	New Targeting Social Need
<b>NI</b>	Northern Ireland
<b>NIAER</b>	Northern Ireland Authority for Energy Regulation
<b>NICS</b>	Northern Ireland Civil Service
<b>NITB</b>	Northern Ireland Tourist Board
<b>OFCOM</b>	Office of Communications
<b>OFMDFM</b>	Office of the First Minister and Deputy First Minister
<b>PFI</b>	Private Finance Initiative
<b>PPPs</b>	Public Private Partnerships
<b>PSA</b>	Public Service Agreement
<b>R&amp;D</b>	Research & Development
<b>RoI</b>	Republic of Ireland
<b>SIB</b>	Strategic Investment Board
<b>SMEs</b>	Small & Medium Sized Enterprises
<b>TIL</b>	Tourism Ireland Limited
<b>UK</b>	United Kingdom



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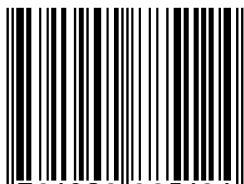
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