



Corporate Plan 2011-2013

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Section 1

Vision and Mission

InterTradeIreland's Vision:

Is of a globally competitive enterprise environment in which Ireland and Northern Ireland co-operate to ensure the optimal utilisation of economic resources, particularly knowledge resources, to drive additional trade, jobs and wealth creation.

InterTradeIreland's Mission:

Is to identify and help realise opportunities to improve competitiveness, generate economic growth and create sustainable, quality jobs in both jurisdictions through increased levels of North/South trade and co-operation on innovation and business development opportunities.

InterTradeIreland's Approach is to:

Identify and realise co-operative opportunities that will enable trade and business development and have a key impact on job creation, business and economic performance in Northern Ireland and Ireland.

Identify and help eliminate the barriers to cross-border trade and business development, both general and sectoral, by bringing these where appropriate to government policy makers, and/or pioneering relevant, flexible and responsive programmes and services.

Section 2

Review of Performance

Strategic Performance

InterTradelreland's Mission, as stated in the 2008-2010 Corporate Plan, was to enhance the global competitiveness of the economy of both jurisdictions for mutual benefit, through co-operative business, policy and research programmes, partnerships and networks.

The Corporate Plan Strategic Framework which described our activities stated two core goals:

1. To generate Business Value, by enhancing company competitiveness and capability through co-operative North/South initiatives.
2. To improve the Competitive Environment on the island, for mutual benefit, through co-operative policy research, reports and networks.

InterTradelreland Key Performance Indicators (KPI's) 2008-2010

KPI 1 The business value generated through InterTradelreland's initiatives.

KPI 2 The number of firms engaged in InterTradelreland initiatives.

KPI 3 The number of North/South trade and business development networks supported by InterTradelreland.

Targets against these Key Performance Indicators were set within our Annual Business Plans

In 2008 and 2009, against the 2008-2010 Corporate Plan strategic goals and Business Plan targets we generated more than £148.95M/€181.65M¹ of business value (Target £107.5M/€131.1M), provided information and advice services to more than 5,700 firms (Target 3500) saw the participation of 435 new firms on our unique North/South business support programmes - including 144 first time exporters (Target 100) and 54 first time innovators (Target 60), created 11 new cross-border business networks and published 12 business and economic research reports. At the time of writing we are on target for the delivery of Business Plan and Efficiency Savings targets for 2010.

Our initiatives included the InterTradelreland Acumen Sales & Marketing Programme, the InterTradelreland Fusion Technology Transfer Programme, the InterTradelreland Innova Collaborative Research & Development Programme, the InterTradelreland Go-2-Tender Public Procurement Programme, Business Networks in sectors such as software, life sciences and polymer and plastics, the InterTradelreland EquityNetwork equity finance programme, Secretariat for the US-Ireland Research & Development Partnership, the InterTradelreland First Stop Shop and our Business and Economic Research Programme.

Our Return on Investment² target for the 2008-2010 Corporate Plan was 6:1, measured as the business value generated through our Trade Programmes, Business Networks and Science, Technology and Innovation programmes against the expenditure on those programmes. In 2008 our Return on Investment was 9.9:1, and in 2009 was 10.65:1.

¹ Using Joint Corporate Plan Guidance Exchange Rate €1=£0.82.

² Return on Investment is the Business Value [Additional Sales, Efficiency Gains, Investments Made] directly attributable to the supports provided by InterTradelreland, set against the cost of providing those supports.

Section 3

Strategic Review and New Delivery Platform

InterTradelreland has successfully delivered against its performance targets over the period of its 2008-2010 Corporate Plan. There has however been a significant shift in the local and global marketplace caused by a global trade collapse and financial crisis that will necessitate a change to our strategic delivery framework.

Evidence from the InterTradelreland Business Monitor, see Figure 1 below, and the most recent macroeconomic forecasts³ indicate that the pace of recovery will be slow, certainly much slower than the rate of decline. Figure 1 shows Quarterly Business Turnover from the Business Monitor.

The Business Monitor also shows a two-speed recovery, with larger export-oriented businesses growing, while small and micro businesses that focus on local markets continue to languish.

Against this difficult backdrop, a Strategic Review undertaken by the Board and the Senior Executive of InterTradelreland highlighted the following key factors which must inform our strategy, objectives and activities for this Corporate Plan:

- Slow recovery from recession
- Pressures on public finances in Ireland and Northern Ireland
- Need for public sector bodies to deliver efficiencies while maximising effectiveness
- Innovation and Exports will be the key drivers of Ireland's and Northern Ireland's future economic growth
- Liquidity issues for businesses
- Opportunities exist for greater levels of cross-border business co-operation
- Opportunities exist for greater levels of co-ordination on policy and implementation action on a North/South basis⁴
- InterTradelreland needs to improve geographic outreach and to increase the number of businesses it serves, particularly those located in regions that are farthest from the border
- InterTradelreland needs to improve efficiency in service delivery, specifically through information technology exploitation.



Source: InterTradelreland Business Monitor

³ John Fitzgerald et al, Recovery Scenarios for Ireland: An Update (ESRI, July 2010) and Oxford Economics, Ernst and Young Economic Eye (June 2010). UK Office for Budgetary Responsibility: Budget Forecast June 2010.

⁴ InterTradelreland 2010: Infrastructure for an island Population of 8 Million, InterTradelreland 2009: Regulatory Barriers to Cross-Border Trade & Business.

InterTradelreland has a unique legislative remit to 'exchange information and co-ordinate work on trade, business development and related matters in areas where the two administrations specifically agree it would be in their mutual interest'. We undertake this remit in the context of the economic policies being deployed in Northern Ireland and Ireland to deliver economic recovery, and the need for public sector efficiencies.

Both the Irish Government and the Northern Ireland Executive recognise the critical importance of Exports and Innovation as drivers of recovery and future competitiveness. InterTradelreland's Corporate Plan 2011-2013 will align with these key drivers of growth and will contribute significantly to the enhancement of business capability in both dimensions.

Exports

Our focus on assisting business, particularly SMEs, expand their ability to trade into the other jurisdiction on the island is a core legislative mandate that InterTradelreland will continue to prioritise. Recent research⁵ completed by InterTradelreland shows that opportunities exist for greater levels of cross-border trade particularly in sectors in which businesses are predominantly indigenously-owned, such as Agri Food, Mechanical Engineering and Plastics. Foreign-owned companies are more likely to trade off the island, limiting the opportunities for additional cross-border trade in sectors such as pharmaceuticals, and electrical/optical equipment. We will focus on identifying and working with micro and small to medium sized enterprises that are currently largely serving local markets but have the drive to become exporters. This 'drive to grow' will be a key criteria for support and will be captured in a prioritisation of support for SME's who are expanding cross-border sales in a strategic manner, and will enhance their capability to export on the island and potentially beyond.

New Activities for this Corporate Plan period will include:

- an outreach programme to encourage those companies with the 'drive to grow' to either initiate an export project or to develop the scale of their exports
- an outreach programme to expand InterTradelreland's offering to businesses in geographies further from the border
- improved information and advice services
- development of buyer-supplier opportunities
- development of cross-border public procurement opportunities for businesses
- providing simple but effective 'DIY' online services for small companies who do not wish to commit to full time participation on a trade project
- ongoing trade research to enable InterTradelreland to tailor its portfolio to the needs of the business community
- work on identifying regulatory barriers to cross-border trade.

In summary, InterTradelreland will continue to identify both the barriers to higher levels of North/South trade and the opportunities for higher levels of trade to be achieved and will seek to provide the precise practical business advice and support initiatives required by companies to generate commercial value for themselves and economic impact for both economies. Through increasing the number of companies involved in cross-border trade, InterTradelreland will be assisting companies onto the first rung of the export ladder.

⁵ InterTradelreland 2009. A Gravity Model Approach to Estimating the Expected Volume of North/South Trade and InterTradelreland 2011: Exploration of Factors That Might Explain the Level of North/South Trade.

Innovation

In the past, the process of commercial innovation was considered to take place only within the firm. However the new understanding of innovation in the knowledge-based economy is that innovation also emerges when companies interact and cooperate with the external environment. They may draw on third level institutions for intellectual property and talent, on the financial resources of venture capitalists and the skills of other companies, consultants, suppliers and customers.

This open model of innovation, whereby companies access external knowledge and draw on alternative pathways to bring ideas to market, provides greater access to innovation capabilities, cost effectiveness and increases speed to market. Open innovation is often seen as the preserve of larger firms with access to corporate venture capital who can source ideas outside the firm on a global scale. SMEs can also adopt open innovation strategies through involvement in innovation partnerships and networks.

InterTradelreland's aim is to create an open system of innovation that can provide for a more efficient and effective use of resources to the mutual benefit of Northern Ireland and Ireland, avoiding duplication and taking advantage of each other's strengths to create scale in both excellence and opportunity. A well-connected and integrated innovation ecosystem that puts enterprise at the centre will ensure creative ideas are nurtured quickly and effectively to successful commercialisation. A more connected ecosystem will also encourage research partnerships to participate in international funding programmes.

InterTradelreland will support the development of an open innovation system working across Ireland and Northern Ireland that offers enterprises with a creative idea the opportunity to connect with a wider variety of relevant resources and expertise, be they technical, market or financial to speed the route to market.

With a focus on small and medium sized enterprise, InterTradelreland's key innovation programmes will continue to facilitate greater connections and collaborations across both jurisdictions to assist with the generation, development, and commercialisation of business ideas.

Leveraging the benefit of such connections and collaborations is dependent upon the ability to integrate external knowledge and to manage the innovation opportunities that arise from them. Supporting companies, especially SMEs, to develop their organisation towards openness and developing the managerial skills in support of innovation will inform the design of InterTradelreland's innovation offerings and help deliver transformational change in company performance.

Not all innovations entail the same level of risk or provide similar levels of reward. At the basic business level, innovation is about change generated from a business model perspective and/or technological perspective and can be categorised as incremental, substantial or radical. For companies that are growth oriented, incremental innovation alone will not provide a sustainable path for growth; a focus on substantial innovation will be required to meet growth objectives. Enabling and supporting those companies to adopt open strategies and leverage the benefit of greater connections through enhanced innovation management skills to deliver substantial innovation will be a key priority for InterTradelreland.

New activities for this Corporate Plan will include:

- a study on the innovation ecosystem that will identify opportunities and remove barriers
- a pilot programme to deliver enhanced innovation capability leading to transformational change
- an increase in North/South participation in EU research and development programmes
- support for wider North/South research connections
- facilitation to support the expansion of the US Ireland R&D Partnership.

In summary, Innovation is an economic priority for Northern Ireland and Ireland and therefore an important strategic area for InterTradelreland. To ensure that we deliver mutual benefit, additional value and maximise return on public investment, InterTradelreland's innovation programmes and initiatives will be designed to:

- Improve connectedness
- Enhance innovation management skills
- Prioritise substantial innovation
- Increase participation (with a focus on small and medium sized enterprises)
- Increase value per project
- Create and sustain employment.

These objectives must be achieved against a backdrop of a reduced budget.

Strategic Delivery Platform

As a result of the analysis of InterTradelreland's performance in the current Corporate Plan period and of the strategic environment described above, InterTradelreland's strategic delivery platform will be characterised by:

- Demonstrating alignment with economic policy in Ireland and Northern Ireland
- A more effective outreach strategy
- Providing information, advice and services to a greater number of companies
- Delivering efficiency savings through innovative new approaches in policy definition, programme design and delivery
- Exploiting online delivery and other information technologies
- Delivering effective partnership arrangements with other agencies to optimise economic impact
- Tailoring InterTradelreland's programmes and services to the specific needs of companies.

We will design and deliver business programmes which are aligned to, and which make an effective contribution towards, the achievement of economic policies in Ireland and Northern Ireland. These economic policies identify Exports and Innovation as key drivers of economic development, wealth creation and jobs. For InterTradelreland this translates as North/South Trade and Innovation, which are our priority areas of activity for 2011-2013.

Our Strategic Goals for the Corporate Plan 2011-2013 are to:

- Increase the number of businesses involved in cross-border Trade and Innovation activity by 10,000 [through access to, and exploitation of, InterTradelreland information, advice services and business support programmes]
- Deliver a Return on Investment⁶ of 8:1.

InterTradelreland will report on key performance indicators for the above and also monitor the following supplementary target outcomes from our portfolio of programmes:

- Additional export activity through cross-border trade, with a focus on first-time exporters
- Improvements in productivity through measured increases in:

New product and process development, with a focus on first-time innovators

Availability of, and access to, research & development resources

Availability of, and access to, venture capital funding

- Jobs impact
- An improved competitive environment on the island of Ireland.

In support of our Strategic Goals we will:

- complete the business and economic research necessary to provide the evidence base from which we can design and customise our programmes and services to the specific needs of companies
- introduce new methods of working which will generate better co-operation with our sponsor departments and sister agencies
- increase our use of technology to reach a greater number of companies and at lower cost
- improve our operational processes to increase our efficiency and effectiveness.

⁶ Return on Investment is the Business Value [Additional Sales, Efficiency Gains, Investments Made] directly attributable to the supports provided by InterTradelreland, set against the cost of providing those supports.

Section 4

Business Objectives, Measures, Targets & Activities

The InterTradelreland Board and Senior Management Team recognise the need to introduce a new business model for the organisation to facilitate the changes required in relation to revised Mission, Objectives, Measures, Targets and Activities and are introducing the use of the Balanced Scorecard (BSC) methodology to implement changes to the InterTradelreland business model. The BSC is a proven methodology in wide use within the private sector, and in an adapted form is increasingly being used in the public sector, especially within organisations at the forefront of current public sector modernisation strategies and programmes. The main benefits of a Balanced Scorecard approach are that it helps to:

1. Clarify and translate vision and strategy
2. Communicate and link strategic objectives and measures
3. Plan, set targets, and align strategic initiatives
4. Enhance strategic feedback and learning.

The Corporate Scorecard in Figure 2 below describes:

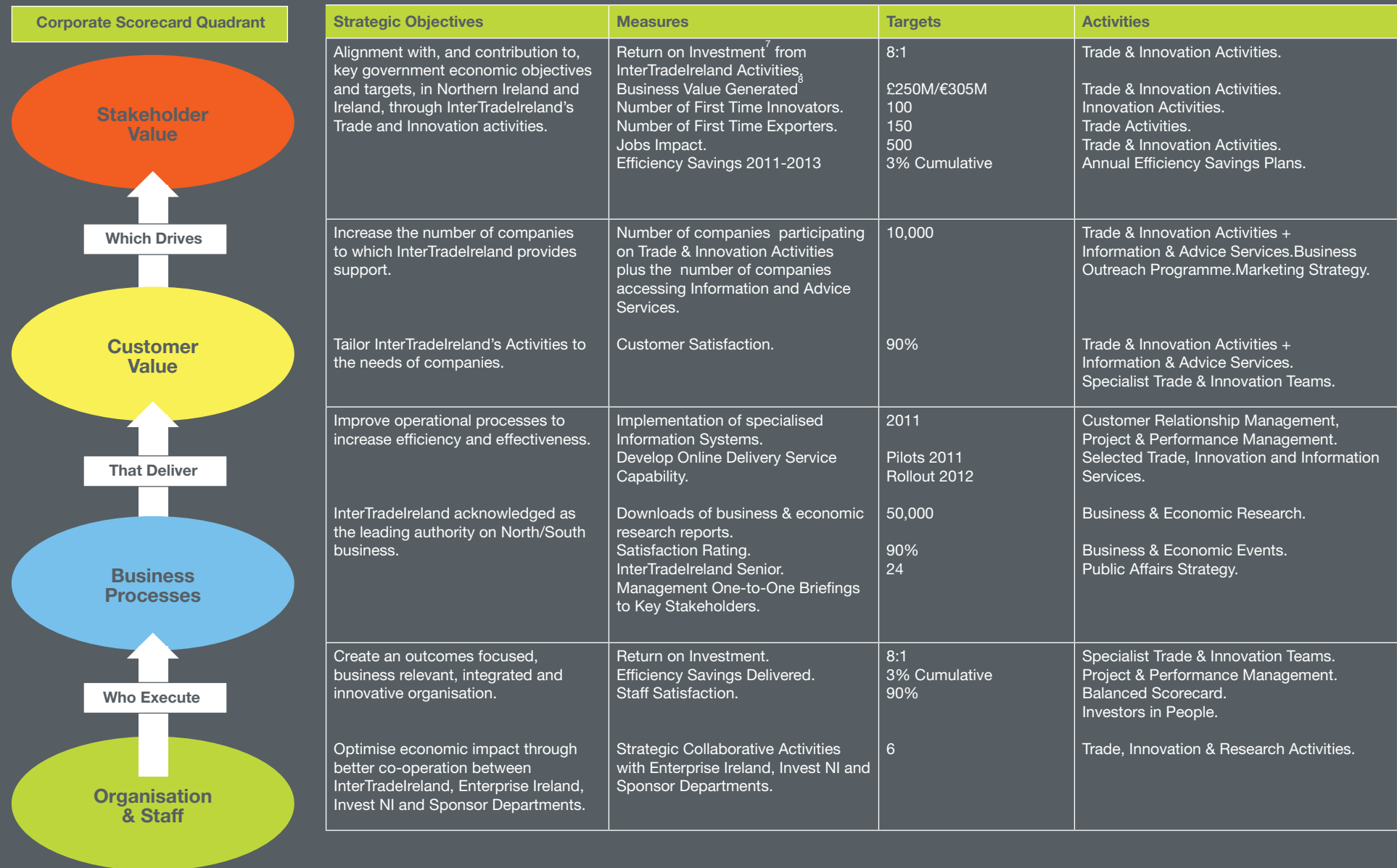
- the relationship between our Corporate Plan Strategic Goals and the Strategic Objectives in each of the Balanced Scorecard Quadrants necessary to achieve those Goals
- the Measures and Targets which will allow us to track our progress on the achievement of our Strategic Objectives
- the external and internal Activities which are the delivery actions for the organisation.

InterTradelreland will expand on our internal and external Activities in an Annual Business Plan Balanced Scorecard, which will describe the organisational development initiatives we will undertake, the business processes we will execute, including the business and economic research programme necessary to ensure that all of our Activities are based on sound economic principles, the value we will deliver to the business community through our North/South Trade and Innovation initiatives, and the contribution we will make to the achievement of our sponsor department economic objectives.

Trade Activities will include initiatives such as InterTradelreland ACUMEN, which provides sales & marketing opportunities, and InterTradelreland GO-2-TENDER which provides public sector procurement opportunities.

Innovation Activities will include initiatives such as InterTradelreland FUSION, which provides technology transfer opportunities, and InterTradelreland INNOVA which provides collaborative research and development opportunities.

Figure 2. InterTradelreland Corporate Scorecard 2011-2013.



⁷ Return on Investment is the Business Value [Additional Sales, Efficiency Gains, Investments Made] directly attributable to the supports provided by InterTradelreland, set against the cost of providing those supports.

⁸ Based on budget provision as stated in Section 5 and an Exchange Rate of €1=£0.82 [DOF/DFP Joint Corporate Plan Guidance].

Section 5

Resources & Processes

Financial Resources

InterTradelreland is funded by the Department of Jobs, Enterprise and Innovation in Ireland and the Department of Enterprise, Trade and Investment in Northern Ireland. Funding is provided on the basis of approved annual Business Plans.

In the context of a continuation of efficiency savings which have been required, and delivered, in 2009 and 2010, Joint Planning Guidance⁹ was provided by the Department of Finance in Ireland and the Department of Finance & Personnel in Northern Ireland. This guidance provides for the budgets shown in Table 1 below for the period of this Corporate Plan, but also advises that the budgets for 2012 and 2013 are indicative and are subject to agreement with sponsor departments and respective departments of finance.

Table 1. InterTradelreland Budget 2011-2013.

Year	Total Budget £GBP	Total Budget € (€1= £0.82)
2011	10,134,000	12,359,000
2012	9,822,000	11,978,000
2013	9,507,000	11,594,000

This budget represents cumulative 3% efficiency savings on a 2010 Baseline Budget.

People and Skills

InterTradelreland has an approved staff complement of forty-two people. The InterTradelreland team has built a unique bank of knowledge and expertise on the dynamics of business co-operation between Ireland and Northern Ireland, and on the means by which such co-operation can be exploited. We are widely acknowledged as the 'institutional connector' through which co-operative opportunities are identified and realised.

New challenges face the organisation in relation to the imperative of improving both efficiency and effectiveness. At a time when we will be introducing new management processes, new information technology tools and new programme delivery mechanisms, we will ensure that we continue to deliver the staff development necessary to further improve our people's skills, knowledge and motivation and thereby the value of the programmes we deliver.

In support of the Corporate Scorecard Objective to create an outcomes focused, business relevant, integrated and innovative organisation we will implement the Balanced Scorecard and Investors in People methodologies.

⁹ Refer '2011-2013 Corporate Plan & Budget Guidance and 2011 Business Plan & Budget Guidance for Sponsor Departments and North/South Implementation Bodies'.

Governance

The nature of InterTradelreland as a cross-border body gives us a very specific governance model within which to work. The implementation of strategies and work programmes requires that we take our overall policy direction from Sponsor Department Ministers meeting through the North/South Ministerial Council, that we put potential strategies and work programmes to our Executive Board for approval and authorisation, and that we consult appropriately with the sponsor departments which fund our activities; the Department of Jobs, Enterprise and Innovation in Ireland and the Department of Enterprise, Trade and Investment in Northern Ireland. InterTradelreland is committed to the highest standards of corporate governance.

We have developed robust and effective governance procedures covering financial affairs, strategic planning and performance measurement, the management and security of information, codes of conduct, the management and development of staff and compliance with statutory legislative requirements.

The organisation conducts an annual Internal Audit, and is the subject of separate annual External Audits by the offices of the Comptrollers and Auditors General in Ireland and Northern Ireland. InterTradelreland's audited Annual Accounts are published within the organisation's Annual Review of Activities.

Equality

InterTradelreland is committed to the development and delivery of successful North/South trade and business development programmes, provided to improve enterprise competitiveness, and in a manner that provides equal opportunities for all citizens in both jurisdictions.

InterTradelreland is committed to the implementation of our approved Equality Scheme and to the fulfillment of the obligations that it contains.

In the delivery of our Corporate Plan we will:

- Screen all new policies and programmes which are to be adopted, to assess equality impacts
- Consult widely and develop positive working relationships with interested groups and individuals, in order to learn how our policies affect their needs in terms of equality of opportunity
- Provide staff with the skills necessary to deliver equality objectives in their roles and areas of responsibility in InterTradelreland
- Ensure that recruitment practices are fully compliant with equality obligations
- Conduct a programme of Equality Impact Assessments in line with our Equality Impact Assessment (EQIA) timetable and publish all results
- Identify targets for operational activities, where possible, for the promotion of equality of opportunity and targeting of social need
- Develop monitoring systems, review arrangements and measures to collate quantitative and qualitative data to assess equality impacts of the Body's work.

Section 6

Efficiency Savings

2011-2013 Corporate Plan & Budget Guidance includes the agreed approach from the two Finance Departments, Department of Finance and Personnel and Department of Finance, for the delivery of efficiency savings by InterTradelreland. Key elements of the Guidance are:

1. Minimum cash releasing efficiency savings of 3% in 2011 cumulating to 9% over the period 2012 and 2013
2. The objective is for a strong focus on delivering efficiency savings while continuing to deliver the core objectives of the body, particularly where they have a demonstrable economic value
3. The baseline for efficiency savings is the agreed 2010 Budget
4. Efficiency Plans must clearly demonstrate efficiencies in administration budgets
5. There may be a review of the efficiency guidelines in the context of Business Planning Guidance for 2012 and 2013.

Trade-offs will be necessary to achieve the required efficiencies while planning to continue to deliver the core objectives of the body, as directed in the Guidance. The impact of the efficiency savings will mean that demand for InterTradelreland programmes will not be met in full and value will not therefore be optimised.

Efficiency Savings are required in Administration Expenditure (Pay and Non-Pay Administration Costs) and in Programmes Expenditure. Budgets will be prioritised to minimise impact on front line services – these being the Trade and Innovation supports which we provide to businesses and on the economic impact generated through these supports. The areas which we will target for cash-releasing efficiencies are:

- We will cap overall expenditure on Trade & Innovation Activities and will reduce the level of financial support provided to individual companies on selected Activities. We will compensate for this by increasing our use of information technology to deliver selected services online to a greater number of companies at lower cost.

Table 2. InterTradelreland – Realisation of Efficiency Savings 2011-2013. Total Budget.

(€1=£0.82)	2010 Baseline Budget	2011 Budget (-3% Baseline)	2012 Budget (-6% Baseline)	2013 Budget (-9% Baseline)
£GBP	10,448,100	10,134,000	9,822,000	9,507,000
€	12,741,585	12,359,000	11,978,000	11,594,000

Table 3. InterTradelreland – Realisation of Efficiency Savings 2011-2013. Budget Categories (£GBP¹⁰).

(Budget Category ¹¹)	2010 Baseline Budget	2011 Budget (-3% Baseline)	2012 Budget (-6% Baseline)	2013 Budget (-9% Baseline)
Administration	2,720,000	2,638,000	2,557,000	2,475,000
Programmes	7,728,100	7,496,000	7,265,000	7,032,000
Total	10,448,100	10,134,000	9,822,000	9,507,000

¹⁰ InterTradelreland's Operating Currency is £GBP.

¹¹ Different terminology applies in Accounting Practice in the public sector in Northern Ireland and in Ireland. The InterTradelreland 'Programme' category equates to 'Resource' in NI accounting and 'Capital' in Ireland accounting. 'Capital' in NI describes expenditure which results in the ownership of a capital asset – the provision for ITI expenditure for capital assets is included in Non-Pay Operating Costs. InterTradelreland's Budget is therefore presented as Administration Savings [which includes Pay and Non-Pay Administration] and Programme Savings.

- We will use our rolling programme of Evaluations to identify those Activities which best meet the needs of companies and provide optimum economic impact in terms of business value generated and jobs impact. We will prioritise available funding against these Activities.
- We will reduce our Business & Economic Research expenditure budget by targeting our research where the greatest potential value can be realised, by conducting more research in-house and by reducing publication costs through replacing printed reports with online reports for download.
- We will not assign a discretionary budget for Third Party Projects
- We will establish in each Business Plan a Pay Budget to be realised
- We will reduce our communications activity and expenditure to align with anticipated lower levels of Trade and Innovation Activities
- We will target efficiency savings in our Non-Pay Operating Costs.

Annual Business Plans will detail where required efficiency savings will be made.

The following processes will be used to monitor the Efficiency Savings Delivery Plan.

1. The Efficiency Savings noted in the Corporate Plan will be set out in Annual Business Plans for 2011, 2012 and 2013
2. Management Reports on the InterTradelreland Administration and Programmes budget and expenditure are copied to Sponsor Departments. The Efficiency Savings specified in the Business Plans will be tracked by the Senior Management Team and by Sponsor Departments

3. Any potential overspend to Administration and Programme budgets which threaten the delivery of required efficiency savings will be formally notified by InterTradelreland to Sponsor Departments
4. Regular project management and performance monitoring reports provided to the InterTradelreland Board by the Senior Management Team are copied in parallel to sponsor departments
5. The monitoring of Efficiency Savings and the continued deliver of the core objectives of the body is a standing agenda item for Liaison Meetings

The responsible officer for the delivery of Efficiency Savings is the Body's Accounting Officer, the Chief Executive. The realisation of Efficiency Savings will be managed by the InterTradelreland Senior Management Team.

InterTradelreland is committed to the efficiency and effectiveness of its Programmes and Administration functions and will continue to seek efficiency savings in both areas. The InterTradelreland Senior Management Team have tasked the Internal Process, Trade and Innovation Teams within InterTradelreland with the ongoing identification and delivery of efficiencies in programme and administration functions.

Section 7

Monitoring, Evaluation and Reporting.

The delivery of the InterTradelreland 2011-2013 Corporate Plan will be monitored by the InterTradelreland Executive Board, through regular management reports produced by the Senior Management Team. These reports will provide reports on expenditure and variance against calendarised budgets, on programme and project progress against defined implementation milestones and on performance against Corporate and Business Plan targets. All of these reports are copied in parallel to our Sponsor Departments, the Department of Jobs, Enterprise and Innovation In Ireland and the Department of Enterprise, Trade and Investment in Northern Ireland.

InterTradelreland conducts a rolling programme of Evaluations for its activities.

A Business Plan Progress Report and Highlight Report is provided to Ministers at each North South Ministerial Council Trade & Business Development Sectoral Meeting.

Business Plan performance against target, including Efficiency Savings, are reviewed at the regular Liaison Meetings which are held between InterTradelreland and its Sponsor Departments.

InterTradelreland publishes an Annual Review of Activities & Accounts.

Section 8

Organisational Values & Critical Success Factors

Organisational Values

Creating Value

InterTradelreland make a difference for those individuals and organisations with whom we work through value-enhancing co-operative trade and business development ventures which drive competitiveness and economic growth.

Efficiency and Effectiveness

InterTradelreland will design and deliver its portfolio of business programmes and services to ensure increased efficiency in the use of public sector financial resources and increased effectiveness in the form of economic impact generated.

Partnership

InterTradelreland values partnership with relevant agents in the private and public sectors in the formulation and delivery of its policies.

People

InterTradelreland recognise that organisational achievement ultimately resides in motivated, skilled people working in an environment that encourages innovation and creativity, balanced with responsibility.

Flexibility

InterTradelreland appreciates the fast moving environment in which business operates and endeavours to reflect this in the quality, speed and adaptability of our programmes and processes.

Accountability

InterTradelreland are committed to the highest standards of corporate governance to ensure accountability and value-for-money for the public funding which we receive.

Accessibility

InterTradelreland design, promote and deliver our policies and initiatives to ensure that they are accessible across both jurisdictions to those who can contribute to their definition and derive benefit from their implementation.

Critical Success Factors

The establishment, maintenance and exploitation of effective relationships with industry, academia, economic development agencies and policy makers across the island of Ireland.

Continued support from the governments of Ireland and Northern Ireland towards increased levels of economic co-operation, particularly in the area of Innovation.

The continued readiness of the business community to engage in cross-border business initiatives, encouraged by our own programmes which deliver real value to those with whom we work.

The engagement of policy makers from Ireland and Northern Ireland in co-operative action to improve the competitive environment.

Access to specialist expertise, internal and external to the organisation.

The availability of financial resources as agreed by the two administrations on the recommendation of the North South Ministerial Council.

The continued support of our Sponsor Departments in Northern Ireland and Ireland.

Effective consultation and partnership arrangements with Enterprise Ireland and Invest Northern Ireland.

InterTradeIreland will endeavour to facilitate requests for alternative formats of this publication including Irish Language, Ulster Scots, Braille, disk and audio cassette.

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