

Corporate Plan 2014-2016



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 InterTradeIreland

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InterTradelreland's Corporate Plan 2014-2016 sets out how:

Mission

We will support businesses, through our innovation and trade initiatives, to take advantage of North/South co-operative opportunities to improve capability, and drive competitiveness, jobs and growth.

Vision

Creating an environment in which Ireland and Northern Ireland co-operate to ensure businesses are making full use of cross-border opportunities to drive competitiveness, growth and jobs.

1. Review

The economic backdrop has been and continues to be difficult. For the entire period of our previous Corporate Plan more businesses reported they were decreasing sales and employment rather than growing sales and employment. The low point in terms of sales was Q1 2011 when 49% of businesses across the island reported declining sales fortunes. However there are now some positive signs of a recovery emerging from our All-Island Business Monitor, which shows that the business environment is stabilising, with almost three quarters (72%) of businesses describing their situation as growing or stable and 84% maintaining staffing numbers at current levels. With this recent improvement, we have emerged into positive territory with more businesses reporting increasing sales than falling sales in Q3 2013. The outlook continues to look difficult with the immediate growth prospects for the indigenous markets and important international markets remaining low, see Table 1.

Table 1

2013	2.0	0.7	1.1	0.1	2.1
2014	2.7	1.5	1.8	1.5	3.2
2015	2.8	1.5	1.9	1.8	3.3

Sources: ESRI, *Quarterly Economic Commentary* (October 2013); NICEP, *Outlook (Winter 2013)*; OECD, *Economic Outlook* (June 2013).

Against this background companies assisted by InterTradeIreland have delivered and benefited from results that have surpassed expectations.

Strategic Performance

InterTradelreland's Mission, as stated in the 2011-2013 Corporate Plan, was to identify and help realise opportunities to improve competitiveness, generate economic growth and create sustainable quality jobs and increased levels of North/South trade and co-operation on innovation and business development opportunities. Our Key Strategic Goals for 2011 – 2013 were to;

- 1) 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]; and
- 2) Deliver a Return on Investment of 8:1.

Targets against these Key Performance Indicators were set within our Annual Business Plans. Against the 2011-2013 Corporate Plan strategic goals and Business Plan targets at the end of the second year of the Corporate Plan we generated more than £214M/€260M of business value (Target £118M/€144M); and a Return on Investment of 15:1 (Target 8:1); provided information and advice services to more than 6,037 businesses (Target 6,666); saw the participation of 772 new firms on our unique North/South business support programmes – including 130 first time exporters (Target 100) and 157 first time innovators (Target 65). We also published 9 business and economic policy research reports and 8 Business Monitor Reports. At the time of writing we are on target for the delivery of Business Plan and Efficiency Savings targets for 2013.

Based on the performance we project the outturn on our key KPIs in Table 2 below.

Table 2

Return on expenditure	10.6:1	12:1 (8:1)
1 st Time Exporters	200	186 (150)
1 st Time Innovators	92	205 (100)
Jobs Impact	508	1,512 (500)
Efficiency savings	n/a	9% (9%)
Co's engaged	8,824	9,000 (10,000)
Business Value	£232m	£270m (£250m)
<i>Programme Budget</i>	<i>£23.3 m</i>	<i>£21.8m</i>

Table 2 also shows that InterTradelreland has delivered a bigger impact over the period 2011 – 2013 than in its previous corporate planning period. This has been achieved through targeted promotion to the SME community and streamlining of our activities to improve accessibility and turnaround times. The 2011 – 2013 performance has also been achieved despite budget reductions amounting to 9% and a strategy which manages demand to our capacity to deliver. In essence the Body is delivering more with less. The range and benefits of our activities concentrated in the areas of innovation and exports are validated by this strong performance, stakeholder consultations and more formal performance monitoring and evaluation.

Our own research shows that exports and innovation are key drivers of business growth. Companies that export or innovate are at least 3 times more likely to have grown over the past three years. This fact coupled with the convergence of business activity in Ireland and Northern Ireland at a level where only one in five businesses are reporting increasing sales, points to an economic imperative to increase the number of businesses exporting and innovating.

ITI has shown that cross-border cooperation has a clear positive role to play in this regard. Over the period 2011 to 2013, as shown in Table 2 on the previous page, we assisted 235 companies to become first time innovators and 195 more businesses to become first time exporters. In fact our research shows that over 70% of off-island exporters took their first steps into the export market by starting with cross-border sales.

Over the past three years InterTradelreland has focused on maximising the jobs impact of its activities. While not a job creation body our projections show that we will create and sustain at least 1,512 new jobs between 2011 and 2013. These are jobs in small and medium sized indigenous companies that have a big impact on local communities. Indeed it is important to note that every direct job is sustaining indirect employment in supplier or ancillary service activities. The Action Plan for Jobs published by DJEI estimates that every direct job sustains an indirect job in the economy. We aim to continue growing our jobs impact in response to the clear economic imperative to create jobs.

The benefits of cooperation for mutual economic benefit have also been shown in the expansion of the US/Ireland R&D Partnership and the strength of North/South partnerships participating in EU FP7. There is now in place a strong foundation on which to participate in the upcoming Horizon 2020 Programme.

At the end of 2012 InterTradelreland carried out a stakeholder consultation with key stakeholders in Ireland and Northern Ireland as part of the strategic review. The main conclusions from these consultations were as follows:

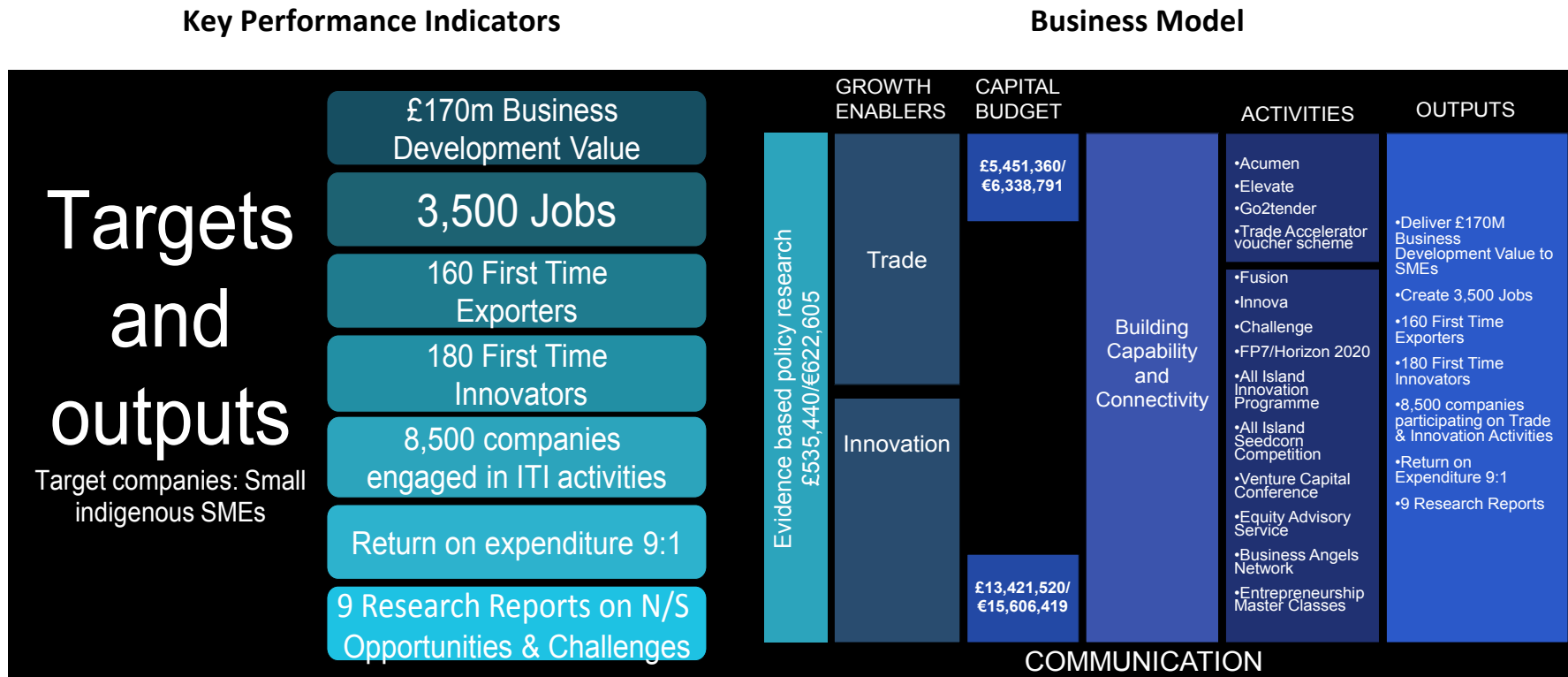
- There is strong support for our existing range of activities.
- More support is sought for all island business networks.
- Sectoral clusters should be developed.
- The strategic alignment between cross border funds and our work should be improved.

- We should continue to develop our leadership role in terms of cross-border and economic research and learning.
- We should develop cleaner branding and marketing of programmes and define our market position.
- There should be better co-operation between the family of economic development agencies in Ireland and Northern Ireland.

In conclusion, three key points have emerged from the contextual review of the Body's performance over the past three years and these will inform our strategy, objectives and activities for this Corporate Plan:

- The domestic and international economic environment may improve but will remain difficult
- Demand for our activities and value delivered is high.
- Jobs, exports and innovation are critical economic challenges.

2. Strategic Delivery Framework 2014-2016 (Figure 1)



The strong performance of InterTradelreland to deliver improved business potential in the areas of exports and innovation and the challenging economic outlook which accentuates the broader economic imperative of widening export and innovative capability to drive jobs and growth presents a clear direction for the Body. It is therefore adopting a strategy that will:

1. Drive job creation.
2. Re-adjust the mix of our programmes to widen accessibility, including a re-configuration of Innova.
3. Re-brand our programmes and market our supports in a more holistic way.
4. Increase its impact and budget in the area of innovation, through more strategic alignment with the INTERREG V Programme.

Targets

Although not a jobs creation body, InterTradelreland as shown in the previous section, realises pursuing its legislative mandate can have a jobs impact as an indirect result of its programmes. Acknowledging the priority given to job promotion in the Northern Ireland Programme for Government 2011 to 2015 to promote over 25,000 new jobs by 2015 and in the Irish Government's Action Plan for Jobs 2012 which aims to have 100,000 more people in work by 2016, InterTradelreland expects to create 3,500 jobs as an indirect output that will be delivered in this Corporate Plan period.

This will comprise 1,750 jobs directly created in companies we support, plus 1,750 indirect jobs created and sustained as a result of the direct jobs created.¹

We will do this by assisting companies to realise cross-border sales and innovation opportunities which will drive £170m/€197m worth of value in terms of sales, efficiency savings and leveraged investment to the businesses we will support. This will be done in the most efficient manner by ensuring that non-programme costs of the organisation are kept constant or reduced where possible. As a result we will create 160 First Time Exporters and help 180 companies become First Time Innovators.

InterTradelreland has in place a sophisticated and independently validated process for measuring performance which ensures that outputs and outcomes are directly attributable to the support given by the Body, and is additional to other factors or supports that the company may have received.

¹ This multiplier follows the methodology used in DJEI Action Plan for Jobs.

Export

Both the Northern Ireland Programme for Government 2011-2015 and DJEI Statement of Strategy 2011-2014 list increasing exports as a key economic imperative. InterTradelreland's research on the key features of exporting SMEs shows that exporting companies are over four times more likely to be growing than non exporters as a business in general and more specifically in terms of employment. Clearly both economies must increase the number and value of exporting companies.

InterTradelreland's research also shows that the cross-border market is the first export market for nearly three quarters (73%) of exporting businesses and that experience has a significant influence on their development of other markets. The cross-border market on the island is particularly important for small businesses, in Northern Ireland it accounts for 58% of the export sales of small businesses and in Ireland the cross-border market is estimated to account for over 30% of the total exports of small firms.

Cross-border trade is therefore extremely important not only in its own right but also in regard to the pathway it provides to encouraging more firms to export further afield. A key attribute of firms who follow this pathway is the drive of the key decision maker in such companies.

In the period of this Corporate Plan, InterTradelreland 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 criterion for increasing the number of businesses benefiting from support programmes, such as Acumen, Go 2 Tender and Elevate and will be captured in a prioritisation of assistance for SMEs to aspire to grow outside their domestic markets, assisting them to expand cross-border sales in a strategic manner, and enhancing their capability to export in Ireland and Northern Ireland and potentially beyond.

New activities that will be explored and appraised in this Corporate Plan:

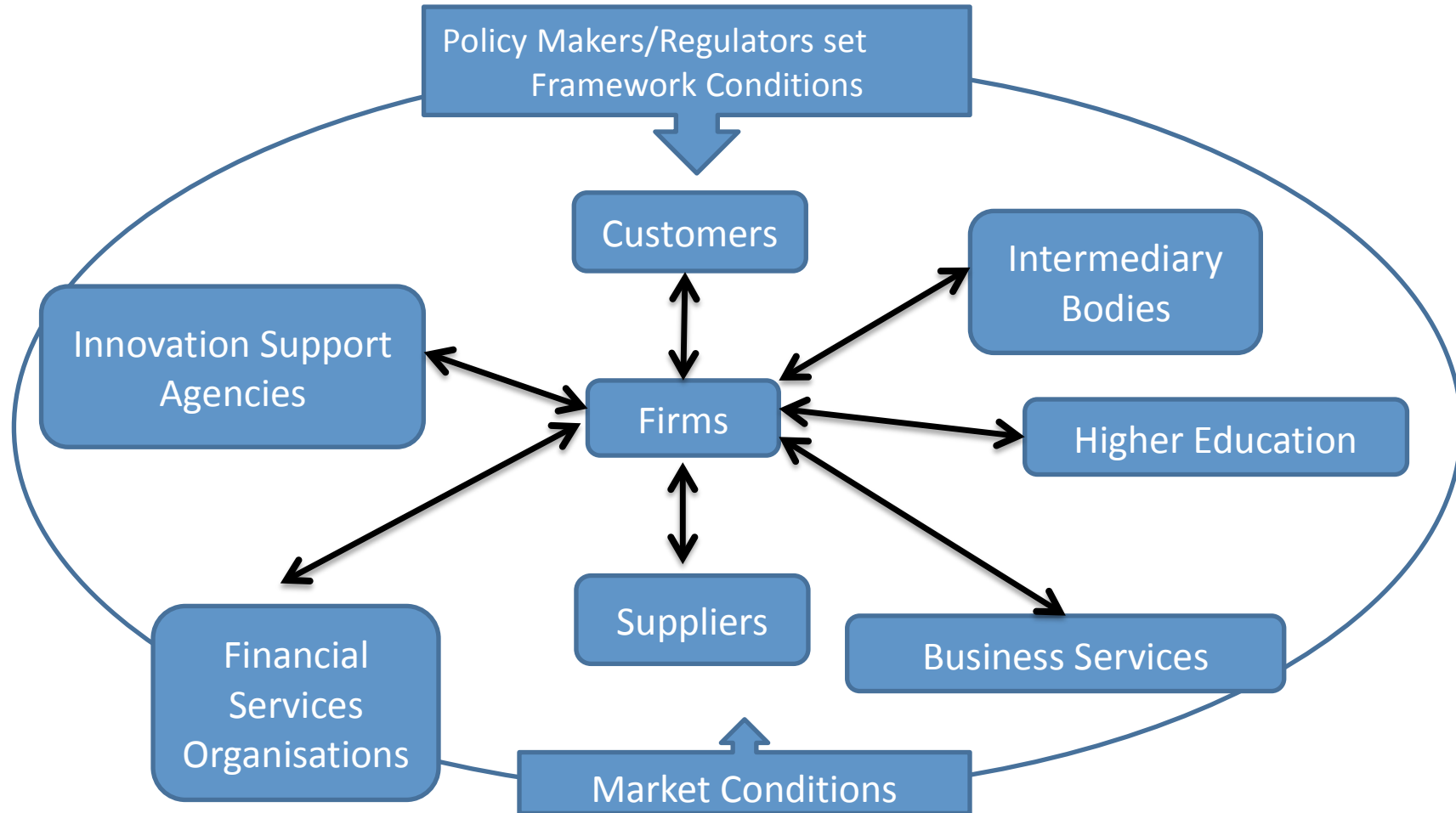
- Fostering all-island business networks that will build capability and capacity to trade externally.
- Further public procurement initiatives.

Innovation

InterTradelreland's aim is to develop an open system of innovation in Ireland and Northern Ireland that provides 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. We aim to have Ireland and Northern Ireland recognised internationally as a centre of innovation excellence and will strive to achieve this by creating a well connected all-island innovation system that puts enterprise at

its centre, ensuring creative ideas are nurtured quickly and effectively. The innovation ecosystem envisaged by InterTradelreland will focus on the firm, ensuring it can connect to the resources it requires to engage in innovation no matter in which jurisdiction they reside, see below.

Figure 2 InterTradelreland's Innovation Ecosystem



Open innovation means expanding the pool of participants in the innovation process to all types of outsiders i.e. such as Higher Education Institutes and Financial Services Organisations and tapping into the resources they can provide. This approach points to the significance of organisations outside the firm that can act as catalysts, contributors or collaborators for innovation. These organisations form a wider community – an innovation ecosystem - that firms can leverage for business advantage.

An InterTradeIreland report entitled '*Leveraging The Innovation Ecosystem for Business Advantage; A cross-border study.*' gathers insights from over 1,100 firms in Ireland and Northern Ireland on their engagement with the innovation ecosystem and on their internal capabilities, to best exploit it.

From an innovation performance perspective, the study finds that a high proportion of firms (62%) have engaged in innovation activity in the past three years and affirms the positive relationship between innovation and growth. Importantly, the findings clearly confirm that innovation is not confined to large high-tech industries, and extends far beyond doing R&D and inventing new products. On the contrary, the report shows that the vast majority of these innovative firms are micro-enterprises with less than 10 employees; they can be found across all sectors of the economy in Ireland and Northern Ireland; innovation activity is not dependent upon the presence of R&D staff and firms are engaging in many different types of innovation. The report also highlights a positive relationship between innovation and export orientation, where firms who export off the island display a higher level of innovation activity compared to non-exporters. This positive influence is evident, but to a lesser degree, for cross-border traders which could signify benefits to businesses of accessing diverse knowledge inputs at the cross-border level.

The report finds that just under half of firms, who have innovated in the past, leverage external resources and supports. Larger firms (55%) are more likely to be outward looking than smaller firms (36%) while the same holds for exporters (58%) and cross border traders (53%) compared to domestic firms (31%). Despite the incentives for firms to take an open approach to innovation and the availability of supports to do so, just over half of firms continue to innovate without formally leveraging external resources.

Moreover, the use of cross-border and international partners is limited. Just under a fifth (19%) of innovative firms are working with cross-border innovation partners and under a quarter (24%) with international partners. These relationships are focused heavily on clients/customers and suppliers, with collaboration generally much less widespread for other partners.

The views of innovative firms on the importance and value of interactions with the actors in the innovation ecosystem give a picture of a very effective use of the ecosystem when confined to customers and suppliers. Proximity to local partners is important but there is evidence of cross-border and international partnering. Other innovation partners that can contribute to the innovation process are deemed less important and effective partners are again more likely to be locally based. Issues of scale are evident and, overall, larger firms are more likely to have

connections with each category of innovation actor. Despite numerous agents and supports available to support collaboration and networking, it would appear that the full breadth of the ecosystem is not being fully exploited either at the local level or beyond and opportunities exist to increase the relevance of, and connections to, the other innovation partners. InterTradelreland's innovation programmes will focus on addressing these connectivity failures in a cross-border context.

The report also finds that the extent to which a firm engages with the innovation ecosystem is generally influenced by internal firm capabilities and culture. These are important precursors of a firm's ability to benefit from the external knowledge and resources provided by the innovation ecosystem. An investigation of the characteristics of innovative firms in the survey indicates that while the majority possess an ambition for growth, there are deficiencies in innovation leadership, culture and capabilities. There is evidence of a cultural weakness in collaborating with others and consistent with this is the finding that the lowest ranked internal firm capabilities are networking with others in the same sector and finding external support for new ideas and developments. InterTradelreland will ramp up its pilot all-island innovation capability-building programme Challenge to address this deficit.

Innovation is likely to be a thematic priority area of the INTERREG V Programme. Given our cross-border remit and experience of delivering cross-border innovation activities, InterTradelreland will work closely with the SEUPB to ensure close strategic alignment and operational impact of INTERREG V activity in this important thematic priority.

New activities for this Corporate Plan:

- A study on all-island clusters.
- An expansion of our supports that aim to increase North/South participation in the Horizon 2020 programme.

Research and Communications

Evidence based research will continue to underpin the development of InterTradelreland activities. InterTradelreland will also continue to research and advise on cross-border and economic issues in Ireland and Northern Ireland through the development of the all-island Business Monitor and specific research projects. With regard to the communication and marketing of InterTradelreland's supports we propose to, re-brand our programmes to convey more readily what they deliver and we will communicate their availability more holistically, more widely and more directly to companies.

3. Organisational Values



InterTradelreland's Organisational Values

Creating value

InterTradelreland through evidence based policy research is committed to delivering economic value to those individuals, businesses and organisations with whom we work.

Efficiency

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

People

InterTradelreland staff are valued, committed, knowledgeable and skilled.

Flexibility

InterTradelreland is a responsive organisation that is easy to work with and can act quickly.

Collaborative

InterTradelreland values partnerships in the public and private sectors that help formulate and deliver policies and support companies on a cross border basis.

Accountability

InterTradelreland is committed to the highest standards of corporate governance.

Inclusivity

InterTradelreland will ensure that its initiatives are accessible to all who can derive benefit from their implementation.

4. Business Objectives, Measure, Targets & Activities - The Balanced Scorecard 2014 - 2016

Corporate Scorecard Quadrant	Strategic Objective	Measure	Targets	Activities
<p>Stakeholder Value</p> <p>Which drives</p> <p>Customer Value</p> <p>That deliver</p> <p>Business Processes</p> <p>Who execute</p> <p>Organisation & Staff</p>	<p>To align with and contribute to the key economic objectives of Ireland and Northern Ireland to drive economic recovery and growth through focusing on export and innovation activities.</p> <p>Better co-operation with the family of economic development agencies in Ireland and Northern Ireland.</p>	<p>Return on expenditure² Business Development Value³</p> <p>Efficiency savings delivered Jobs impact No of first time innovators No of first time exporters</p> <p>No. of strategic meetings with other organisations</p>	<p>9:1 £170M/€198M 12% 3,500 180 160</p> <p>9</p>	<p>Trade and Innovation activities. Trade and Innovation activities.</p> <p>Efficiency savings delivery plan. Trade and Innovation activities. Innovation activities. Trade activities.</p> <p>Representation on steering groups, face to face meetings with the family of economic development agencies, contributing to consultations. Company referrals to and from other organisations.</p>
	<p>Increase the no. of companies to which ITI provide support</p> <p>Tailor ITI's activities to the needs of companies.</p>	<p>No. of companies participating on Trade & Innovation activities and the no. of companies accessing Information & Advice Services and knowledge sharing.</p> <p>Customer Satisfaction</p>	<p>8,500</p> <p>90%</p>	<p>Trade and Innovation Activities and Information and Advice Services. Outreach programme. Re-brand our programmes and market our supports in a more holistic way.</p> <p>Annual Customer Satisfaction Survey.</p>
	<p>Improve operational processes to increase effectiveness and deliver efficiencies. InterTradeIreland acknowledged as the voice of authority on cross – border trade</p>	<p>Efficiency savings delivered Full deployment of Information Management Portal. New web technology initiatives No. of research reports produced and contributions to other publications. No. of speaking opportunities attended.</p>	<p>4% cumulative 2014 3 9 50</p>	<p>Project and Performance Management. Continue the work of cross directorate business improvement teams. CRM, Project & Performance Management. Continue to optimise functionality. Business and Economic Research. Public Affairs and Outreach strategy.</p>
	<p>Create a strategically integrated organisation that focuses on innovation in all activities. Change focus of marketing effort from programmes to corporate measures.</p>	<p>Return on expenditure Efficiency savings delivered Investors in People</p>	<p>9:1 4% cumulative Accredited</p>	<p>Specialist Trade and Innovation teams. Development of a continuous improvement ethos. Investors in People</p>

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

³ Based on budget provision as stated in Section 5 and an Exchange Rate of €1=£0.86 [DPER/DFP Joint Corporate Plan Guidance].

The Balanced Scorecard is a useful tool for clarifying vision and translating strategy into action across the whole organisation. It clearly links strategic choices to objectives across all organisational activities:

- Stakeholder Value
- Customer Value
- Business Processes
- Organisation and Staff

As well as stating the key targets as outlined in Section 5 it shows how changes to business processes, organisation and staff initiatives will be undertaken that achieve the ultimate objective of stakeholder value, such as the development of a continuous improvement ethos and business and economic research.

5. Resources & Processes

Financial Resources

InterTradelreland is funded by the Department of Jobs, Enterprise and Innovation (DJEI) in Ireland and the Department of Enterprise, Trade and Investment (DETI) 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 2011, 2012 and 2013, Joint Guidance⁴ has been received from the Department of Finance (DOF) in Ireland and the Department of Finance & Personnel (DFP) in Northern Ireland. This guidance provides for the budgets shown in Table 1 below for the period of this Corporate Plan.

Table 3 InterTradelreland Budget 2014 – 2016

	9,126,720	10,612,465
	8,746,440	10,170,279
	8,366,160	9,728,093

This budget represents cumulative 4% efficiency savings on a 2013 Budget Baseline.

People and Skills

InterTradelreland staff has a strong understanding of the intrinsic characteristics of business co-operation between Ireland and Northern Ireland, and how businesses can obtain the optimum benefits from such co-operation.

⁴ Refer '2014-2016 Corporate Plan & Budget Guidance and 2014 Business Plan & Budget Guidance for Sponsor Departments and North/South Implementation Bodies'.

The Body is committed to improve efficiency and effectiveness, and in the past 3 years has developed new management processes, new information technology tools and new programme delivery mechanisms to drive efficiency across the organisation. We will also continue to deliver staff development as required which ultimately adds value to all activities delivered.

Governance

As a cross-border body InterTradelreland follows a very specific governance model. Overall policy direction from Sponsor Department Ministers meeting through the North South Ministerial Council directs the implementation of strategies and work programmes. All strategies and work programmes are put to our Executive Board for approval and authorisation and appropriate consultations take place 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 the highest standards of governance. Our robust governance procedures cover:

- 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 Body 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 our Equality Action Plan, and to the fulfilment of the obligations that they contain.

In the delivery of our Corporate Plan we will:-

- Screen all new policies and programmes which are to be adopted, to assess equality impacts and conduct Equality Impact Assessments as required.
- 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 InterTradeIreland.
- Ensure that recruitment practices are fully compliant with equality obligations.
- Identify targets for operational activities, where possible, for the promotion of equality of opportunity.

6. 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.

On-going support from the governments of Ireland and Northern Ireland towards increased levels of economic co-operation, particularly in the area of innovation and exports.

The on-going willingness of the business community to become involved in cross-border business initiatives encouraged by our own programmes which deliver tangible 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 Ireland and Northern Ireland.

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

7. Efficiency Savings and Delivery Plan

The 2014-2016 Corporate Plan & Budget Guidance includes the agreed approach from the two Finance Departments, DFP and DOF, for the delivery of efficiency savings by InterTradelreland. Key elements of the Guidance are:

1. Minimum cash releasing efficiency savings of 4% in 2014 cumulating to 12% over the period 2015 and 2016.
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 2013 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 2015 and 2016.

Table 4. InterTradelreland – Realisation of Efficiency Savings 2014-2016.

Total Budget

(€1=£0.86)	2013 Baseline Budget	2014 Budget (-4% Baseline)	2015 Budget (-8% Baseline)	2016 Budget (-12% Baseline)
£GBP	9,507,000	9,126,720	8,746,440	8,366,160
€	11,054,651	10,612,465	10,170,279	9,728,093

Table 5. InterTradelreland – Realisation of Efficiency Savings 2014-2016.

Budget Categories (£GBP⁵)

Administration	2,475,000	2,376,000	2,277,000	2,178,000
Programmes	7,032,000	6,750,720	6,469,440	6,188,160
Total	9,507,000	9,126,720	8,746,440	8,366,160

⁵ InterTradelreland's Operating Currency is £GBP.

⁶ 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

While every effort will be made to ensure InterTradeIreland strives to meet the demand for programmes, it will become increasingly difficult as the efficiency savings increase during the period of the Corporate Plan. As outlined earlier in this plan we will work more strategically with INTERREG to meet demand in other ways.

Efficiency Savings are required in Administration Expenditure (Pay and Non-Pay Administration Costs) and in Programmes Expenditure. Budgets have been 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 reduce overall expenditure on Trade & Innovation Activities and will reduce the level of financial support provided to individual companies on selected Activities. We will explore the use of information technology to deliver selected services online to a greater number of companies at lower cost.
- We will work with delivery agents to explore the potential for further efficiencies in contractual delivery arrangements.
- We will rationalise our programme offering.
- 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 created and/or sustained. We will prioritise available funding against these Activities.
- We will target 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 establish in each Business Plan a Pay Budget to be realised.
- We will seek further efficiencies in 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 Costs⁷

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

⁷ Comprising Building Facilities, Telecoms & IT, Corporate Communications, Equality & Non-Pay HR, and Compliance & Operational Costs.

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 2014, 2015 and 2016.
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 has tasked the Internal Process, Trade and Innovation Teams within InterTradelreland with the ongoing identification and delivery of efficiencies in programme and administration functions.

8. Monitoring, Evaluation and Reporting

The delivery of the InterTradelreland 2014-2016 Corporate Plan will be monitored by the InterTradelreland Executive Board, through monthly reports produced by the Senior Management and discussed at the InterTradelreland Board Meetings. These reports will provide an update on progress against the Corporate Plan and the milestones in the Annual Business Plan. In addition, the reports will provide an update on expenditure and any variance against calendarised budgets. 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 carries out a continuous programme of Evaluations for its activities.

At each North South Ministerial Council Trade & Business Development Sectoral Meeting a Business Plan Progress Report and Highlight report is provided to the Ministers of our sponsoring Departments.

Quarterly Liaison Meetings are held between the InterTradelreland Senior Management Team and its Sponsor Departments. At these meetings Business Plan Performance against targets, including Efficiency Savings are reviewed.

InterTradelreland publishes an Annual Review of Activities and Accounts.

About us

InterTradeIreland is the only organisation which has been given responsibility by both Governments to boost North/South economic co-operation to the mutual benefit of Northern Ireland and Ireland. By encouraging better use of our collective resources we help to expedite trade and business growth across the island and create an environment where it is easier to do business.

We support SMEs across the island to identify and develop North/South trade and innovation opportunities. We do this through:

- **Business programmes**
- **Research and statistics**
- **Networks and partnerships**

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

For more information, please contact:

Communications Department

Telephone: 028 3083 4100 (048 from Ireland)

Textphone: 028 3083 4169 (048 from Ireland)

Email: equality@intertradeireland.com

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The Trade and Business Development Body
The Old Gasworks Business Park
Kilmorey Street
Newry
Co. Down
BT34 2DE

Tel: 028 3083 4100 (048 from Ireland)
Fax: 028 3083 4155 (048 from Ireland)
Textphone: 028 3083 4169 (048 from Ireland)
Email: info@intertradeireland.com
Web: intertradeireland.com

