



InterTradeIreland

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Corporate Plan



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1.0

InterTradelreland's Vision and Mission



An all-island ecosystem in which Ireland and Northern Ireland co-operate to facilitate cross-border opportunities that deliver for business.

Our vision



To deliver focused, collaborative all-island trade and business development initiatives contributing to economic recovery by driving productivity, jobs and growth.

Our mission



2.0

Contextual Review

Our Vision and Mission statements have been carefully considered and developed. They reflect the legislative mandate of InterTradeIreland (ITI), specific areas where it can deliver impact and a delivery methodology that emphasises collaboration through a new focussed approach.

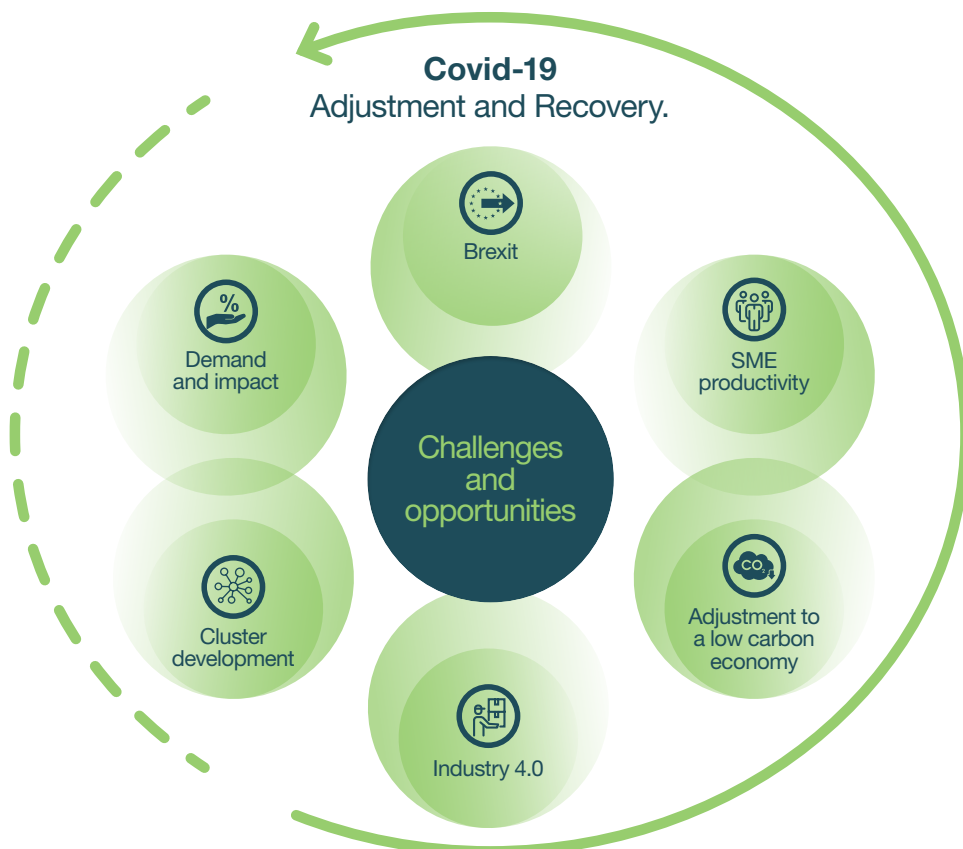
2.1 Challenges and Opportunities

In preparing and formulating the Corporate Plan, a comprehensive review of the cross-border trade and business development landscape was undertaken. This examined how it has developed over the past 20 years as well as the performance, experience and contribution of ITI over that same period.

In addition, the review considered the policy areas that are shared by policy makers in Ireland and Northern Ireland, and the wider

economic outlook. This process identified a number of key challenges and opportunities that ITI, on account of its cross-border remit, is best positioned to address over the next 3 years. These are set out in Diagram A and contextualised by the adjustment and recovery required as a result of Covid 19. We are confident that cross-border co-operation and the strategy set out in the document which follows will support firms in addressing the challenges and capturing the opportunities presented.

Diagram A





Covid-19

Three months into this corporate planning period the entire economic context was drastically changed as economies all over the world were forced into lockdown to counteract the spread of the Covid-19 virus. The economies of Ireland and Northern Ireland did not escape the catastrophic impact on economic activity. Specifically, cross-border trade between Ireland and Northern Ireland from April to May 2020 was down 20% on the same period in 2019*. Figures from our All-island Business Monitor showed that the number of businesses reporting growth fell from 42% to just 15% while the number in decline rose from 7% to 53%.

The impact of Covid-19 will see structural adjustment in many areas of the economy. Facilitating and enabling recovery is now a key priority for InterTradeIreland. Job creation is again a key performance metric that will drive the distribution of our supports.

Brexit

Advising businesses, particularly small firms, on how they can adjust to the new cross-border trading relationship that emerges post-Brexit, as well as addressing the many other well-documented commercial challenges arising from the UK's withdrawal from the EU, will remain a key challenge for the Body.

InterTradeIreland will focus on ensuring businesses are properly informed on the impact of the new trading relationship on their operations.

A particularly important issue, highlighted by ITI's own research, is the growing interconnectedness of cross-border supply chains. Supporting the participation of small businesses in these supply chains will be another key Brexit-related challenge. Another specific challenge – as we seek to reinforce

and build on advances made in developing the all-island economy – is the continued development of value laden partnerships in the area of research, development and innovation in the changed post-Brexit commercial environment.

SME Productivity

Increasing productivity, both in SMEs and micro businesses, is a challenge facing the economies of Ireland and Northern Ireland alike. Our research shows that businesses that are actively involved in cross-border trade tend to be more productive, have a higher turnover and generate more jobs. Raising SME productivity is therefore a key challenge that ITI will seek to address.

Transitioning to a Low Carbon Economy

Transitioning to a low carbon economy is an important step for Ireland and Northern Ireland. Given the integrated nature of both trade and energy markets on the island of Ireland it is imperative that any sustainable transition to a low carbon economy is undertaken in the context of the whole island. ITI recognises the importance of this ambition and supporting the development of a low carbon economy will therefore be a priority.

Our research in this area will be aimed at identifying both the barriers and enablers for cross-border SMEs in this new economy. We will be using both existing and potentially new programme supports to maximise growth for SMEs in low carbon innovations.

Industry 4.0

Industry 4.0 (I4.0) is a term for the digital revolution in industrial production emerging from the comprehensive networking and computerisation of all areas of production. I4.0 offers significant new opportunities for goods and services innovation, the development of

* Import and Export figures between Northern Ireland and Ireland from the Central Statistics Office (Ireland) for April and May 2020 indicate a €125million fall in trade over the values for the same period in 2019.

2.0 Contextual Review

new business models and the enhancement of supply chain integration across the extended value chain. It will create many challenges and opportunities for existing businesses and sectors across the island and is therefore a priority area for ITI.

Cluster Development

The development of regional clusters is an important area of industrial development policy and activity in Ireland and Northern Ireland. There will be opportunities for ITI to facilitate and support cross-border initiatives between regional clusters that can deliver mutual value.

Demand and Impact

Over the past 20 years ITI has engaged with over 42,000 businesses and directly supported over 9,000 firms. This has helped generate £1.1bn / €1.2bn in business development value and create and protect

15,720 jobs. ITI will seek to maintain that high level of delivery and assistance over the period of the next Corporate Plan.

As the table below demonstrate, ITI's suite of programmes and initiatives deliver for the businesses that avail of them. A challenge for InterTradelreland is to expand outputs and outcomes so we can have an impact at priority sectoral level.

Demand for our supports exceeds supply by a ratio of 4:1. A key challenge for the Body is to extend our outreach, relevance and impact by building on the proven value of our supports for individual businesses. As we extend our outreach, it will be important that we also maintain the high level of service to our customers and stakeholders. The next section sets out a new strategic delivery platform that will enable us to do so.

Corporate Plan 2017-2019		
Key Performance Indicator	Corporate Plan Target Totals 2017-2019	Corporate Plan 2017-2019 Projected Out-turn
Impact on Expenditure Ratio ¹	12.5:1	12:5:1 ²
BDV Reported £m	£225m	£263m
Jobs Impact (new & protected)	4,000	4,794
Companies Engaged	8,500	8,583
First Time Exporters	160	292
First Time Innovators	180	217

Table 1: Performance against the Key Performance Indicators in the 2017-2019 Corporate Plan

¹ Impact of expenditure is the ratio of Business Value Generated by InterTradelreland programmes against the cost of delivering those programmes. Business Value is reported as an aggregation of impacts from our portfolio of programmes and incorporates Additional Revenue Generated, Efficiency Savings and Investments made as a direct result of a company's participation on an InterTradelreland programme. Business Value is captured through ITI monitoring activities and independent evaluations and is based on business values reported directly by individual companies that have previously completed our programmes. €1=£0.90 Guidance from DPER (Ireland) & DFP (Northern Ireland).

² The 12.5:1 impact of expenditure figure is based on 2017-2019 planned expenditure. Additional funding was received to deal with the challenge of Brexit, which when included resulted in an impact of expenditure ratio of 10.5:1 over the period of 2017-2019.

2.2 Strategic level Solutions

To address the challenges and deliver on the opportunities ITI will ensure:

- continued close alignment with government objectives that are common in both Northern Ireland and Ireland so that ITI's activities continue to be of significant value in both jurisdictions;
- greater focus and prioritisation of resources on critical issues will enhance impact;
- enhanced use of digitalisation, data analytics; and
- establishment of a strategically aligned personal development programme.

1	Alignment with government priorities
2	Organisation focus on sectors and priorities
3	Digitalisation
4	Data analytics
5	Strategically aligned personal development
6	In direct response to the Covid-19 pandemic ITI introduced a support package for businesses.

These solutions will form constituent elements of a new strategic delivery platform that is set out in the following section.



3.0

Strategic Delivery

3.1 Organisational Values

Our strategic delivery platform is built on the foundation of intrinsic core values that have been developed with the full participation of the entire team in ITI and encapsulate the ethos of the organisation and how it works with businesses and all stakeholders.

Our values are:



**We are approachable,
proactive and resourceful**

Flexibility



**We believe in better outcomes
from collaboration**

Supportive



**We strive for integrity in being
fair, consistent, transparent
and informed**

Honesty



Through the practice of these values in everyday tasks, the Body will be in a better position to maximise the potential of our staff to the fulfilment of organisational objectives.

The practice of these values will be enhanced and encouraged through personal development programmes.

InterTradelreland recognises the value of Corporate Social Responsibility (CSR) principles within our core activities and encourages all our stakeholders to do the same.

InterTradelreland's CSR agenda will focus on ensuring that the Body's activities have a positive impact on society, the environment and the all-island economy.



3.2 Strategic Delivery Platform

Figure 1 sets out a Strategic Delivery Platform that will deliver our mission and address the challenges and opportunities outlined in the previous section.

MISSION	To deliver collaborative, all-island trade and business development initiatives that drive productivity, jobs and growth.		
PILLARS	Trade <ul style="list-style-type: none">• Acumen• Elevate• Go-2-Tender• Brexit Advisory Service• Supply Chain	Innovation <ul style="list-style-type: none">• Fusion• Challenge• Funding for Growth• Seedcorn• Co-Innovate• All-island cluster support• Innova	Recovery - Covid-19 Supports <ul style="list-style-type: none">• E-Merge• Emergency Business Solutions• TechIreland
PRIORITIES	<ul style="list-style-type: none">• SME Productivity• Adaptation to the low carbon economy• I4.0 technologies• Activation of SMEs to participate in cross-border clusters		
INDUSTRIAL FOCUS	<ul style="list-style-type: none">• Bio Economy• Advanced Manufacturing and Materials• Life Sciences		
STRATEGIC ENABLERS			
<ul style="list-style-type: none">• Digitalisation• Data analytics• Customer/stakeholder focus and awareness• Personal development			

Figure 1. Strategic Delivery Platform

3.0 Strategic Delivery

The Strategic Delivery Platform is built on a set of strategic enablers that transfer the solutions identified in the previous section into activity and actions that will allow InterTradelreland to respond to the challenges and opportunities identified.

Enhanced use of Digitalisation and Data Analytics techniques will enable us to expand our outreach and target supports, therefore expanding our relevance and impact. ITI has a strong satisfaction rating with the businesses which it supports and the partners with which it works. As we expand our customer/stakeholder base it will be important to ensure that the service value chain is maintained and developed.

Furthermore, brokering collaborative activities requires an extra emphasis on client engagement and satisfaction. As we expand our role as a 'connector' facilitating partners from Northern Ireland and Ireland in pursuit of common objectives that deliver new economic value, we will ensure that customer/stakeholder experience is maintained through a new customer services initiative.

As our people remain our greatest resource, a new personal development programme – which is aligned to this Strategic Delivery Platform and covers personal development and training in areas such as digitalisation, data analytics, facilitation and customer awareness – will be introduced.

Cross-border trade and innovation will remain the twin pillars of our supports as they are proven to deliver additional value and performance for participating businesses. All our existing programmes have been independently evaluated and proven to deliver but we will continue to review performance against strategic objectives and will retain the flexibility to move resources into new areas of opportunity and need. In that regard, we intend to re-introduce the Innova programme and explore new supports for small businesses in supply chain access

and management. ITI will also support cluster development initiatives in the areas of industrial focus outlined below and the development of regional cross-border functional economic areas.

In response to the Covid-19 pandemic, InterTradelreland developed the following support for businesses, which will continue to support firms during adjustment and recovery: The E-merge programme for cross-border traders and SMEs with the potential opportunity to trade across the border to provide support of up to £2,500/€2,800 for expert advice to evaluate, advise and help implement online sales platforms and processes. The Emergency Business Solution Covid-19 specific support, helps businesses seek support in areas such as: Accessing government supports and finance, support with cash flow, reviewing terms of trade, HR support and help with loan applications. In addition, in partnership with TechIreland a cross-border platform was developed that allows businesses to see quickly, in and beyond their region, who they can work with to combat the many supply chain and manufacturing challenges generated by the pandemic and meet pressing public need.

Our supports will prioritise those projects that will develop SME productivity, enhance SMEs' adaptation to low carbon energy and to I4.0, and activate SME participation in clusters. Each of these areas is of strategic importance to Ireland and Northern Ireland.

We will focus on supporting projects that contribute to the development of the Bio Economy, Advanced Manufacturing & Materials and Life Science sectors. These sectors have been targeted because they are strategically relevant to Ireland and Northern Ireland and offer opportunities for cross-border co-operation that will deliver mutual economic value in bilateral partnerships, networks, clusters and, crucially, for small businesses.

4.0

Outputs & Outcomes



4.1 Critical Actions (Outputs)

InterTradelreland will:

- **Implement a three-year multi-annual research plan that is focused on areas of strategic priority and focus as outlined in figure 1**
- **Set targets and review criteria for existing programmes that align with areas of strategic priority and focus**
- **Implement a new Personal Development Strategy aligned to corporate objectives**
- **Introduce initiatives to support the development of cross-border clusters and all-island supply chains, and will support key stakeholders in pursuit of cross-border opportunities in areas of strategic policy and focus**
- **Communicate its organisational strategy, supports and value proposition in a holistic way, focusing on continuous improvement and evaluation of outcomes, using opportunities generated by digitalisation and data analytics**
- **Develop a Digitalisation Strategy that is focused on more efficient and effective programme delivery**
- **Develop a Data Analytics Plan that is based around data hygiene, integration and external data interaction to better target resources**
- **Achieve IIP Gold Standard**
- **Achieve the Customer Service Excellence Accreditation**
- **Develop a new set of Supplementary Performance Indicators that will demonstrate the wider impact of the Body**
- **Develop a CSR Action Plan**

4.0 Outputs & Outcomes

4.2 Targets (Outcomes)

Through our activities we will deliver the following outcomes:

Key Performance Indicator	Corporate Plan 2020-2022 Targets
Impact of Expenditure ³	12:5:1
Business Development Value Reported £m	£250m
Jobs impact (new and protected)	4,500
Companies Engaged	12,000
First Time Exporters	220
First Time Innovators	220

Table 2 - Outcomes 2020-2022

During the period of the Corporate Plan ITI will establish supplementary performance indicators in order to capture the economic, social and ecological value of collaborations and sectoral focus. This is referred to as monitoring the triple bottom line. These types of performance indicators will support and measure our new industrial focus on the Bio-Economy, Advanced Manufacturing and Materials, Life Sciences and the Low Carbon Economy.



³ Impact of expenditure is the ratio of Business Value Generated by InterTradelreland programmes against the cost of delivering those programmes. This calculation would provide an impact ratio of 9.6:1. However we are stretching our impact target for this Corporate Plan period to 12.5:1 to reflect our ambition to reach and support more businesses through the new ways of working outlined in this plan. Business Value is reported as an aggregation of impacts from our portfolio of programmes and incorporates Additional Revenue Generated, Efficiency Savings and Investments made as a direct result of a company's participation on an InterTradelreland programme. Business Value is captured through ITI monitoring activities and independent evaluations and is based on business values reported directly by individual companies that have previously completed our programmes. €1=£0.90 Guidance from DPER (Ireland) & DFP (Northern Ireland).

5.0

Resources / Funding



5.1 Financial Resources

ITI is funded by the Department of Business, Enterprise and Innovation (DBEI) in Ireland and the Department for the Economy (DfE) in Northern Ireland. Funding is provided on the basis of approved annual Business Plans.

ITI anticipates a Business Plan budget of £12.5m per annum. This will be required to efficiently meet the identified needs of businesses during the Corporate Plan period.

5.2 Implications of Funding Pressures

InterTradelreland's 2020 - 2022 Corporate Plan is based on an annual budget of £12.5m.

DBEI have indicated that they will be able to fund their 2/3rds share of this spend with their current 2020 Euro allocation.

In the absence of a sitting NSMC, DfE's committed funding is currently at the 2016 baseline of £2.8m.

InterTradelreland will continue to make bids to DfE via in year monitoring rounds and reallocations to address this unfunded pressure. If such bids are not successful, the opportunity for Northern Ireland SMEs to participate in our programmes relative to Irish businesses will be proportionately reduced.

It is difficult to quantify the exact impact per annum of this relative reduction in expenditure but it could result in the Body having to:

- reduce its Brexit Advisory Service supports in NI
- reduce the number of Fusion innovation projects by 40% in NI
- reduce the number of Acumen trade projects by 50% in NI
- consequential negative impacts on KPIs' such as the number of companies innovating and exporting for the first time

These reductions would have a significant impact on business development value foregone of at least £12m per annum and other external benefits in terms of productivity and employment.

5.3 Governance

As a cross-border body ITI adheres to 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 its Executive Board for approval and authorisation and appropriate consultations take place with DBEI and DfE.

ITI is committed the highest standards of governance.

Its 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.

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

6.0

Monitoring, Evaluation and Reporting

The delivery of the ITI 2020-2022 Corporate Plan will be monitored by the Board, through monthly reports produced by the Senior Leadership Team and discussed at its regular Meetings. These reports will provide an update on progress against the delivery of the Annual Business Plan as subsets of the Corporate Plan. In addition, the reports will include an update on expenditure and variance against calendarised budgets. These reports will be copied to the sponsor Departments, DBEI and DfE.

- ITI 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 its sponsor Departments.
- Quarterly Liaison Meetings are held between the InterTradelreland Senior Leadership Team and its sponsor Departments.
- At these meetings Business Plan performance against targets, including efficiency savings, are reviewed.
- ITI publishes an Annual Review of Activities and Accounts.

7.0

Equality

ITI 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.

ITI is committed to the implementation of its approved Equality Scheme and its Equality Action Plan, and to the fulfilment of the obligations contained in both.

In the delivery of its Corporate Plan it will:

- Screen all new policies and programmes which are to be adopted, assess equality impacts and conduct Equality Impact Assessments as required.
- Consult with interested groups and individuals in order to learn how its policies and operations 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 ITI.
- Ensure that recruitment practices are fully compliant with equality obligations.
- Identify targets for operational activities, where possible, for the promotion of equality of opportunity.

8.0

Communicating the Plan

The Draft 2020-2022 Corporate Plan was developed in discussion with our sponsor Departments and was submitted to both Departments in December 2019. It has also been discussed with and presented to other stakeholders. Once the Draft 2020 – 2022 Corporate Plan has been approved by the NSMC it will be available on the InterTradeIreland website.

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