

INVEST NORTHERN IRELAND

OPERATING PLAN

2008/09

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SECTION 1: INTRODUCTION

The Northern Ireland Executive's Programme for Government and associated budget positioned the economy as the number one priority of government policy. This has been reflected in DETI's and Invest NI's Corporate Plans covering the period 2008-11 and in Invest NI's activities and associated targets where they contribute to DETI's Public Sector Agreement objectives for the same period.

Invest NI's Corporate Plan 2008-11 has been prepared following extensive consultation with clients, a wide range of stakeholders and staff. Its stated aim is "To increase business productivity, the means by which wealth can be created for the benefit of the whole community" and the Plan identifies the following three Pathways to Growth to be undertaken in support of this drive to increase productivity:

- To realise the potential of existing businesses;
- To shift the sectoral focus towards higher value-added sectors; and
- To support frontier companies at the leading edge of innovation and technology.

Many of these are medium to longer term actions and are not specifically addressed as part of this Operating Plan as they are likely to be the subject of reporting over the longer term.

The Operating Plan therefore focuses on activities and associated targets for 2008 – 09 which will contribute to achieving the three-year headline objectives of our Corporate Plan and DETI's associated PSAs. These relate, in the main, to our work with client companies and are detailed in Section 4. This Section has been set out to align closely with the format of DETI's Operating Plan, to facilitate read-across and monitoring/reporting.

The Plan also incorporates, at Section 5, a further set of activities and targets which are cross-cutting in corporate terms and therefore strategic in nature. These are not directly related to DETI's PSA targets, although in many instances they complement the activities forming part of that process. Progress against the achievement of these objectives and targets will form part of the regular, detailed monitoring of Invest NI's performance, reporting progress monthly to its Top Management Team.

Comprehensive reporting against the PSA targets is also provided to DETI on a regular basis, and the Agency's overall results are published through its End Year Results Statement and its Annual Report and Accounts. This comprehensive monitoring is assisted through the use of a Balanced Business Scorecard as a management tool to identify and respond quickly, where necessary, to signals from key business drivers. A summary 'Dashboard' appears at Section 2.

The targets established in this Operating Plan were determined early in 2008, to align with the three-year Corporate Plan and PSA requirements, and before

the scale and potential impact of the global economic downturn could be fully discerned. They were intended to be challenging in the context of a much more favourable economic backdrop than that encountered from mid-2008 onwards. The substantially altered economic conditions are likely to result in reduced activity levels by businesses. While Invest NI's targets currently remain unchanged they will shortly be reviewed and, in the light of the prevailing economic conditions and forward economic forecasts, are likely to be revised for 2009/10 and 2010/11.

SECTION 2: BALANCED BUSINESS SCORECARD

Performance Quadrant		
Critical success factors	Measures	Targets
<i>“Accelerate the development of the private sector driving innovation, internationalisation and entrepreneurship to provide external sales growth”</i>	1. Invest NI Impact on Gross Value Added per head of the Population.	GVA for Invest NI Clients 154% of the NI average.
	2. Invest NI Impact on Salaries.	Employment costs per head for Invest NI Clients 152% of the NI average.
	3. Entrepreneurial Activity (Total Entrepreneurial Activity via Global Entrepreneurship Monitor).	NI TEA 90% of the UK TEA.
	4. Increase of (BERD) R&D total spend in SMEs.	10% increase in total R&D spend in comparison to previous year.
	5. Invest NI Impact on Exports.	Increase level of Export Sales as a percentage of Total Sales in Invest NI Clients to 31% .
<i>“Maximise the return from people, financial and other resources allocated while adhering to the highest standards of quality and accountability”.</i>	6. Budget v Annual Spend.	Annual Spend Outturn within +/-3% of budget.
	7. Number of “High Risks” Arising from Internal Audit Service Reports.	Zero “high risks”.

Client Quadrant		
Critical success factors	Measures	Targets
<i>“Understand, set and manage client expectations”.</i>	8. Invest NI Support is focused on Clients Growing in Export Markets.	90% of respondents to the annual client satisfaction survey agree with the statement <i>“Invest NI are involved in helping local businesses to grow in export markets”.</i>
	9. Client development agreed through Integrated Action Plan (IAP).	90% of Business Health Checks (BHC) to result in an IAP.
	10. Ability to Tailor Invest NI Response to Business Need.	80% of respondents to the monthly client satisfaction survey agree or strongly agree with the statement <i>“Invest NI tailored their response to meet your business needs”.</i>
	11. Client Satisfaction with Invest NI Services	70% of respondents to the annual client satisfaction survey are satisfied or very satisfied with the range of programmes and services which Invest NI offers.
<i>“Proactive added value service delivery to clients”.</i>	12. Engagement with Priority Clients through BHC.	75% of BHCs will be carried out with Priority Clients.
	13. Invest NI’s Proactivity in Providing Support to Client Companies.	80% of respondents to the monthly client satisfaction survey agree or strongly agree with the statement <i>“Invest NI were proactive in providing advice and support”.</i>
	14. Added Value Invest NI Provides to its Client Companies.	56% of respondents to the annual client satisfaction survey agree or strongly agree with the statement <i>“Invest NI delivers value to my business”.</i>
	15. Invest NI’s Performance within Agreed Timeframe.	80% of respondents to the monthly client satisfaction survey agree or strongly agree with the statement <i>“Invest NI completed activities according to the agreed timeline”.</i>

Process Quadrant		
Critical success factors	Measures	Targets
"Invest NI product offering continually addresses the development needs of the economy".	16. Economic Impact through Programme Improvement.	100% of improvements recommended in evaluation action plans implemented within appropriate timescale.
	17. Outcome meets Client Expectations.	80% of respondents to the monthly client satisfaction survey agree or strongly agree with the statement " <i>Invest NI explained and agreed detailed requirements</i> ".
"Prioritisation of resources to optimise our impact on the economy".	18. Use of Corporate Assessment Model (RAM) to Allocate Resources.	100% of eligible cases contain a RAM in casework papers.
	19. Innovation and Capability Development (ICD) Group Referral Conversion.	90% of referrals to ICD Group result in an intervention.
"Effectively and efficiently manage and improve the engagement process with clients and stakeholders".	20. Gross Invest NI Casework Processing Days.	80% of Invest NI caseworks to be processed within the Gross Days Target (100 days).
	21. Net Invest NI Casework Processing Days.	A median of 30 net Invest NI working days for all Invest NI caseworks.
	22. Stakeholders' overall satisfaction with their engagement with Invest NI.	75% of respondents to the stakeholder annual survey agree Invest NI is responsive & efficient and understand the agency's role & remit.
	23. Positive Press Coverage.	80% of media coverage appearing in the NI media to portray Invest NI in a positive light.

People Quadrant		
Critical success factors	Measures	Targets
"Select the right people for the job, proactively develop staff and manage performance to meet business needs".	24. Staff Retention; Overall Turnover.	Invest NI will maintain staff turnover level of 9% or less.
	25. Year-end Performance Management Reports Completion.	95% of reports completed by end of June.
	26. Job Plans & Development Plans Completion.	95% in place by end of June.
	27. Mid Year Review Completion.	95% completed by the end of October.
"Valued, trusted, focused, respected and motivated workforce adding value to the organisation and clients".	28. Corporate training plan targets achieved.	100% of training plan targets achieved by the end of the reporting year.
	29. Client Satisfaction with Client Executive.	Customer Performance Index of 75% in response to annual client satisfaction survey question " <i>how satisfied are you that your client executive is Knowledgeable about key business functions; Knowledgeable about your business; Proactive; Responsive; and Efficient</i> ".
	30. Quality of Service	80% of respondents to the annual client satisfaction survey, who have engaged with Invest NI within the last twelve months, are satisfied or very satisfied with the quality of service provided.
	31. Staff Satisfaction	40% of respondents to the annual staff survey agree or strongly agree that staff morale in Invest NI is improving.
	32. Staff Absenteeism Level	Invest NI will maintain an absenteeism level of 4% or less.

SECTION 3: THE PSA / CORPORATE PLAN CONTEXT

Over the Corporate Plan period, 2008-11, Clients and Entrepreneurship Group will increasingly focus resources on client companies which have the potential and ambition to export, to improve their productivity and to become more internationally competitive. Work will continue to assist the internationalisation of Invest NI's client companies, widening the export base and helping them to build export sales capability.

A comprehensive suite of enterprise development activities will be delivered, with the aim of stimulating a more entrepreneurial culture in Northern Ireland. Invest NI is conscious that some prospective entrepreneurs and existing small businesses may be deterred from seeking the support necessary to start up or grow because the process of securing this assistance is perceived to be complex or bureaucratic. In response, we have developed our Growth Accelerator Programme with the aim of fast-tracking this process to help minimise the impact on businesses in their early, formative years.

Invest NI's range of support programmes will also be proactively marketed, targeting the creation and growth of Export Start businesses with the ability to export to Great Britain, and we will continue to work with a broad range of local stakeholder groups, including the universities, to increase the number of Global and Export Start businesses with global export potential. A particular focus will also be placed on the Creative Industries sector, which accounts for over 8% of GDP and is growing at twice the rate of the economy. Invest NI will continue to work closely with individual companies and a range of Third Sector Organisations to encourage further innovation and growth in the digital content, film & television, music and craft sectors.

Invest NI's innovation support programmes are taken forward within the context of the Regional Innovation Strategy which places considerable importance on maximising the economic benefits of innovation activity. Innovation and Capability Development Group will also stimulate increased use of innovation by developing a BERD programme which will incorporate current business-related R&D programmes with the potential to offer increased financial support, especially for SMEs. A cadre of Innovation Advisers will be recruited to increase awareness of innovation and R&D and to assist an increased number of companies to prepare projects and seek funding.

A new and enhanced design service will be launched to stimulate increased take-up by companies, and a mini-Knowledge Transfer Scheme will be developed featuring shorter timescales, lower financial thresholds and minimal form-filling to augment the existing successful KTP scheme. The new Centres of Excellence/Competence Centre Programme will be launched to stimulate commercially focused research aimed at industrial wealth creation and increased company competitiveness. In addition to continuing to support industry hosted facilities, it will develop the model of R&D Centre sited at Universities or similar research providers to stimulate greater company engagement.

Further and Higher Education is an important source of new ideas, knowledge and techniques which has the potential to benefit the Northern Ireland economy. By investing in innovation, perhaps for the first time, small businesses can make significant commercial gains and position themselves to exploit opportunities which may not otherwise have been available to them. In pursuance of this, Invest NI has developed and launched an Innovation Voucher initiative, under which qualifying NI small enterprises with fewer than 50 employees will be awarded a voucher to the value of £4,000, allowing them to access the skills and expertise that resides within these institutions.

Considerable interest has been generated by the launch of a mainstream Proof of Concept Programme, with a first call for projects generating almost 50 applications from the universities. These will be evaluated during the early part of 2008/09 and it is likely that a further call for projects will be made in the latter part of the year. Funding will be provided to University Technology Transfer activities and an FSA-approved Venture Capital seed fund will be established to increase the number of equity investments in technology businesses emanating from HE and business spin-outs.

The principal focus of the drive to secure new FDI will be on sectors and companies which can maximise value-added and Clients and Business International Group will therefore focus on target sectors most beneficial to the NI economy. These include Financial Services; ICT (including software and telecoms); Business Services; Life Sciences and niche manufacturing. Key geographical markets for FDI will be proactively targeted, including USA; GB; RoI; India; and mainland Europe.

Against a backdrop of increasingly difficult global economic circumstances and tough competition for mobile FDI, the three-year Corporate Plan target of 90 projects with 6,500 associated jobs generating £345m annual wages will be particularly challenging. The sub target of 5,500 jobs offering wages above the NI private sector median is testing and the further target of wages at least 25% above the median for 2,750 of these jobs will not be easily met.

Achievement of these targets will also be dependent on the provision of infrastructure needed to support economic-development projects and we will seek to acquire / develop around 200 acres of land by 2012 to create serviced sites for lease to Invest NI client companies, in addition to developing existing Invest NI owned land which is zoned for industrial / employment use. Invest NI is committed to ensuring that, where possible, the benefits of investment can be shared by economically disadvantaged areas and we have set a target of 75% of the land acquired being located in areas of economic disadvantage.

Demanding targets have also been set in relation for the broad suite of trade and export-related programmes available to clients. Achieving these targets would significantly strengthen the local economy and support the Government's aim of expanding wealth creation.

With the return of devolved government increasing interest in Northern Ireland, the US-NI Investment Conference, which we mounted on 7 – 9 May, presented a unique opportunity to enhance the international perception of Northern Ireland as a location for new inward investment and as a source of world-class products and services. We secured the attendance of over 150 influential business leaders and potential investors. The First and Deputy First Ministers welcomed the Prime Minister, the Taoiseach and VIP delegations from the US administration. These were headed by Special Envoy, Ambassador Paula Dobriansky, and included Mayor Bloomberg and the New York Comptroller and Speaker. The US Ambassadors to the UK and Ireland also attended.

The Conference enabled over 300 business, political, academic and community representatives from throughout Northern Ireland to network and engage directly with the delegates. In seeking to maximise the event's potential to generate new FDI, follow-on investment and trade opportunities, we will mount a comprehensive follow-up campaign during 2008/09. Investment commitments flowing from the Conference will, on average, take 18-24 months to realise.

SECTION 4: ACTIVITIES AND TARGETS

PSA 1: INCREASE MANUFACTURING AND PRIVATE SERVICES PRODUCTIVITY			
DEPARTMENTAL STRATEGIC OBJECTIVE	ACTIVITY	TARGETS 2008 - 11	TARGETS 2008 - 09
DSO 1: Promote a competitive and outward looking economy [Note that these activities and associated targets also contribute towards the achievement of PSA 3 DSO 4]	Trade initiatives		
	Encourage new first time exporters	600 companies	175 companies
	Support further companies to diversify into new markets	1,200 companies	375 companies
	Support market research by responding to Business Information Service enquiries	7,000 enquiries handled	2,400 enquiries handled
	Deliver Export Skills and Knowledge Workshops	1,300 delegates to attend	450 delegates to attend
	Ensure company personnel receive advanced sales skills development	750 company representatives	250 company representatives
	Support market visits	1,500 participants	500 participants
	Provide in-market support to companies	1,000 companies	350 companies
	Support graduate placements in companies	200 placements	75 placements

PSA 1: INCREASE MANUFACTURING AND PRIVATE SERVICES PRODUCTIVITY

DEPARTMENTAL STRATEGIC OBJECTIVE	ACTIVITY	TARGETS 2008 - 11	TARGETS 2008 - 09
<p>DSO 1: Promote a competitive and outward looking economy.</p> <p>[Note that these activities and associated targets also contribute towards the achievement of PSA 3 DSO 4]</p>	Business Starts		
	Support establishment of Export Start companies exporting to GB	300 companies	100 companies
	Support establishment of Global Start companies exporting outside the UK	45 companies	15 companies
	Networking of institutional investors to identify and create new global start businesses	30 investors	10 investors
	Host inward visits for potential new investors to encourage global start businesses set-up	12 visits	4 visits
	Participate in cross border initiatives to promote entrepreneurship activities / global starts	3 initiatives	1 initiative
	Attend international trade shows relevant to key sectors	12 trade shows	4 trade shows
Hold liaison meetings with universities, technology transfer offices and research centres to identify potential global starts	9 meetings	3 meetings	

	RON to issue e-zines to potential clients/stakeholders	60 e-zines	20 e-zines
	Give presentations to Banks, accountants, influencers	60 presentations	20 presentations
	Hold seminar events targeting potential client businesses	45 seminars	15 seminars

PSA 1: INCREASE MANUFACTURING AND PRIVATE SERVICES PRODUCTIVITY

DEPARTMENTAL STRATEGIC OBJECTIVE	ACTIVITY	TARGETS 2008 - 11	TARGETS 2008 - 09
<p>DSO 2: Attract and support high quality investment, both foreign and locally-owned.</p> <p>[Note that these activities and associated targets also contribute towards the achievement of PSA 3 DSO 3]</p>	<p>New Foreign Direct Investment</p>		
	<p>Value of total annual salaries and wages secured reflecting FDI success and growth of locally-owned clients</p>	<p>£345m</p>	<p>£115m</p>
	<p>Secure (no.) inward investment projects with associated job targets</p>	<p>90 projects;</p>	<p>30 projects;</p>
		<p>6,500 jobs: 5,500 with salaries over NI PSM; of which 2,750 to be at least 25% over NI PSM</p>	<p>2,200 jobs 1,870 with salaries over NI PSM; of which 930 to be at least 25% over NI PSM</p>
	<p>75% of land acquisition to be in economically disadvantaged areas</p>	<p>Aim to acquire / develop 200 acres by 2012</p>	<p>Aim to acquire / develop c50 acres per year</p>
	<p>Overseas Offices to undertake networking activities including visits to potential in-market investors</p>	<p>5,400 activities</p>	<p>1,800 activities</p>
	<p>Arrange inward visit programmes for potential investors</p>	<p>360 investors</p>	<p>120 investors</p>
<p>Hold meetings with parent companies to stimulate follow-on investments</p>	<p>300 companies</p>	<p>100 companies</p>	

PSA 1: INCREASE MANUFACTURING AND PRIVATE SERVICES PRODUCTIVITY

DEPARTMENTAL STRATEGIC OBJECTIVE	ACTIVITY	TARGETS 2008 - 11	TARGETS 2008 - 09
DSO 4: Promote higher value added activity through Innovation and the commercial exploitation of R&D	Business Expenditure on R&D		
	Value of investment in R&D to be delivered by new BERD innovation business support programmes	£120m	£40m
	Encourage companies to engage in R&D for first time	300 companies	100 companies
	Encourage companies to participate in Design Programme	300 companies	80 companies
	Stimulate projects in: Knowledge Transfer Programme (KTP)	75	25
	Mini KTP	30	10
	Establish Centres of Excellence/Competence Centres	7 Centres	3 Centres
	Launch of Proof of Concept projects	60 projects	20 projects
Launch projects through NIPSO VC fund	26 projects	6 projects	

PSA 3: INCREASING EMPLOYMENT

DEPARTMENTAL STRATEGIC OBJECTIVE	ACTIVITY	TARGETS 2008 - 11	TARGETS 2008 - 09
<p>DSO 3: Increase employment opportunities by attracting high quality inward investment and supporting domestic investment.</p> <p>[Note that these activities and associated targets also contribute towards the achievement of PSA 1 DSO 2]</p>	<p>New Foreign Direct Investment</p> <p>Value of total annual salaries and wages secured reflecting FDI success and growth of locally-owned clients</p> <p>Secure (no.) inward investment projects with associated job targets</p> <p>75% of land acquisition to be in economically disadvantaged areas</p> <p>Overseas Offices to undertake networking activities including visits to potential in-market investors</p> <p>Arrange inward visit programmes for potential investors</p> <p>Hold meetings with parent companies to stimulate follow-on investments</p>	<p>£345m</p> <p>90 projects;</p> <p>6,500 jobs: 5,500 with salaries over NI PSM; of which 2,750 to be at least 25% over NI PSM</p> <p>Aim to acquire / develop 200 acres by 2012</p> <p>5,400 networking activities</p> <p>360 investors</p> <p>300 companies</p>	<p>£115m</p> <p>30 projects;</p> <p>2,200 jobs 1,870 with salaries over NI PSM; of which 930 to be at least 25% over NI PSM</p> <p>Aim to acquire / develop c50 acres per year</p> <p>1,800 networking activities</p> <p>120 investors</p> <p>100 companies</p>

PSA 3: INCREASING EMPLOYMENT

DEPARTMENTAL STRATEGIC OBJECTIVE	ACTIVITY	TARGETS 2008 - 11	TARGETS 2008 - 09
<p>DSO 4: Promote business growth.</p> <p>[Note that these activities and associated targets also contribute towards the achievement of PSA 1 DSO 1]</p>	Trade initiatives		
	Encourage new first time exporters	600 companies	175 companies
	Support further companies to diversify into new markets	1,200 companies	375 companies
	Support market research by responding to Business Information Service enquiries	7,000 enquiries handled	2,400 enquiries handled
	Deliver Export Skills and Knowledge Workshops	1,300 delegates to attend	450 delegates to attend
	Ensure company personnel receive advanced sales skills development	750 company representatives	250 company representatives
	Support market visits	1,500 participants	500 participants
	Provide in-market support to companies	1,000 companies	350 companies
Support graduate placements in companies	200 placements	75 placements	

PSA 3: INCREASING EMPLOYMENT

DEPARTMENTAL STRATEGIC OBJECTIVE	ACTIVITY	TARGETS 2008 - 11	TARGETS 2008 - 09
DSO 4: Promote business growth. [Note that these activities and associated targets also contribute towards the achievement of PSA 1 DSO 1]	Business Starts		
	Support establishment of Export Start companies exporting to GB	300 companies	100 companies
	Support establishment of Global Start companies exporting outside the UK	45 companies	15 companies
	Networking institutional investors to identify and create new global start businesses	30 investors	10 investors
	Host inward visits for potential new investors to encourage global start businesses set-up	12 visits	4 visits
	Participate in cross border initiatives to promote entrepreneurship activities / global starts	3 initiatives	1 initiative
	Attend international trade shows re key sectors	12 trade shows	4 trade shows
	Hold liaison meetings with universities, technology transfer offices & research centres to identify potential global starts	9 meetings	3 meetings
	RON e-zines to potential clients/stakeholders	60 e-zines	20 e-zines
	Presentations to Banks, accountants, influencers	60 presentations	20 presentations
Hold seminars targeting potential client businesses	45 seminars	15 seminars	

PSA 5: TOURISM

DEPARTMENTAL STRATEGIC OBJECTIVE	ACTIVITY	TARGETS 2008 - 11	TARGETS 2008 - 09
<p>DSO 2: Promote the growth of the Tourism Sector</p>	<p>Business Development and Capacity Support</p> <p>Develop capacity support for tourism businesses through:</p> <p>Selective Financial Assistance (financial assistance for tourist accommodation businesses)</p> <p>Capability and business development support for tourism businesses, delivered through a number of bespoke programmes</p>	<p>By 31 March 2011 issue 16 offers of SFA for tourism accommodation projects</p> <p>By 31 March 2011 assist 120 referrals for grant assistance and/or advisory services</p>	<p>By 31 March 2009 issue 5 offers of SFA for tourism accommodation projects</p> <p>By 31 March 2009 assist 45 referrals for grant assistance and/or advisory services</p>

SECTION 5: ADDITIONAL ACTIVITIES NOT DIRECTLY RELATED TO PSA / DSO TARGETS

INNOVATION	
<i>NOTE: While the following activities are not directly PSA / DSO related, they complement / support the activities appearing in Section 4 which contribute towards the achievement of PSA 1 DSO 4 objectives and targets.</i>	
Activities	Outputs / Milestone Targets 2008-09
Promotion of energy efficiency through Carbon Trust Solutions Programme.	Identify £45 million in energy savings.
Promote resource efficiency savings through the National Industrial Symbiosis Programme and Envirowise Programme.	Identify potential diversion from landfill and material savings of £1 million.
Use of nibusinessinfo.co.uk website to provide practical business advice to encourage growth and exports and encourage businesses to use online tools.	Generate : 120,000 visits; 1,500 registrations.
Use of eBusiness Programme to provide funding to assist SMEs to increase innovation and productivity through the implementation of appropriate ICT.	Improving ICT usage within companies: 575 projects eBusiness financial support: 165 projects.
Manage the Business Innovation Link programme to help NI inventors patent their product ideas that have commercial potential.	40 awards; and 5 ideas becoming commercialised.
Increase the level of Intellectual Property [i.e. Patents, Trademarks, Copyright & Design] based activity among NI companies through an Intellectual Asset Management programme targeting companies with potential to develop and exploit new ideas and products.	10 companies to participate in a pilot IAM programme, gaining appropriate IP protection.

Assist companies to access specialised technical information to enhance their products and processes by providing ready access to information on IP, Manufacturing Standards, Material Standards and technical journals.	350 information searches to be completed.
Deliver a CE Marking programme to help increase the potential for NI manufacturing companies to access export markets for their products through securing technical approval for their products.	40 companies to be assisted.
Build International Innovation Partnerships via the Enterprise Europe Network.	6 Transnational Technology Transfer Agreements signed.
Secure EU funding for R&D via the 7 th Framework Programme.	£3m to be secured from FP 7 in 08/09.
Deliver an Innovation Voucher initiative to stimulate increased levels of innovation within small enterprises (<50 employees).	Issue 50 Innovation Vouchers to qualifying enterprises which will facilitate engagement with public sector Knowledge Providers on knowledge transfer projects.
Deliver a Technical Development Incentive programme to increase levels of technical innovation in the small enterprise sector through assisting companies in the areas of product, process or technical development, approvals and compliance testing to help tackle obstacles to development.	20 offers of support to be issued.
Deliver a Technical Information support programme in the form of technical audits, appraisals, problem solving and provide project based support to companies to enhance the performance of NI companies.	560 technical projects to be completed in 2008/09.
Promote Business Health Check as a key diagnostic focusing on aligning product, people and process management in market and develop Integrated Action Plans for client companies to prioritise business improvement, driving up quality and quantity of referrals to ICD Group.	142 BHCs commenced; with a minimum of 80% leading to IAPs implemented.

ENTERPRISE

NOTE: While the following activities are not directly PSA / DSO related, they complement / support the activities appearing in Section 4 which contribute towards the achievement of PSA 1 DSO 1 objectives and targets.

Activities	Outputs / Milestone Targets 2008-09
Replacement of the Start A Business Programme with a new Small Business Support programme, delivered through 5 sub-regional contracts and aligned to Regional Office network.	Contracts awarded by October 2008. New programme launched January 2009.
Development of the three year Transform Programme for NI as a pipeline to export/global starts, to NISPO and a resource programme for early stage growth band companies.	Programme approval, tendering, launch and recruitment with 30 participants by March 2009.
Development of new three year Social Entrepreneurship Programme supporting new and existing social enterprises with a focus on business growth.	Programme approval, tendering, launch by Dec 2008; Thereafter 40 new social enterprises per year, 10 pulled through to mainstream Invest NI support.

SKILLS

NOTE: While the following activities are not directly PSA / DSO related, they complement / support the activities appearing in Section 4 which contribute towards the achievement of PSA 1 DSO 2 objectives and targets.

Activities	Outputs / Milestone Targets 2008-09
Deliver support for structured business training in line with business needs through a streamlined Business Improvement Programme, providing timely cost efficient & effective interventions in structured training & development by clients focussed on market led innovation & development.	75 BITP Cases approved by year end.
Promote use of Interim Management /Non Executive Directors to achieve enhanced management resource/capability via short term access to expert external resources.	30 approved IM / NED cases.
Promote business improvement in companies through uptake of Business Improvement Agents to increase structured focus on efficient & effective processes and practices as a key strategic management tool.	25 new BIA cases supported.
<p>Liaise with existing / potential clients, and key stakeholders, to ensure future skills needs are met in the priority sectors of ICT and Financial Services.</p> <p>Provide regular reports to DEL on the specific requirements of our clients as well as providing support and guidance to the activities of the Future Skills Action Groups for ICT and FS.</p>	Provide progress reports to DEL on a quarterly basis, against the agreed Future Skills Action Plans for ICT and Financial Services.

INFRASTRUCTURE

NOTE: While the following activities are not directly PSA / DSO related, they complement / support the activities appearing in Section 4 which contribute towards the achievement of PSA 1 DSO 2 objectives and targets.

Activities	Outputs / Milestone Targets 2008-09
Leverage £10m of Client Investment through the application of Property Assistance.	(i) £3m by end of September 08; (ii) £10m by end of March 09
Sale of 50 acres of serviced sites to Invest NI Clients.	(i) 20 acres by end September 2008; increasing to (ii) 35 acres by end December 2008.
Provision of 2 pilot solutions for virtual Property relating to planning permissions achieved for Downpatrick and Coleraine.	(i) Planning permissions achieved by end October 08; (ii) Detailed tender packs produced by end September 08; (ii) Marketing pack produced and agreed by end August 08.
Implementation of acquisition and development strategy through: Progress on the current identified 4 areas for acquisition; Progress on major developments; Definition and approval for another phase of acquisitions.	(i) Casework approval for Newry by October 08; (ii) Scoping of sites in Strabane by July 08; (iii) Scoping of sites for Armagh and Omagh by end November 08; (iv) To start construction work at Granville by October 2008;

	<p>(v) Complete road extension project at Mandeville Industrial Estate by August 2008;</p> <p>(vi) Complete road extension project at Campsie Industrial Estate by March 2009;</p> <p>(vii) Definition of next phase of acquisitions by end October 08;</p> <p>(viii) Approval of next phase of acquisition by end March 09.</p>
<p>Ongoing engagement in the Planning Service Area Plan Process through provision of written responses to strategic and site-specific consultations, including presenting evidence to public enquiries, where required.</p>	<p>Provision of consultation responses to meet statutory timescales.</p>

CORPORATE

NOTE: While the following activities are not directly PSA / DSO related, they support Invest NI's commitment to achieving the highest standards of Governance, accountability and transparency while also meeting its legal obligations and operational efficiency requirements.

Activities	Outputs / Milestone Targets 2008-09
Finalise development of a strategy and associated process to enable reports to be run for analysis to assist Invest NI to equality monitor client interventions.	Individuals currently being monitored; companies to have monitoring forms sent out in April 2009; reports to be run by June 2009.
Undertake a series of planned programme evaluations to inform the decision making process on future policy.	Initiate 2 'Primary' and 9 'Secondary' evaluations during 2008/09; Following project completion, develop appropriate Action Plans.
Ensure the availability of information and analysis required to present a Performance Information Report reflecting the six year period since the inception of Invest NI.	Produce a 02/03 – 07/08 Performance Information Report by end March 2009.
Undertake EU compliance training of all Client facing staff in the requirements of ERDF assisted projects, updating as necessary over the Corporate Plan period following any relevant EU Commission revisions, to ensure EU Commission Regulations related to structural funds are implemented and adhered to.	(i) Guidance targeted at Invest NI activity to be issued by end September 2008; (ii) Article 13 training to be provided to all Client facing staff by end December 2008.
In association with HR, provision of ongoing training for operational division staff in: (i) Writing Ministerial submissions; and (ii) Answering Assembly questions.	2 submissions and 2 AQ courses, comprising: 2 courses in Q3; and 2 courses in Q4.
Implementation of Client marketing programme to promote Invest NI's focus on innovation and export resulting from refinement of Business Development Solutions.	Refinement of Business Development Solutions by September 08; Implement 3 Major Innovation – led events by March 2009.

<p>Develop and implement a HR strategy setting out Invest NI's approach to the recruitment, development and management of its staff to cover the 2008 – 2011 Corporate Plan period.</p>	<p>The strategy will be drafted and submitted to Top Management for approval by October 2008.</p>
<p>Complete A comprehensive Business Continuity Strategy, to include the creation of a Disaster Recovery site in the Southern Regional Office, including developing and testing all appropriate facilities.</p>	<p>A Disaster Recovery facility for core services will be operational by 3/12/08;</p> <p>Business Continuity Plans for all locations (including overseas offices) to be completed by October 08;</p> <p>Testing will be carried out as per the agreed schedule.</p>
<p>To devise and deliver a bespoke Leadership Development Programme for all staff at Grade 7 to maximise the leadership and management potential of this key group and establish a consistent leadership style across the organisation.</p>	<p>All Grade 7 staff will have been on the programme by end December 2008.</p>
<p>Establish a process for using the CCMS data on client FDI companies and additional data to be used for client profiles to provide FDI client profiles that can be accessed by the Sales team and used to underpin our key selling messages.</p>	<p>Process created by 1/9/08;</p> <p>Data gathered 1/12/08;</p> <p>Profiles created and included within info resource by 31/3/09.</p>
<p>Integration of technology to enable enhanced knowledge sharing through greater use of: LiveMeeting; Conference call number; Goldmine; Info resource; and to embed a more virtual way of working within the Sales and Marketing team.</p>	<p>Info resource updated 1/3/09;</p> <p>Goldmine available to all IICT by 1/9/08.</p>
<p>Undertaking a Sales Certification learning programme by S&M providing an integrated learning programme focusing on Solution selling, prospecting and marketing that will encompass ILT, online learning, assessment, practicals and research.</p>	<p>Launch June 2008; ILT Kick-off August 08;</p> <p>Online resources in place September 08;</p> <p>Completion September 2009.</p>

SECTION 6: RESOURCES

Invest NI Divisional Budget Allocations

GROUP	DIVISION / UNIT	BUDGET ALLOCATIONS (£000)			
		Revenue	Capital Grant	Direct Capital	Total
Entrepreneurship	Life Sciences & Food	2,100	4,000	0	6,100
	Creative & Design	7,805	2,271	0	10,076
	Regional Office Network	3,100	150	0	3,250
	Entrepreneurship Development	8,624	0	200	8,824
	Total	21,629	6,421	200	28,250
Innovation	Trade Business Improvement	4,700	0	0	4,700
	Technology & Process Develop	11,181	0	0	11,181
	Innovation, Research & Tech	5,565	1,000	2,000	8,565
		16,471	3,606	2,000	22,077
	Total	37,917	4,606	4,000	46,523
Business International	Trans, Const. & Tourism	5,432	9,145	0	14,577
	Electronics, Bus. Services	3,000	3,750	0	6,750
	International, ICT	12,000	500	0	12,500
	International Sales & Marketing	5,800	0	0	5,800
	Total	26,232	13,395	0	39,627
Corporate Services	Chief Exec & Board	200	0	0	200
	Property Services Unit	2,196	1,285	10,425	13,906
	Human Resources	0	0	0	0
	Finance	2,000	0	0	2,000
	ICT	250	0	1,500	1,750
	CFAAD	500	0	1,500	2,000
	Strat Mgt/Planning	775	0	0	775
	Facilities Mgt	5,976	0	0	5,976
	Corporate Mkg	3,000	0	0	3,000
	Total	14,897	1,285	13,425	29,607
TOTAL		100,675	25,707	17,625	144,007

TARGETS FOR SFA PROJECTS 2008/09

Table (i) Overall Summary by Category

	Projected Invest NI Assistance	Annual Salaries Target	Investment Target
EXISTING BUSINESSES			
<i>Existing Locally-Owned</i> [Table (iii)]	£28.0	£57.0	£167.0
<i>Follow-on Overseas Projects / Expansions</i> [Table (iv)]	£26.2	£42.9	£115.5
NEW START-UP & FIRST TIME BUSINESSES			
<i>New Start-up Indigenous Businesses</i> [Table (v)]	£3.8	£12.5	£24.0
<i>New FDI</i> [Table (vi)]	£13.43	£26.74	£95.57
OVERALL TOTAL	£71.43	£139.14	£402.07

Table (ii) Overall Summary by Division

Division	Projected Invest NI Assistance (£M)	Annual Salaries Target (£M)	Investment Target (£M)
International Investment	£20.5	£41.0	£81.0
Transport Construction & Tourism	£21.5	£33.0	£155.0
Engineering & Business Services	£5.6	£6.2	£25.0
Food	£5.33	£18.44	£37.57
Life-Sciences & Creative	£9.5	£14.0	£47.5
Regional Office Network	£9.0	£26.5	£56.0
OVERALL TOTAL	£71.43	£139.14	£402.07

EXISTING BUSINESSES

Table (iii) Existing Locally-Owned Businesses

Invest NI Division	Existing Locally-owned Businesses		
	Projected Invest NI Assistance (£M)	Annual Salaries Target (£M)	Investment Target (£M)
International Investment	Nil	Nil	Nil
Transport Construction & Tourism	£6.0	£10.0	£42.0
Engineering & Business Services	£3.0	£3.5	£14.0
Food	£4.5	£17.0	£32.0
Life-Sciences & Creative	£8.5	£10.0	£44.0
Regional Office Network	£6.0	£16.5	£35.0
TOTALS	£28.0	£57.0	£167.0

Table (iv) Follow-on Overseas Projects / Expansions

Invest NI Division	Follow-on Overseas Projects (Expansions by existing Overseas Investors)		
	Projected Invest NI Assistance (£M)	Annual Salaries Target (£M)	Investment Target (£M)
International Investment	£9.0	£17.5	£35.0
Transport Construction & Tourism	£14.0	£21.0	£65.0
Engineering & Business Services	£2.5	£2.5	£10.5
Food	£0.5	£0.9	£4.0
Life-Sciences & Creative	£0.2	£1.0	£1.0
Regional Office Network	Nil	Nil	Nil
TOTALS	£26.2	£42.9	£115.5

NEW START- UP AND FIRST TIME BUSINESSES

Table (v) Indigenous Businesses

Invest NI Division	New Start-up Indigenous Businesses in Northern Ireland		
	Projected Invest NI Assistance (£M)	Annual Salaries Target (£M)	Investment Target (£M)
International Investment	Nil	Nil	Nil
Transport Construction & Tourism	Nil	Nil	Nil
Engineering & Business Services	Nil	Nil	Nil
Food	£0.3	£0.5	£1.5
Life-Sciences & Creative	£0.5	£2.0	£1.5
Regional Office Network	£3.0	£10.0	£21.0
TOTALS	£3.8	£12.5	£24.0

Table (vi) Externally-Owned Businesses (New FDI)

Invest NI Division	New First Time Externally-Owned Businesses in Northern Ireland (New FDI)		
	Projected Invest NI Assistance (£M)	Annual Salaries Target (£M)	Investment Target (£M)
International Investment	£11.5	£23.5	£46.0
Transport Construction & Tourism	£1.5	£2.0	£48.0
Engineering & Business Services	£0.1	£0.2	£0.5
Food	£0.03	£0.04	£0.07
Life-Sciences & Creative	£0.3	£1.0	£1.0
Regional Office Network	Nil	Nil	Nil
TOTALS	£13.43	£26.74	£95.57