



Department for
**Regional
Development**
www.drdni.gov.uk

Business Plan 2013-14

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1. MINISTERIAL FOREWORD

Whether it is the water we drink, the roads we use, or the buses and trains we ride on, the work of the Department for Regional Development impacts directly on the daily lives of everyone in Northern Ireland.

It is my privilege as Minister for Regional Development to lead the Department in developing and delivering these important public services to meet Northern Ireland's specific circumstances and priorities. The Department plays a key role in supporting the Executive deliver some of its key priorities: to grow and re-balance the economy; tackle disadvantage and improve health and well-being; protect the environment; and improve access to employment and services – not least for those in marginalised or disadvantaged communities.

We can reflect on some significant achievements during 2012-13. For example, we have:

- completed, ahead of schedule, a major upgrade of the Coleraine to Londonderry railway track;
- invested over £140 million in more sustainable modes of travel. This included the procurement of over 90 new buses, provision of Park and Ride Facilities, and commencement of Belfast on the Move;
- introduced a new improved rail timetable from January 2013 following the purchase of 20 new trains;
- started major roads schemes on the A8 (Ballyclare to Larne) and the A2 at Greenisland; and
- supported Northern Ireland Water to continue to deliver a significant number of capital schemes to maintain high levels of drinking water quality and treatment of wastewater.

The tightening economic climate continues to put pressure on the Executive's budget. That said, DRD still has a significant budget of over £908 million for 2013-14. This will enable us to make a very significant positive impact across Northern Ireland in the year ahead:

- we will improve accessibility and contribute to reduced carbon emissions by investing £92.8 million on projects to support the growth of sustainable modes of travel – Door 2 Door, rural transport services, Belfast on the Move, e-Car;
- we will enable NI Water to maintain high quality drinking water and improve compliance with waste water standards by investing some £166 million in water and sewerage infrastructure;
- we will continue to manage and maintain Northern Ireland’s road network which carries most travellers and all of Northern Ireland’s freight; and
- we will continue to improve connectivity across Northern Ireland through the construction of major roads schemes such as the A8 Belfast to Larne and the A2 at Greenisland. Subject to the outcome of a legal case, we will also commence the A5 improvement scheme by upgrading two sections between Londonderry and Aughnacloy.

The Department’s construction programme in roads and water will create or sustain at least 3,000 construction jobs in 2013-14. And we have made sure that our contractors employ sufficient apprentices and provide opportunities for the long-term unemployed.

I am committed to ensuring that the Department makes the most of its resources and operates efficiently. My Department has a comprehensive Savings Delivery Plan in place to realise savings of over £53.6 million in 2013-14, while at the same time minimising the impact on frontline services and continuing to freeze car park charges across our city and town centres.

We will also take forward work on key initiatives that will shape the longer term development of Northern Ireland. Implementation of the “New Approach to Regional Transportation” will focus on identifying means to promote the more efficient movement of people and goods. The creation of Transport NI on 1 April 2013 confirms our intention to protect and develop a regulated,

integrated and comprehensive transportation system across all of Northern Ireland.

I am extremely appreciative of the commitment to public services demonstrated by staff across the Department and its associated bodies in helping me deliver real benefits to all our people. I am also grateful to the Committee for Regional Development for providing advice to me and my officials and for working with us in a spirit of partnership.

A handwritten signature in black ink that reads "Danny Kennedy". The signature is written in a cursive style with a horizontal line underneath the name.

DANNY KENNEDY MLA
Minister for Regional Development

2. OVERVIEW OF THE DEPARTMENT

Role and Structure

The Department for Regional Development and its Arm's Length Bodies maintain and develop infrastructure and services that are vital for everyone in Northern Ireland. This includes our water and sewerage networks, roads and footpaths, and public transport services.

Our range of functions include:

- regional strategic planning and development policy;
- transport strategy and sustainable transport policy;
- provision and maintenance of all public roads;
- public transport policy and performance;
- certain policy and support work for air and sea ports; and
- policy on water and sewerage services and management of the Department's shareholder interest in Northern Ireland Water (NIW).

Annexes A-C provide more detailed information on the structure of the Department and our relationships with Arm's Length Bodies and with the Northern Ireland Trust Ports.

Vision, Values and Strategic Objectives

The Vision of the Department is:

“A region with modern, safe and sustainable transport, roads and water services which improve the quality of life for all”.

Our Core Values, which govern how we work and relate to our people, customers and stakeholders are:

- Commitment to Delivery;
- Leadership with Purpose;
- Teamwork and Participation;
- Support for our People;

- Learning and Improving;
- Working in Partnership; and
- Professionalism and Corporate Responsibility.

Our Strategic Objectives are:

- Supporting the economy by planning, developing and managing safe and sustainable transportation networks; setting the legislative and policy framework for harbour services; enhancing transport infrastructure links to airport and harbour gateways; and shaping the long-term future of the region; and
- Contributing to the health and well-being of the community and the protection of the environment by maintaining and developing the policy and regulatory environment which provides sustainable, high quality water and sewerage services.

In conducting our business, we are committed to complying fully with our statutory obligations under Section 75 of the Northern Ireland Act 1998. With this in mind we will screen our policies for equality and good relations impacts and conduct full equality impact assessments when appropriate. We will also implement our Equality Scheme, its associated Action Plan and the new Disability Action Plan 2013-16.

Resources

We employ around 2,300 people to deliver the services and functions we are responsible for. We aim to ensure that all our colleagues have the support, training and motivation to do their jobs and to help us grow in capability and competence as an organisation.

We will continue to invest a substantial level of capital funding - some £454 million - in Public Transport, Roads and Water. This will enable us to promote

more sustainable modes of travel and to progress work on major roads schemes such as A8, A2 and, subject to the outcome of a legal case, A5. It will also allow us to improve our water and waste water systems in support of our Programme for Government commitments and to comply with the high standards required. We will also spend a further £455 million on annual service provision. Annex D sets out our detailed budget allocations, as agreed by the Assembly, for 2013-14. Together the Budget settlement (including the Department's Savings Delivery Plan), the Programme for Government and Departmental targets set the primary framework for the Department's delivery of services during the period 2011-15.

3. PLANNING CONTEXT

The Executive has published three key documents which set out the planning context within which this business plan has been developed:

1. The **Programme for Government 2011-15**¹ sets out the Executive's plans and priorities for that period. The Department has specific responsibility for delivering six commitments and these are fully integrated within our balanced scorecard.
2. The **Investment Strategy for Northern Ireland 2011-21**² identifies priority areas for infrastructure investment in the years ahead.
3. The **Economic Strategy 2030**³ aims to improve the economic competitiveness of the Northern Ireland economy and sets out how the Executive plans to grow a prosperous local economy over the short, medium and longer term.

Economic and Public Expenditure

In common with all public sector organisations, the Department faces tightening financial pressures. To supplement our financial allocation from the Executive, the Department plans to find savings of £146 million by 2014-15, and we have in place a detailed Savings Delivery Plan to both facilitate this and minimise the effects on the services that we provide. In terms of 2013-14, we plan to deliver savings of £53.6 million. While our confirmed resource and capital budgets in 2013-14 are substantial (at £908.1 million), over recent years the Department has been increasingly reliant on securing additional funding during in-year monitoring rounds to support key services; this reflects the strategic approach adopted by the Executive. While not ideal in terms of planning and delivery of services, the Executive's in-year monitoring process

¹ <http://www.northernireland.gov.uk/pfg-2011-2015-final-report.pdf>

² http://www.sibni.org/investment_strategy_for_northern_ireland_2011_-_2021.pdf

³ <http://www.northernireland.gov.uk/ni-economic-strategy-revised.pdf>

provides a valuable opportunity for the Department to secure necessary additional funding, and we will continue to bid strongly as opportunities arise.

The Department will continue to engage proactively in Executive initiatives designed to enhance the availability of financial resources for the delivery of public services. We will continue to work with the Strategic Investment Board's Asset Management Unit to deliver capital receipts and asset efficiencies. We will also work proactively to increase the drawdown of competitive EU funds.

The Department has an important role to play in addressing the wider economic challenge to grow and re-balance the Northern Ireland economy. The transport infrastructure provided or supported by the Department is important to securing the success of major economic development projects. In conjunction with transport providers, we will seek to provide an integrated and balanced approach to transport investment that supports the development of the economy and improves connectivity across Northern Ireland and into the global market place. This will be a key aim as we take forward implementation of the "New Approach to Regional Transportation" which will also seek to promote a more efficient use of existing transport infrastructure for the movement of people and goods.

Operating Environment

The successful devolution of powers to the Northern Ireland Assembly has created a stable political environment in which the Department develops and delivers important public services that meet Northern Ireland's specific priorities and circumstances. The Executive's key priority is to grow and rebalance the economy in a challenging economic climate. This Business Plan prioritises delivery of our commitments under the Programme for Government 2011-15. We will also continue to build relationships with the EU to the benefit of service delivery to the Northern Ireland public.

From 1 April 2013, the Department's Roads Service and Transport Finance and Governance Divisions will come together to create a new internal business organisation called Transport NI. This structure marks a better and more integrated approach to public transport in Northern Ireland, brigading all the functions currently delivered by Roads Service, the delivery of public transport services and, in the future, the development of local public transport plans. Furthermore, Roads Service's operational structures within Transport NI will be aligned with the new district council boundaries being provided under Local Government Reform.

The Department will build on its close working relationship with the Committee for Regional Development which plays an important role in scrutinising our policies and activities; and will build further on the existing strong working relationships which exist within the UK and with the Republic of Ireland, both directly with the relevant departments in London and Dublin and through the British Irish Council and North-South Ministerial Council arrangements.

Social and Environmental

We have an important role to play in addressing the Programme for Government priority of "creating opportunities, tackling disadvantage and improving health and well-being". We will facilitate greater social inclusion through continued investment in public transport and our support for a regulated, integrated and comprehensive public transportation system. We will continue to promote more sustainable travel through major projects, such as Belfast Rapid Transit, Belfast on the Move, Park and Ride, and Travelwise. We will also continue to support the Concessionary Fares Scheme, and Accessible Transport Schemes, funded by the Rural Transport Fund, and the Transport Programme for People with Disabilities.

All these initiatives improve access to employment, education and healthcare, retail and leisure services. This is particularly important for the large proportion of our population, often in marginalised or disadvantaged communities, reliant on public transport.

We also work in partnership with the Department for Agriculture and Rural Development (DARD) to assist rural households where the lack of access to a wholesome water supply contributes to poverty and social exclusion. The Rural Borewells Scheme, an extension of DRD's 'Reasonable Cost Allowance', provides financial assistance towards the cost of a private borewell (and/or treatment) for rural households.

Our large capital budget means that we will undertake substantial amounts of public procurement. Through our procurement activities, we will take the opportunity to promote equality and deliver socio-economic benefits. We will continue to require suppliers to demonstrate how they can use construction procurement, where appropriate, to assist the Executive's wider aim of sustainable environmental and economic policies.

We acknowledge that, while bringing social and economic benefits, some of our major infrastructure schemes can, in the short-term, have a disruptive impact on individuals, businesses and communities. We, and our contractors, will work closely with local people, businesses and other statutory organisations to mitigate any associated adverse impacts.

Effective partnership working is an increasingly important issue for the Department. We will continue to engage with a wide range of stakeholders from the business, community, voluntary, and environmental sectors so that their views inform our policy making and service delivery. Effective public consultation will remain a key element of our policy development and the design of services.

In line with the Executive's Sustainable Development Strategy, we will continue to work to ensure that the services which we deliver, and the ways in which they are delivered, promote sustainability, achieving a proper balance between economic, environmental and social needs.

Current transport arrangements and the high level of dependency on the private car, particularly in urban areas, are not sustainable. We are working

towards reducing emissions from transport by developing and promoting sustainable transport measures. We will develop advice and proposals in this area so that the Executive can take action in line with the Programme for Government target to reduce greenhouse gas emissions by at least 35% on 1990 levels by 2025. The policy prioritisation framework being developed under our new approach to regional transportation will assist us to achieve our strategic transportation objectives, including reducing greenhouse gas emissions from transport.

The Department and its Arm's Length Bodies have prepared implementation plans to reduce energy use and to further the conservation of biodiversity.

The Department seeks to respect our built and natural heritage in the design and development of road infrastructure schemes. In this regard, the Department is the largest funder of archaeological excavation and research in Northern Ireland.

Investing to enhance the performance of water and sewerage infrastructure will improve the quality of our inland and coastal waters and contribute to the Water Framework Directive's goal of achieving good ecological status. We have set NI Water targets to reduce leakage, achieve higher standards of wastewater treatment and reduce the number of pollution incidents. However, the attainment of these standards requires considerable consumption of electricity. We will continue to support the Company's efforts to promote energy efficiency through sustainable drainage systems, catchment management plans, renewable energy deployment and pilot projects for demand management. The Department will develop a long term water strategy (2015-39) in partnership with other water stakeholders. This will provide a framework for a more sustainable longer-term approach to the provision of water and sewerage services.

Technological

The Department is a major user of technology in the design and delivery of services that impact upon everyone's daily life. We will continue to support significant investment in water and wastewater treatment to produce the highest quality standards and to maximise efficiency. We use technology to make it easier for the public to contact us and to gain access to information and services. We are working to ensure that the ICT systems supporting our roads and public transport functions are joined-up and flexible enough to cope with future developments. Similarly, we will continue to support Translink as they employ new technology on integrated ticketing and passenger information that will make public transport more attractive.

Legal

The Department delivers its functions and services within a highly complex legal and regulatory environment. These require projects and schemes to be well planned and necessarily result in long lead times. For example, there are lengthy lead-in times associated with the completion of statutory procedures before major road schemes can be commenced.

The Department is a major procurer of public supplies, works, services and utilities contracts. In accordance with EU Procurement Directives, the Department follows fair and competitive public procurement procedures. These address issues such as, equal treatment, transparency, proportionality, mutual recognition and openness to competition.

The legal framework is not static and the Department will continue to ensure that its procurement systems and staff are kept up to date with developments.

4. BALANCED SCORECARD

The Balanced Scorecard sets out our objectives and targets for the year. The advantage of using this methodology is that it helps focus on not only external outcomes, but also internal operations that allow these outcomes to be achieved. Our objectives and targets are set out in four quadrants:

- **Results** – key policies and deliverables;
- **Customers** – focusing on improving service delivery to our customers and relationships with key stakeholders;
- **Organisation and People** – covering the important work we undertake to lead, manage and develop our people, as well as development of our organisational structure; and
- **Processes** – improving our systems and working arrangements, including managing and accounting for our financial resources.

Our balanced scorecard contains reference to our six Programme for Government 2011-15 commitments. These targets are highlighted in **bold text**.

BALANCED SCORECARD – ANNUAL OBJECTIVES 2013-14

Results	Customers
<p>Objectives</p> <ol style="list-style-type: none"> 1. Plan, develop and manage safe and sustainable transportation networks. 2. Enable the delivery of high quality and sustainable water and sewerage services. 	<p>Objectives</p> <ol style="list-style-type: none"> 1. Promote increased customer satisfaction with services delivered by the Department and its Arm's Length Bodies. 2. Work constructively with the Department's key stakeholders to support the delivery of high quality services.
Organisation and People	Processes
<p>Objectives</p> <ol style="list-style-type: none"> 1. Manage and develop our staff to support the work of the Department. 2. Develop the organisation's capacity and capability to meet objectives. 	<p>Objectives</p> <ol style="list-style-type: none"> 1. Ensure effective management of the Department's budget, assets and corporate governance arrangements, including with our Arm's Length Bodies. 2. Ensure effective systems and arrangements are in place for information assurance and management. 3. Improve the Department's resilience in responding to emergencies and ensure our Arm's Length Bodies have arrangements in place.

RESULTS

Objectives		Targets		Owner
R1	Plan, develop and manage safe and sustainable transportation networks.	R1a	Support and ensure Translink's delivery of the project to Upgrade the Coleraine to Derry/Londonderry railway line by completing preparations for Phase 2 to enable work to commence in 2014-15 (by 31 March 2014). (PfG Commitment)	Andrew Murray
		R1b	Support the growth of sustainable modes of travel by investing £92.8m⁴ on projects including delivery of Door 2 Door and Rural Transport services; ecar; Active Travel demonstration projects; initial infrastructure for Belfast Rapid Transit; Park and Ride facilities; and sustainable transport enabling measures under Belfast on the Move (throughout 2013-14). (PfG Commitment)	Andrew Murray & Barney McGahan
		R1c	Implement an action plan of measures to facilitate at least 34% of primary school pupils and 21% of secondary school pupils to walk or cycle to school as their main mode of transport (by 31 March 2014). ⁵ (PfG Commitment)	Andrew Murray

⁴ PfG commitment is to "Invest over £500m to promote sustainable modes of travel" by 31 March 2015. This target reflects the investment in 2013-14 to remain on track to achieve this commitment.

⁵ PfG commitment is "By 2015 create the conditions to facilitate at least 36% of primary school pupils and 22% of secondary school pupils to walk or cycle to school as their main mode of transport by 31 March 2015". This target reflects the 2013-14 milestone.

Objectives		Targets	Owner
	R1d	Support Translink to achieve 78 million passenger journeys for bus and rail transport (by 31 March 2014).	Andrew Murray
	R1e	Produce a list of prioritised transport investment proposals (by 31 March 2014).	Barney McGahan
	R1f	Progress the upgrade of key road projects and improve the overall road network by achieving 85% of our 2013-14 major works Ministerial milestones to ensure that by March 2015 journey times on key transport corridors reduce by 2.5% - against 2003 baseline (throughout 2013-14). (PfG Commitment)	Andrew Murray
	R1g	Implement 77 Local Transport and Safety Projects (by 31 March 2014).	Andrew Murray
	R1h	Maintain the motorway network so that at least 70% is in satisfactory structural condition (by 31 March 2014).	Andrew Murray
	R1i	Maintain the trunk road network so that at least 60% is in satisfactory structural condition (by 31 March 2014).	Andrew Murray
	R1j	Invest at least £1m in providing collision remedial schemes to reduce by at least 50% the total number of relevant collisions occurring at treated sites over the following three years (by 31 March 2014)	Andrew Murray

Objectives		Targets		Owner
		R1k	Complete at least 95% of salting routes within 4 hours of the scheduled start time.	Andrew Murray
		R1l	Publish for consultation a review of the future connectivity and capacity needs of Northern Ireland's gateways to support economic growth (by 31 December 2013).	Barney McGahan
R2	Enable the delivery of high quality and sustainable water and sewerage services.	R2a	Subsidise Northern Ireland Water (throughout 2013-14) to fulfil the Executive's commitment to for households, ensure no additional water charges during this Programme for Government. (PfG Commitment).	David Orr
		R2b	Enable Northern Ireland Water to maintain a high quality of drinking water (99.7%) and improve compliance with waste water standards (97.2%) by investing £166.3m in water and sewerage infrastructure⁶ (throughout 2013/14). (PfG Commitment)	David Orr
		R2c	Support the implementation of any policy decisions on water funding and governance agreed by the Budget Review Group and the Executive (throughout 2013-14).	David Orr

⁶ PfG commitment is to "Maintain a high quality of drinking water and improve compliance with waste water standards by investing £668m in water and sewerage infrastructure" by March 2015. The target reflects the 2013-14 outputs / milestones and the £166.3m investment in 2013-14.

CUSTOMERS

Objectives		Targets		Owner
C1	Promote increased customer satisfaction with services delivered by the Department and its Arm's Length Bodies.	C1a	Ensure Roads Service, Northern Ireland Water and Translink have appropriate arrangements in place to assess customer satisfaction and respond appropriately to emerging issues (throughout 2013-14).	Andrew Murray David Orr
C2	Work constructively with the Department's key stakeholders to support the delivery of high quality services.	C2a	Engage effectively with senior stakeholders on water governance, funding and service delivery through at least two meetings of the Water Stakeholders' Steering Group (throughout 2013-14).	David Orr
		C2b	Agree Passenger Charter targets for Translink services and monitor results based on bi-annual survey of punctuality, reliability and customer satisfaction, in conjunction with the Consumer Council (throughout 2013-14).	Andrew Murray
		C2c	Engage effectively with stakeholders on the maintenance, management and improvement of the road network through twice yearly meetings with local councils and other stakeholders as required (throughout 2013-14).	Andrew Murray

ORGANISATION AND PEOPLE

Objectives		Targets		Owner
OP1	Manage and develop our staff to support the work of the Department.	OP1a	Review outcomes from Year 1 of the DRD People Strategy 2012-15; re-examine the Strategy; and report findings to the Departmental Board (by 30 September 2013).	Michaela Glass
		OP1b	Complete 2012-13 Departmental Training Evaluation Report (by 30 September 2013).	Michaela Glass
OP2	Develop the organisation's capacity and capability to meet objectives.	OP2a	Embed new organisational arrangements for Transport NI and manage transitional arrangements, including the development of a contract with Translink (by 31 March 2014).	Andrew Murray

PROCESSES

Objectives		Targets		Owner
P1	Ensure effective management of the Department's budget, assets and corporate governance arrangements, including with our Arm's Length Bodies.	P1a	Avoid overspend and ensure less than 1.5% underspend against budget, through effective budget management and delivery of our Savings Delivery Plan (throughout 2013-14).	Deborah McNeilly
		P1b	Produce and lay in the Assembly 2012-13 Departmental Resource Accounts, including a Governance Statement for the Accounting Officer (by 6 July 2013).	Deborah McNeilly
		P1c	Ensure that Roads Service, Northern Ireland Water and Translink focus on good asset management including realisation of asset disposals; delivery of Asset Management Plans; contribution to the NICS State of the Estate report; and co-operative working with the Asset Management Unit (throughout 2013-14).	Deborah McNeilly co-ordinating
		P1d	Deliver our contribution to OFMDFM's PfG Commitment to a 20% target for increased drawdown of competitive EU funds, by means of proactive engagement with EU to advance DRD priorities (throughout 2013-14).	Deborah McNeilly co-ordinating
		P1e	Ensure effective corporate governance arrangements are in place for Northern Ireland Water, including monitoring of performance; payment of subsidies; securing dividend; and agreeing operational plan and budget for 2014-15 (throughout 2013-14).	David Orr

Objectives		Targets		Owner
		P1f	Ensure effective corporate governance arrangements are in place for NITHC/Translink, including monitoring of performance and agreement of contract services for future year(s) (throughout 2013-14).	Andrew Murray
P2	Ensure effective systems and arrangements are in place for information assurance and management.	P2a	Implement agreed actions in the Department's Information Security Action Plan (throughout 2013-14).	David Orr
P3	Improve the Department's resilience in responding to emergencies and ensure our Arm's Length Bodies have arrangements in place.	P3a	Review and update the Department's Major Emergency Response Plan and the Business Continuity Plan (by 31 March 2014).	David Orr
		P3b	Ensure that Northern Ireland Water provides an independently audited assessment of its compliance with requirements to preserve service and prepare for civil emergencies (by 31 May 2013).	David Orr
		P3c	Ensure Roads Service, Northern Ireland Water and Translink review and update their preparations for winter resilience (by 30 November 2013).	Andrew Murray David Orr

DEPARTMENTAL STRUCTURE

Our Structure

The Department operates under the direction and control of the Minister for Regional Development. Civil Servants are accountable to the Minister and the Minister is accountable to the Assembly.

The Permanent Secretary is the Accounting Officer for the Department and the Minister's principal adviser.

We comprise three Core Groups, each led at Deputy Secretary level:

- Transport NI;
- Finance, Resources and Water Policy Group; and
- Regional Planning and Transportation Group.

Our senior management structure is shown at Figure 1.

We play an important role in relation to two arm's length bodies: Northern Ireland Water and the Northern Ireland Transport Holding Company.

Within the strategic policy and resources framework set by the Minister, our Board provides corporate leadership to the organisation as a whole; takes responsibility for our performance; provides support to the Permanent Secretary; and provides advice to our Minister.

Our Board is chaired by the Permanent Secretary. The executive members of the Board include: the heads of the three Core Groups, the Director of Finance and the Director of Human Resources and Corporate Services. We have two non-executive Independent Board Members, Allen McCartney and Brian Carlin OBE, who provide external advice, constructive challenge and business expertise to the Board in the efficient management and running of the Department.

The Board has two sub-committees: the Audit Committee and the Arm's Length Bodies Sub-Committee.

Core Groups

Transport NI: This new organisation has been established with effect from 1 April 2013 by merging Roads Service and Transport Finance and Governance Division. It is responsible for Public Transport budgets, performance monitoring, Accessible Transport and the Department's governance and sponsorship role of NITHC/Translink. Translink will seek to provide 78 million passenger journeys in 2013-14, operates a bus fleet of 1450 vehicles, 47 trains and manages 210 route miles of railway. It is also responsible for ensuring that the public road network is managed, maintained and developed. Transport NI has a key responsibility in ensuring that measures are taken to implement the roads aspects of both the New Approach to Regional Transportation and the Investment Strategy for Northern Ireland 2011-21. It is responsible for just over 25,800 kilometres of public roads, approximately 9,800 kilometres of footways, 5,800 bridges, 275,500 streetlights and 360 public car parks.

Finance, Resources and Water Policy: Responsible for water policy, management of the Department's shareholder interest in Northern Ireland Water and a range of corporate services. This includes support for the Minister, human resources, strategic planning, information systems, organisational development, finance, internal audit and equality issues.

Regional Planning and Transportation: Responsible for regional development and transport planning, sustainable transport, public transport projects and policy, transport legislation and air and sea ports. The Group also has responsibility for coordinating and monitoring the implementation of the Regional Development Strategy and the New Approach to Regional Transportation.

Figure 1



SENIOR STAFF STRUCTURE
Effective from: 01 April 2013



The Department's Role in Relation to its Arm's Length Bodies

We have an important role in relation to the two following separate organisations each of which, while at arm's length from the Department, has its own Board of Directors and Corporate Governance arrangements:

Northern Ireland Water (NIW):

NIW is a Government Owned Company and the statutory water and sewerage undertaker operating at arm's length from central government. The Minister is responsible for overall policy and legislation and sets strategic objectives through guidance. The actual delivery of water and sewerage services is, however, the responsibility of the Company, subject to regulatory oversight by the NI Authority for Utility Regulation and environmental regulators.

The Department monitors NIW's business performance and engages with the Company Board, Chair and Executive Team on strategic and shareholder matters. DRD is responsible for paying customer subsidy to NIW, making loans for investment and agreeing the Company's annual budget and operating plan. The Minister is also responsible for making appointments to the Board of NIW.

Northern Ireland Transport Holding Company (NITHC):

NITHC is a public corporation and the parent company of the publicly owned bus and rail companies in the region. These companies, Northern Ireland Railways, Ulsterbus, and Citybus (trading as Metro) operate under the brand name of Translink. NITHC's statutory duties are to manage public transport properties and to oversee the activities of Translink.

We provide financial assistance to Translink as part of the Executive's investment in public transport in Northern Ireland, in line with the Transport Act 2011. We are also responsible for setting specific targets for NITHC and monitoring the extent to which these targets are achieved. Furthermore, we are also responsible for ensuring that appropriate financial and management controls are in place and that compliance with those controls is effectively

monitored. The Minister is responsible for appointing the Chair and members of the NITHC Board.

The Department's role in relation to the Northern Ireland Trust Ports

We are responsible for ports policy and the legislative framework within which ports operate in Northern Ireland.

There are five commercial ports in Northern Ireland – four Public Trust Ports (Belfast, Londonderry, Warrenpoint and Coleraine) and one in private ownership (Larne).

Public Trust Ports are autonomous, self-financing statutory bodies whose constitutions are set out in legislation. They operate on a commercial basis with the profit generated by their activities re-invested to improve their facilities.

We appoint the Chair and members of the trust ports at Belfast, Londonderry and Warrenpoint. We also appoint the Donaghadee Harbour Commissioners.

RESOURCES

Strategic Objective: Supporting the economy by planning, developing and managing safe and sustainable transportation networks; setting the legislative and policy framework for harbour services; enhancing transport infrastructure links to airport and harbour gateways; and shaping the long-term future of the region.			
Spending Area: 2013-14	Current £m	Investment £m	Total £m
Roads	222.8	268.0	490.8
Transport	70.2	19.7	89.9
EU Structural Funds	-	0.1	0.1
Total	293.0	287.8	580.8

Strategic Objective: Contributing to the health and well-being of the community and the protection of the environment by maintaining and developing the policy and regulatory environment which provides sustainable, high quality water and sewerage services.			
Spending Area: 2013-14	Current £m	Investment £m	Total £m
Water and Sewerage (NIW)	161.6	165.7	327.3
Total	161.6	165.7	327.3
Total Departmental Expenditure Limit allocation	454.6	453.5	908.1