



BUSINESS PLAN

DRD | 2014-15

Contents

1. Ministerial Foreword

2. Overview of the Department

Role and Structure;

Vision, Values and Strategic Objectives; and

Resources.

3. Planning Context

Economic and Public Expenditure;

Operating Environment;

Social and Environmental;

Technological; and

Legal.

4. Balanced Scorecard

Annexes

Annex A - Departmental Structure.

Annex B - The Department's role in relation to its Arm's Length Bodies.

Annex C - The Department's role in relation to the Northern Ireland Trust Ports.

Annex D - Resources.

1 | Ministerial Foreword



The transport and water infrastructure developed and maintained by the Department is of critical importance to the daily lives of everyone in Northern Ireland and underpins the Northern Ireland Executive's Programme for Government. Every one of us expects and deserves our drinking water to be of the highest quality and that waste water is treated so as not to impact adversely on the environment. An efficient, comprehensive and integrated public transport network contributes to greater social inclusion and the building of a united and shared society. Moreover, an efficient road network enables people and goods to move safely across Northern Ireland, and to our gateways to world markets, thereby underpinning the Executive's priority to grow and rebalance the economy.

I am committed to ensuring that Northern Ireland's water and transport infrastructure

is of the highest standard. I aim also to put in place an infrastructure that gives people the choice to use and access high quality public and sustainable transport services as a real alternative to private car travel. We have made some significant progress against these objectives over the past number of years, not least during 2013-14. Last year we:

- invested over £100 million in more sustainable modes of travel - completing the transport enabling measures for the "Belfast on the Move" project, provided funding towards 79 new buses, and significantly increasing the number of Park and Ride spaces;
- continued to develop electric vehicle public charging points so that we now have in place almost 336 public charge points and almost nowhere in Northern

Ireland is more than 10 miles from a charging point;

- supported Translink to carry over 80 million passengers;
- supported enhanced rail services, including an increase in frequency of services between Coleraine and Londonderry, completing the redevelopment of Portadown Railway Station, and the opening of a new integrated bus and railway centre in Antrim;
- completed the major scheme to upgrade the A32 Cherrymount Link, Enniskillen;
- continued to progress, for completion ahead of schedule, work on major roads schemes on the A8 (Ballyclare to Larne) and the A2 at Greenisland;

- invested a record amount (in the region of £125 million) on the structural maintenance of our road and footway networks; and
- supported significant capital investment by Northern Ireland Water to continue to deliver the highest levels of quality of drinking water and treatment of wastewater ever achieved here.

Despite these achievements, we have much still to do. The key targets I have set for the Department over 2014-15 are set out in this Annual Business Plan. We will:

- enable NI Water to maintain high quality drinking water and improve compliance with waste water treatment standards by investing some £153 million in the water and sewerage infrastructure;
- further grow the usage of bus and rail services;

- invest £125 million in sustainable modes of travel including support to Translink, transport services for disabled people, rural travel services, e-Car and Active Travel demonstration projects;
- continue to support cycling as a sustainable travel alternative to the private car, promoting specific projects including those facilitating journeys to school and developing a longer-term cycling strategy;
- continue to manage and maintain Northern Ireland's road network to keep it efficient and safe;
- continue to improve connectivity across Northern Ireland through the construction of major roads schemes. We will continue with two major schemes under construction - the A8 Belfast to

Larne and the A2 at Greenisland. We also plan to commence work on dualling of the A26 between Glarryford and the A44 Drones Road, and on the A31 Magherafelt Bypass.

In addition, we will also take forward work that will shape the longer-term development of transport and of water and sewerage services across Northern Ireland. We will finalise a prioritised programme of potential transport projects and commence developing local transport plans. We will also take forward consultation on a draft Long Term Water Strategy.

The Department has very significant financial resources (some £844.2 million) available in 2014-15. I am committed to ensuring that the Department makes the most of these resources and operates efficiently.

My Department has a comprehensive Savings Delivery Plan in place to realise savings of over £50.8 million in 2014-15, while at the same time minimising the impact on frontline services. A new People Strategy will also be developed to enhance the Department's capacity and capability to meet the challenging objectives that lie ahead over coming years.

At this point of issue, it is evident that the Executive faces significant resource pressures in 2014-15. To the extent that these impact on the planning assumptions on which the Plan is based, there may be some variation in the delivery of targets.

We will also make our contribution to easing the financial burden on households. Bus and rail fares will not increase during 2014 and carparking prices have been frozen until the end of 2014-15.

I feel privileged to serve the people of Northern Ireland as Minister for Regional Development. I appreciate the support I receive in delivering our services by staff in the Department and its associated bodies. I am also grateful to the Committee for Regional Development for its advice and support.



DANNY KENNEDY MLA
Minister for Regional Development

2 | Overview of The Department



| BUSINESS PLAN 2014-15 |

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 2,250 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 £391.4 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 and A2. In 2014-15 we also plan to commence

construction on the A26 Glarryford - A44 Dualling and the A31 Magherafelt Bypass and continue to progress the 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 £452.8 million on annual service provision. Annex D sets out our detailed budget allocations, as agreed by the Assembly, for 2014-15. 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



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.

These documents are underpinned by the **Regional Development Strategy 2035**. Launched by the Department in March 2013, this provides an overarching strategic planning framework spanning a 20 year horizon that will facilitate the delivery of balanced sustainable growth across Northern Ireland.

Operating Environment

May 2014 brings elections to the re-organised district councils, initially operating in shadow form, being created under the Review of Public Administration in Northern Ireland. Within the Executive's proposals for local government reform, Donaghadee Harbour and the management and operation of off-street car parking will transfer to the new district councils in May 2015. To prepare for, and fully support these changes, new operational boundaries for Transport NI will be introduced from 1 April

2014 to align with the new local government shadow structure.

The Department will build on its close working relationship with the Committee for Regional Development. We will also 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.

A key driver of the Department's activity is the important contribution it makes to delivery of certain elements of the Executive's Programme for Government 2011-15. This Business Plan therefore prioritises delivery of our six commitments.

The transport infrastructure, provided or supported by the Department, is key

to economic success and the Executive's objective to grow a balanced and sustainable economy. We will seek to maintain an integrated and balanced approach to transport investment that supports the economy by improving connectivity across Northern Ireland and into the global market place. We also acknowledge the need to act as good custodians of the Department's transport infrastructure assets, recognising the immediate economic, social and environmental impact should these not be maintained properly.

The Department has an important role to play in addressing the Programme for Government priority of "creating opportunities, tackling disadvantage and improving health and well-being". Access to employment, education and healthcare, retail and leisure services is particularly important for the large proportion of

our population, often in marginalised or disadvantaged communities, reliant on public transport.

In line with the Executive's objectives for Delivering Social Change we will facilitate greater social inclusion through continued investment in public transport, implementation of the Accessible Transport Strategy and our support for a regulated, integrated and comprehensive public transportation system. We will also continue to support the Concessionary Fares Scheme and Accessible Transport Schemes funded by the Rural Transport Fund or the Transport Programme for People with Disabilities.

We also recognise the important role that transport, particularly public transport and active travel, can play in removing barriers and creating opportunities for interaction and engagement between communities. We

will continue to work to deliver a transport network which contributes to improving community relations and building a united and shared society.

Current transport arrangements and the high level of dependency on the private car, particularly in urban areas, are not sustainable. The Programme for Government includes a target to reduce greenhouse emissions by at least 35% on 1990 levels by 2025.

We are working towards reducing emissions from transport by developing and promoting sustainable transport measures. Major projects will include Belfast Rapid Transit, the expansion of Park and Ride provision, and Active Travel Demonstration Projects. An Action Plan for walking and cycling will, in part, focus on facilitating school pupils to walk or cycle to school.

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



We have established a Cycling Unit to lead on planning and coordinating all cycling issues and cycling-related activities across the Department. It will have a central role in ensuring that cycling provision is a key element in both transport strategy and delivery. Additionally, the start of the 2014 Giro d'Italia cycle race in Northern Ireland may also provide an opportunity to promote cycling more widely.

The policy prioritisation framework being developed under our New Approach to Regional Transportation will be used to influence our transportation investment over the next Programme for Government period through the production of a Transport Spending Plan of prioritised transportation interventions.

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.

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 even 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.

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 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. The Department also continues to participate in the strategy to enhance procurement efficiency across the public sector through maximising the opportunities for collaboration.

The Department will continue to innovate and to exploit new technology in the design and delivery of its services. We support significant investment in water and wastewater treatment to produce the highest quality standards and to maximise operational 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 seek to realise recent investment in technology in integrated ticketing and passenger information to make public transport more attractive; for example to provide real time passenger information on buses and to facilitate journey planning.

We are coordinating a pilot project with other departments in the Dungannon area to examine options for more joined-up delivery of publicly funded passenger transport services.

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. 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 fundamental element of how

the Department develops and delivers its services.

Economic and Public Expenditure

In common with all public sector organisations, the Department faces continuing constraints on available public finance. These pressures are particularly acute on the resource budget, acting as a driver upon the Department to increase its operational efficiency. Capital investment both enables important transport and water infrastructure to be developed and provides the potential to reduce resource consumption through increased operational efficiency. Confirmed resource and capital budgets available to the Department in 2014-15 total £844.2 million. We plan to deliver efficiency savings over the year of £50.8 million while minimising the effects on services. A new staff structure for Transport NI, requiring the suppression of

200 posts, will be fully introduced during 2014-15.

More generally, we will also continue to develop the Department's capacity and capability to meet its business objectives, looking at the skills of our people and organisational structure to enhance our effectiveness.

While our confirmed opening resource and capital budgets in 2014-15 are substantial, 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. Although far from ideal in terms of planning and delivery of services, the Executive's in-year monitoring process provided a valuable opportunity for the Department to secure necessary additional funding, and we will continue to bid strongly

as opportunities arise. However, given the wider resource pressures facing the Executive as we move into 2014-15, there is a likelihood that less funding will become available for reallocation to Departments as part of the in-year monitoring process. This could impact on some of the Department's ambitions as set out in this Plan.

The Department will continue to participate fully 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 implement the Executive's Asset Management Strategy and deliver capital receipts and asset efficiencies.

The Department has a very good track record in securing additional funding from the EU. We will continue to engage

proactively with EU institutions and agencies to increase the drawdown of competitive EU funds, in particular, for projects relating to the development of the Trans European transport network.

We will continue to work with the Department of Finance and Personnel and the Strategic Investment Board to investigate opportunities for securing additional funding to support further investment in infrastructure, such as the proposed Belfast Transport Hub, through alternative funding mechanisms, including financial transaction funding. We are also working with the Strategic Investment Board to research options for funding the provision, operation and maintenance of street lighting, including the appraisal of new technologies and management systems.

.....



4 | Balanced Scorecard



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 references, highlighted in **bold text**, to our six Programme for Government 2011-15 commitments. The Programme for Government is currently the subject of a mid-term review. Consequently, subject to decisions by the Northern Ireland Executive, some of our commitments and associated milestones for 2014-15 may change.

BALANCED SCORECARD - ANNUAL OBJECTIVES 2014-15

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 the delivery of the project to Upgrade the Coleraine to Derry/Londonderry railway line by commencing Phase 2 signalling construction and civil works (by 31 March 2015). (PfG Commitment)	John McGrath
		R1b	Support the growth of sustainable modes of travel by investing £125m⁴ on projects including support to Translink, transport services for disabled people, rural travel services, ecar, Active Travel demonstration projects, initial infrastructure for Belfast Rapid Transit, Park and Ride facilities, and cycling projects (throughout 2014-15). (PfG Commitment)	Andrew Murray & John McGrath
		R1c	Increase the number of children walking and cycling to schools participating in the Schools Active Travel Programme by 20% (by 31 March 2015). ⁵ (PfG Commitment)	John McGrath
		R1d	Develop a Northern Ireland draft Cycling Strategy (by 30 June 2014).	John McGrath
		R1e	Achieve 80.5 million passenger journeys for bus and rail transport (by 31 March 2015).	John McGrath
		R1f	Ensure that by March 2015 journey times on key transport corridors reduce by 2.5% - against 2003 baseline (by 31 March 2015). (PfG Commitment)	Andrew Murray

⁴ PfG commitment is to “promote sustainable modes of travel” through investment. This target reflects the investment in 2014-15 under this commitment.

⁵ This PfG commitment is currently subject to reconsideration under the mid-term Review by the Northern Ireland Executive.

Objectives		Targets		Owner
R1	Plan, develop and manage safe and sustainable transportation networks.	R1g	Implement this Department's action measures as outlined in the Delivery Board's annual report on implementation of the Northern Ireland Road Safety Strategy to 2020 (throughout 2014-15).	Andrew Murray
		R1h	Maintain the motorway network so that at least 70% is in satisfactory structural condition (by 31 March 2015).	Andrew Murray
		R1i	Maintain the trunk road network so that at least 70% is in satisfactory structural condition (by 31 March 2015).	Andrew Murray
		R1j	Complete the delivery of a programme of collision remedial schemes aimed at reducing relevant collisions by at least 50% (by 31 March 2015).	Andrew Murray
		R1k	Complete at least 95% of salting routes within 4 hours of the scheduled start time (throughout 2014-15).	Andrew Murray
		R1l	Report on the future connectivity and capacity needs of Northern Ireland's gateways to support economic growth (by 30 June 2014).	John McGrath
		R1m	Create a working Strategic Transport Model of Northern Ireland and commence development of local transport plans (by 31 March 2015).	Andrew Murray

Objectives		Targets		Owner
R2	Enable the delivery of high quality and sustainable water and sewerage services.	R2a	Subsidise Northern Ireland Water (throughout 2014-15) to fulfil the Executive's commitment to for households, ensure no additional water charges during this Programme for Government. (PfG Commitment).	John McGrath
		R2b	Enable Northern Ireland Water to maintain a high quality of drinking water (99.7%) and improve compliance with waste water standards (97.8%) by investing £153m in water and sewerage infrastructure⁶ (throughout 2014-15). (PfG Commitment)	John McGrath
		R2c	Commence public consultation on a draft Long Term Water Strategy, subject to Executive approval (by 31 May 2014).	John McGrath
		R2d	Progress a Water Bill to provide Northern Ireland Water with additional powers and to extend funding arrangements, subject to Executive approval (throughout 2014-15).	John McGrath
		R2e	With the Utility Regulator complete the PC 15 process (by 31 March 2015).	John McGrath

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 2014-15 outputs / milestones and the £153m planned investment in 2014-15.

CUSTOMERS

Objectives		Targets		Owner
C1	Promote increased customer satisfaction with services delivered by the Department and its Arm's Length Bodies.	C1a	Ensure Transport NI, Northern Ireland Water and Translink have appropriate arrangements in place to assess customer satisfaction and respond appropriately to emerging issues (throughout 2014-15).	Andrew Murray John McGrath
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 2014-15)	John McGrath
		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 2014-15).	John McGrath
		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 2014-15).	Andrew Murray

ORGANISATION AND PEOPLE

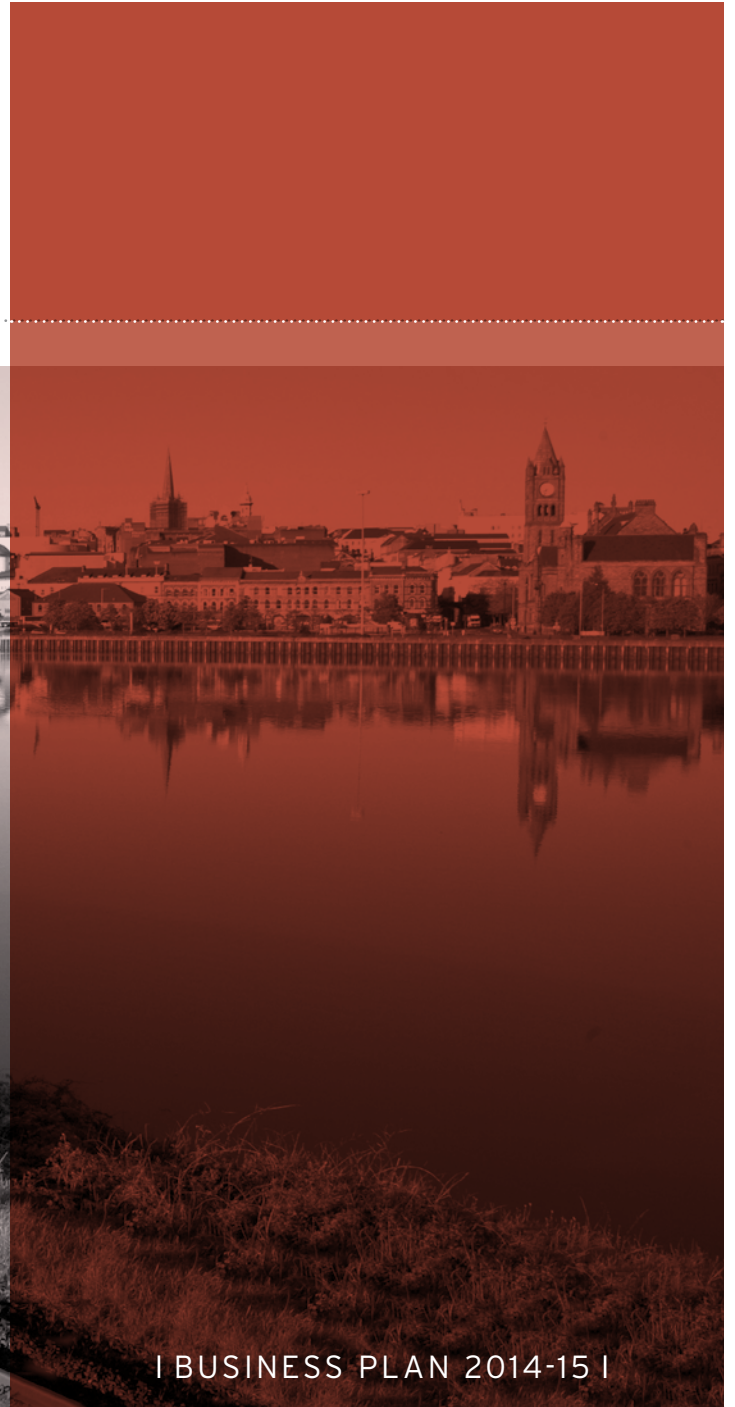
Objectives		Targets		Owner
OP1	Manage and develop our staff to support the work of the Department.	OP1a	Complete 2013-14 Departmental Training Evaluation Report (by 30 September 2014).	Michaela Glass
OP2	Develop the organisation's capacity and capability to meet objectives.	OP2a	Contribute to the long-term development of staff by agreeing a new Departmental People Strategy 2015-18 (by 31 March 2015).	Michaela Glass
		OP2b	Embed new structures for Transport NI's Divisional boundaries, including staff structure, section office changes and admin savings (by 31 March 2015).	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 2014-15).	Deborah McNeilly
		P1b	Fully engage in the 2015-16 Budget process (throughout 2014-15).	Deborah McNeilly
		P1c	Produce and lay in the Assembly 2013-14 Departmental Resource Accounts, including a Governance Statement for the Accounting Officer (by 4 July 2014).	Deborah McNeilly
		P1d	Ensure that Transport NI, Northern Ireland Water and Translink focus on good asset management including realisation of asset disposals; delivery of Asset Management Plans; and contributing to the delivery of the Executive's Asset Management Strategy (throughout 2014-15).	Deborah McNeilly co-ordinating
		P1e	Deliver our contribution to OFMDFM's PfG Commitment to a 20% target for increased drawdown of competitive EU funds (throughout 2014-15).	John McGrath
		P1f	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 2015-16 (throughout 2014-15).	John McGrath
		P1g	Ensure effective corporate governance arrangements are in place for NITHC/ Translink, including monitoring of performance and payment of subsidies (throughout 2014-15).	John McGrath

Objectives		Targets		Owner
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 2014-15).	John McGrath
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 2015).	John McGrath
		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 2014).	John McGrath
		P3c	Ensure Roads Service, Northern Ireland Water and Translink review and update their preparations for winter resilience (by 30 September 2014).	Andrew Murray John McGrath
		P3d	Establish an inter-departmental project to develop a strategic drainage infrastructure plan to address surface water flooding across Northern Ireland (subject to joint Ministerial approval) (by 31 March 2015).	John McGrath

Annex



Annex A

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 two Core Groups, each led at Deputy Secretary level:

- Governance, Policy and Resources Group; and
- Transport NI.

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 two Core Groups, the Director of Finance and the Director of Human Resources and Corporate Services. We have two non-executive Independent Board Members,

Brian Carlin OBE and David Gray, 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 Departmental Audit Committee and the Arm's Length Bodies Sub-Committee.

Core Groups

Governance, Policy and Resources:

Responsible for Public Transport budgets, performance monitoring, Accessible Transport and the Department's governance and sponsorship role of NITHC/Translink. Also responsible for regional development and transport policy and planning, sustainable transport, including the new Cycling Unit, transport legislation and air and sea ports. This includes responsibility for coordinating and monitoring the implementation of the Regional Development Strategy and the New Approach to Regional Transportation.

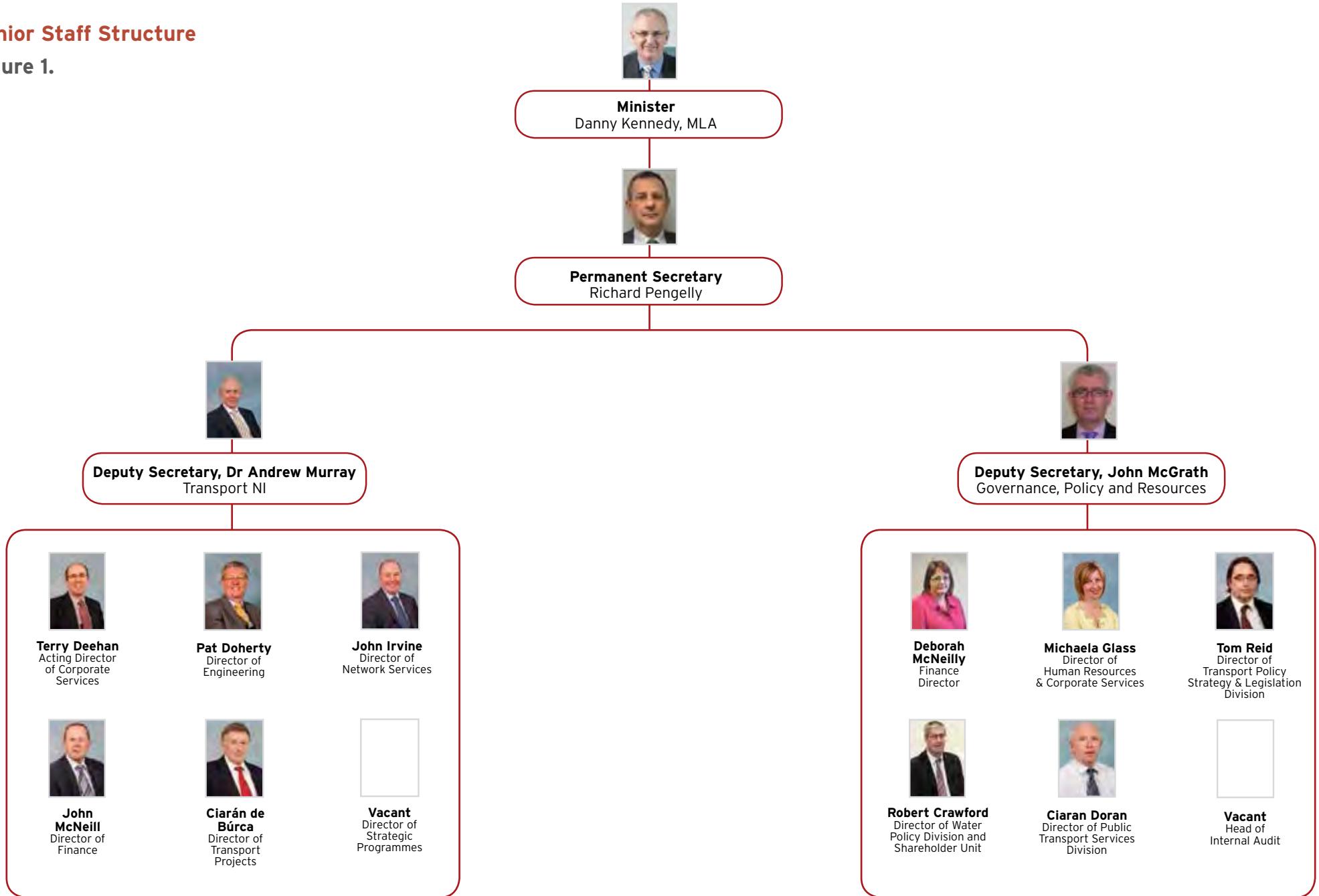
The Group also has responsibility for water policy, management of the Department's shareholder interest in Northern Ireland Water and a range of corporate services. This includes support for the Minister, human resources, strategic planning, information systems, organisational

development, finance, internal audit and equality issues.

Transport NI: Responsible for ensuring that the public road network is managed, maintained and developed, as well as delivery of wider transport projects including Belfast Rapid Transit. 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 25,850 kilometres of public roads, approximately 10,000 kilometres of footways, 5,800 bridges, 280,660 streetlights and 412 public car parks.

Senior Staff Structure

Figure 1.



Annex B

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. NIW abstracts, treats and distributes over 580 million litres of drinking water every day using a supply chain of 25 treatment works, 354 service reservoirs and over 26,500 km of water mains. It also collects and treats 300 million litres of waste water every day from over 600,000 households and businesses. This involves the maintenance and operation of over 1,100 waste treatment works, around 12,000 pumping stations and

the maintenance of more than 14,500 km of sewers.

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.

Annex C

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.



Annex D 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: 2014-15	Current £m	Investment £m	Total £m
Roads	221.7	179.1	400.8
Transport	69.8	48.2	118.0
EU Structural Funds	-	0.3	0.3
Total	291.5	227.6	519.1

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: 2014-15	Current £m	Investment £m	Total £m
Water and Sewerage (NIW)	161.3	163.8	325.1
Total	161.3	163.8	325.1
Total Departmental Expenditure Limit allocation	452.8	391.4	844.2

