



# InterTradelreland

Corporate Plan  
2023 – 2025









# Contents

<b>Section 1: Executive Summary and Contextual Review</b>	<b>5</b>
<b>Section 2: Our Vision and Mission</b>	<b>7</b>
<b>Section 3: A Review of Performance against our 2020-2022 Corporate Plan</b>	<b>8</b>
<b>Section 4: Strategic Outcomes and Business Priorities</b>	<b>9</b>
<b>Strategic Priority 1: Growing Cross-Border Exports</b>	<b>11</b>
<b>Strategic Priority 2: Enabling Collaborative Innovation</b>	<b>11</b>
<b>Strategic Priority 3: Supporting Cross-Border Collaboration, Clusters and Networks</b>	<b>11</b>
<b>Section 5: Business Activities for 2023-2025</b>	<b>13</b>
<b>Section 6: Measurable Performance Targets for 2023-2025 Business Activities</b>	<b>15</b>
<b>Corporate Key Performance Indicators</b>	
<b>Section 7: Monitoring, Evaluation and Workplace Arrangements</b>	<b>16</b>
<b>Governance</b>	<b>16</b>
<b>Monitoring, Reporting and Evaluation</b>	<b>16</b>
<b>Funding and Resources</b>	<b>16</b>
<b>Digitalisation</b>	<b>17</b>
<b>An Inclusive and Sustainable Workplace</b>	<b>17</b>
<b>Organisational Values</b>	<b>18</b>
<b>Equality</b>	<b>18</b>
<b>Section 8: Communicating our Corporate Plan and Strategy</b>	<b>19</b>



# Section 1: Executive Summary and Contextual review

InterTradelreland's Corporate Plan is being developed at a time of significant global geopolitical and economic uncertainty. A recent IMF Report has predicted that a third of the global economy could be in recession next year – impacted by a cost of living crisis, rising inflation, the ongoing war in Ukraine and the lingering COVID-19 pandemic. The IMF's global growth forecast for 2023 has fallen to 2.7% - the weakest growth profile since 2001 except for the global financial crisis and the most acute phase of the COVID-19 pandemic. Growth is continuing to slow in the US, EU and China. The UK economy has been hard hit and is under significant pressure, with inflation reported at over 10%, its highest level in 40 years. Although negotiations are continuing between the EU and UK Government to seek agreement around the NI Protocol, the Northern Ireland Executive is currently not sitting and political uncertainty remains.

Amidst this climate of local and global uncertainty, there is a greater need than ever for InterTradelreland to provide direction, advice and practical support to SMEs and micro businesses in Ireland and Northern Ireland. InterTradelreland has now become firmly established as a unique and key economic development agency on the island. To date, we have assisted over 50,000 businesses, created/protected over 19,500 new jobs and reported more than £1.4bn/€1.6bn in business development value. During the last three years of the current Corporate Plan, InterTradelreland demonstrated significant agility by rising to the unprecedented challenges posed by Brexit and COVID-19 and provided a key role in supporting businesses across every county on the island to remove barriers to trade, collaborate and invest in innovation as a means to navigate a pathway to recovery and growth.

Through innovation supports, we have introduced SMEs and academics to international best practice and thought leaders, as well as a range of collaborative innovation opportunities. SMEs have been engaged in collaborative innovation projects to develop new products and services to sell both on the island and globally. Process improvement collaborative projects have also supported SMEs with digital transformation and the activation of Industry 4.0 technologies such as robotics and automation. Across our cluster work, we have supported cross-border collaborations in projects which address and deliver SME participation in the circular economy, advanced manufacturing, digitalisation and the

transition to a low carbon economy. We supported the creation of an All Island Network of Researchers (AIREN) to establish a network of university research managers and administrators with the long-term goal of setting up an All-Island Research Excellence Network open to researchers from the wider north/south research community. The network has developed new ways to support existing and build new cross-border collaborations between universities and industry.

Funding for Growth and Investor Readiness supports have directly assisted SMEs to become investor ready and attract investment. Within the Seedcorn Competition, a new award was created to recognise start-ups innovating with Low Carbon and sustainability.

InterTradelreland has helped businesses to prepare for Brexit and adapt to the NI Protocol, developing a unique understanding of the regulatory information, advice and support needs of cross-border traders throughout the island. Since then, our supports have helped cross-border traders to address arising Brexit issues, enable them to adapt to the TCA between the UK & EU and also to trading under the NI Protocol. This has been supported by digital content available via InterTradelreland's dedicated Brexit website which reached circa 60,000 users.

Our extensive suite of Trade development supports have directly assisted SMEs to build their export and e-business capability, identify new customers and trade partners and win new cross-border export sales.

InterTradelreland's experience and success over the last three years means it is well placed to continue to respond and adapt to the future challenges and opportunities that will arise during this next Corporate Plan period. The organisation has recently completed a comprehensive review of its structure and supports to business to help inform our future strategic direction. We have completed a detailed analysis of new economic policy North and South and carried out extensive consultations with business, partner departments and stakeholders to ensure that we remain strongly positioned to anticipate and respond to changing business needs.

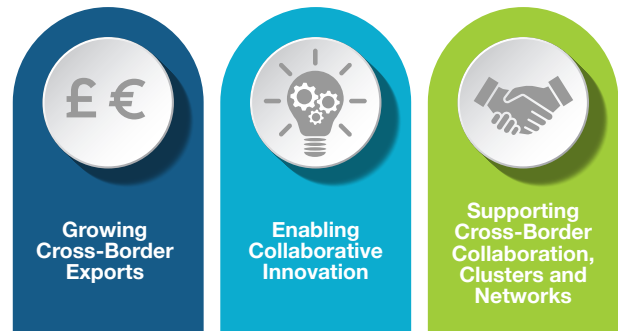
InterTradelreland will play a key role in supporting our partner departments of Department of Enterprise, Trade and Employment (DETE) and Department for the Economy (DfE) to deliver the ambitious economic policy goals



outlined within the National Development Plan and Enterprise White Paper in Ireland and the 10X Economy vision in Northern Ireland. Our experience gained in supporting thousands of SMEs across the island means we have a deep and practical understanding of how best to deliver the shared policy imperatives to:



The strategic focus of InterTradelreland’s Corporate Plan is strongly aligned to, underpins and supports the policy direction in Ireland and Northern Ireland and reflects our unique role. The three core pillars and strategic priorities within our Corporate Plan are:



A core focus within our Strategic Priorities will be enabling business to embrace the benefits from the ‘Triple Transition’ – supporting the move towards greater Digitalisation, Net Zero and Productivity by building skills, leadership and management capability across the SME business base.

Existing supports and new supports developed over the period will raise awareness and provide practical advice to develop the capability of SMEs to understand, prepare and respond to the challenges and opportunities presented by the Environmental Social and Governance agenda (ESG) – a set of standards measuring a business’s impact on society, the environment, and how transparent and accountable it is. These are set to become increasingly important for all businesses for their reputation, to be able to supply to the public sector and even in future, to attract investment, employees and new customers.

InterTradelreland will continue to focus on the priority sectors of strength identified by DETE and DfE and support the development and growth of all island Clusters in areas such as Advanced Manufacturing, Life Sciences, Fintech, the Bioeconomy and Green Economy where significant global growth potential exists.

The effective delivery of our Strategy will be informed and underpinned by a focused and applied programme of research, data analysis and business insights and through close collaborative working with our economic development partners and stakeholders across the island.



## Section 2: Our Vision and Mission

Our Vision and Mission statements have been carefully developed to reflect our specific mandate and unique role in delivering future economic growth for our partner departments, stakeholders and businesses in Ireland and Northern Ireland.

### Our Vision

A globally competitive all island business ecosystem that advances both economies.

### Our Mission

To provide leadership, advice and support to maximize export growth opportunities through greater cross-border collaboration, innovation, entrepreneurship and trade.

## Section 3: A Review of Performance against our 2020-2022 Corporate Plan

Brexit and in particular the COVID-19 pandemic brought unprecedented challenges and change for businesses across the island during our previous Corporate Plan period. The swift and agile response from InterTradelreland to pivot, launch new supports and evolve the delivery of existing programmes ensured that we responded effectively to meet the changing needs of businesses and provide the right advice, supports and funding to enable SMEs to focus on recovery and growth.

The uptake of our Brexit Advisory Service and voucher, and the introduction of new E-merge and Emergency Business Solutions voucher schemes provide strong evidence of our agility and responsiveness.

In 2021 alone we provided much needed and value-added advice and support to more than four thousand businesses, to deal with a wide range of issues and challenges including cash flow, supply chain, production efficiency, HR, skills and the rising costs of doing business. We delivered on our commitment to support digitalisation and transition to a low carbon economy through focused innovation support, launching new Digital Sales programmes and introducing a new Low Carbon/Green category for our Seedcorn Investor Readiness Competition.

**The table below provides a summary of our Key Performance Indicators and our projected out-turn by December 2022, the end of the current plan.**

**Table 1 Performance to date against the Key Performance Indicators in the 2020-2022 Corporate Plan**

Corporate Plan 2020-2022		
Key Performance Indicator	Corporate Plan Target Totals 2020 - 2022	Corporate Plan 2020 - 2022 Projected Out-turn
Impact of Expenditure Ratio [1]	12.5:1	12:5:1
Business Development Value Reported £m	£280m/ €326.6m	£298/ €340m
Jobs Impact (new & protected)	4,500	5,400
Companies Engaged	12,000	11,200
First Time Exporters	220	312

Despite the ambitious and challenging targets set for the organisation and the prolonged disruption caused by Brexit and COVID-19, InterTradelreland is set to achieve and indeed exceed most of its key Corporate Plan targets and KPIs by December 2022.

[1] Impact of expenditure is the ratio of Business Development Value generated by InterTradelreland programmes against the cost of delivering those programmes. Business Development Value is reported as an aggregation of impacts from our portfolio of programmes and incorporates Additional Revenue Generated, Efficiency Savings and Investments made as a direct result of a company's participation on an InterTradelreland programme. Business Development Value is captured through ITI monitoring activities and independent evaluations and is based on business values reported directly by individual companies that have previously completed our programmes. €1=£0.90 (2020), €1=£0.87 (2021), €1=£0.86 (2022) as per guidance from DPER (Ireland) & DoF (Northern Ireland).



## Section 4: Strategic Outcomes and Business Priorities

Economic development policy direction in Ireland and Northern Ireland, as evidenced through the 10X Economy vision in Northern Ireland and in Ireland, the National Development Plan and new White Paper on Enterprise, is focused on driving productivity, innovation, carbon reduction and export-led growth across all regions of the respective economies. InterTradelreland will play a key role to support this policy agenda by supporting SMEs across the island to collaborate, to embed innovation, develop cross-border exports and seize new opportunities arising from the 'Triple Transition' - improving Productivity, adapting to and embracing the opportunities presented by Digitalisation and the Net Zero Carbon or Green Economy.

Research evidence is unambiguous in clearly demonstrating that where businesses, including SMEs, engage in export activity, innovation, collaboration and skills development, the higher their productivity, resilience and profitability and the stronger their prospects become for sustained economic growth and long-term success. This is why InterTradelreland is putting these themes at the forefront of our strategic ambition and key corporate objectives.

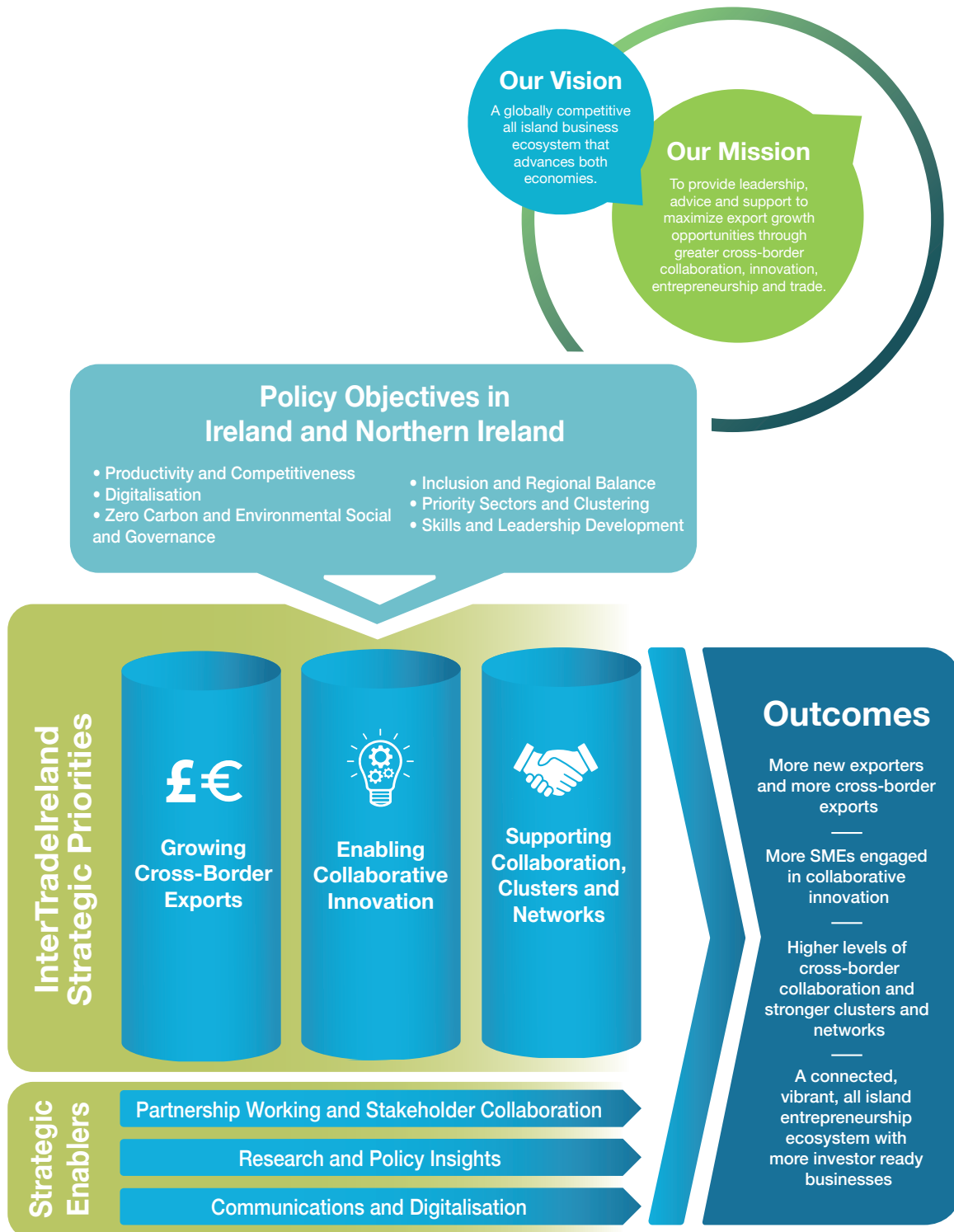
To achieve our shared vision and ambition we will seek to achieve the following Strategic Outcomes:

- **More new exporters and more cross-border exports**
- **More SMEs engaged in collaborative innovation**
- **Higher levels of cross-border collaboration and stronger clusters and networks**
- **A connected, vibrant, all island entrepreneurship ecosystem with more investor ready businesses**



# Strategic Framework

InterTradelreland will deliver its Corporate Plan through a Strategic Framework focusing on three key strategic priorities.





# Strategic Priorities

To deliver our Strategic Outcomes and wider economic policy, InterTradelreland will focus on three main Strategic Priorities:

## Strategic Priority 1: Growing Cross-Border Exports

While InterTradelreland has delivered significant impact through our trade development support over many years, our All Island Business Monitor (AIBM) indicates that only 1 in 5 businesses currently export across the border. Significant potential exists to support more businesses to export cross-border for the first time and to enable those already exporting to secure increased sales.

Increasing export capability and sales is an explicit policy imperative in both Ireland and Northern Ireland. Trade figures from Ireland's Central Statistics Office (CSO) and Northern Ireland's Statistics and Research Agency (NISRA) show that trade between Ireland and Northern Ireland continues to grow in both directions post-Brexit. We will develop an integrated and enhanced suite of export support programmes and in-market export activities, informed by market intelligence, to enable businesses to progress along their export journey, whether they are a new first-time exporter or an experienced business seeking to develop new customers and sales.

## Strategic Priority 2: Enabling Collaborative Innovation

Innovation is a key driver of productivity and competitiveness and remains at the forefront of economic development policy North and South. It features as the core tenet of DfE's 10X Economy vision and a key part of DETE's new White Paper on Enterprise Policy as confirmed by the Tánaiste and Minister for Enterprise, Trade and Employment when stating how Government '...must broaden and deepen enterprise innovation capability, increasing the number of SMEs investing in RD&I...embedding a culture of continuous innovation.'

The goals of smarter, more innovative and sustainable enterprises in Ireland of all sizes across all regions are also supported by Ireland's new National Smart Specialisation Strategy 2022-2027, which brings together national innovation policy and regional policy within Ireland and by Impact 2030, Ireland's new national research and innovation strategy.

InterTradelreland will intensify its support to build the innovation capability of SMEs across the island by encouraging greater cross-border collaboration, technology transfer and the development of new innovative products, services and processes. We will continue to develop programmes and supports that bring together entrepreneurs, academics, policy makers, corporates and third sector participants from Ireland and Northern Ireland to the benefit of overall business competitiveness on the island of Ireland.

## Strategic Priority 3: Supporting Cross-Border Collaboration, Clusters and Networks

The 10X Economy identifies the importance of developing priority clusters and work on the new White Paper on Enterprise Policy puts collaboration and clustering at its centre. InterTradelreland will continue to support innovation and cross-border collaboration activity including through our cluster-led Synergy programme and the collaborative driven Innovation Boost programme. We are uniquely placed to broker all island clusters that increase SME participation in cross-border collaborations and generate innovative networks of entrepreneurs, academics, policy makers, corporates and third sector participants. This will remain a key strategic focus - contributing to improved productivity, competitiveness and a stronger and more resilient skills base.

# Strategic Enablers

## Research and Policy Insights

Evidence-based research and data-led insights will guide, direct and underpin our work and focus. To enable us to deliver our desired outcomes we will develop and deliver a focused programme of applied research, market analysis and business insights. This will include broadening the scope of our All Island Business Monitor to include deeper dive analysis, using ‘Pulse Surveys’ to assess changing business challenges and needs. We will also establish an external Research Reference Group with key partners and stakeholders to provide oversight and help inform our future research priorities and ensure our research is impactful.

Our research will be used to inform and influence future policy development, track the external market environment and business impacts and provide horizon scanning to enable us to develop new supports and solutions for business and provide insight in emerging areas of opportunity such as Zero Carbon, Green Economy, digitalisation and advanced technologies aligned to our existing and emerging clusters and sectors of strength.

## Partnership Working and Stakeholder Collaboration

InterTradeIreland recognises that our impact and effectiveness can be extended and enhanced through strong partnerships and meaningful collaboration. We will continue to actively engage with partners and stakeholders across Ireland and Northern Ireland to

ensure that our support and programmes are integrated and complementary, deliver best practice, align with and reinforce the changing economic and enterprise policy priorities in both jurisdictions. We will strengthen our partnerships and work closely with government, academia and business stakeholders across the public and private sector. Co-operation and collaboration with organisations such as Enterprise Ireland, Invest Northern Ireland, Councils, Enterprise Agencies, Local Enterprise Organisations, Universities and Colleges will be critical to enable the achievement of our Corporate Plan objectives and ambition. A sustained and extensive campaign of Stakeholder Engagement will be undertaken to support our partnership working activity across the island.

Ensuring that our work and support benefits businesses right across the island remains a key focus of this Corporate Plan and will be important to support Northern Ireland’s vision for a 10X Economy, the Irish Government’s diffusion and inclusion agendas and an important contributor to a regionally balanced economy. In practical terms this includes extensive use of digital and online channels and increasing the number of businesses we engage with across all parts of the island through proactive stakeholder engagement, intensive regional activity and by increasing our in-market presence and on the ground activity in both jurisdictions.





## Section 5: Business Activities for 2023-2025

While InterTradeIreland to date has enjoyed success and delivered significant benefit and valuable support to SMEs across the island, the dynamic and volatile market environment and ever-changing business challenges and needs, means that the organisation must continue to evolve and adapt its programmes, solutions and activities to achieve its future business outcomes and continue to provide effective support to the SMEs it serves. We propose to develop and deliver an extensive and ambitious programme of activities that will continue to evolve across the next three years of this Corporate Plan period.

### Supporting Environmental, Social and Governance (ESG), the transition to Net-Zero and exploiting the Green Economy

From experience, we understand that SMEs tend to be at the early stages of the Net-Zero and corporate social responsibility journey, given resource constraints, risks and competing business pressures. Decarbonisation, sustainability and wider social impact considerations are key government priorities across the island and are becoming increasingly important drivers for business. The Climate Action and Low Carbon Development (Amendment) Act in Ireland and the Climate Change Act in Northern Ireland both write into law the target of reaching Net-Zero by 2050.

Similarly, ESG will increasingly become an expected set of standards that could operate as a 'license to do business' even for SMEs who wish to benefit from public sector procurement or participate in supply chain activity. We will target a range of our innovation, entrepreneurship and export supports to develop SME awareness, knowledge and capability in this key area and to enable businesses across the island to progress their transition to add greater societal value, a Net-Zero journey, and to identify and exploit emerging Green Economy opportunities.

### Strategic Priority 1: Growing Cross-Border Exports

Growing the export base is a priority ambition of InterTradeIreland and enterprise policy north and south. We will increase the number of first-time exporters, increase the value of exports and increase the percentage of businesses sourcing from the island economy. We will do this by offering an integrated menu of services along a cross-border export pathway. Information, advice and programmes will be tailored to stimulate cross-border trade across each business growth stage of our pathway, aligned to the level of knowledge, experience and needs of the businesses we are supporting. The stages are; non-exporter, first-time exporter, inexperienced exporter, experienced exporter and advanced exporter.



Each of our Trade supports will add value to our business customers and stakeholders by maximising the opportunity to work towards Net-Zero, increasing productivity and delivering digitalisation to achieve their sales and sourcing ambitions. Where appropriate, we will graduate businesses through the five stages of growth along the export pathway. Our voucher supports will help businesses appraise available routes to market, undertake market intelligence and segmentation, assist with pricing and the identification of suitable distribution partners, contractual advice and lead prospecting. This support will sit alongside structured programmes concentrated on increasing cross-border sourcing and increasing sales. We will also build upon our existing success in growing export sales by stretching the ambition of our existing and successful Acumen programme and further development of our e-Commerce digital sales programme.

InterTradelreland will continue to provide free, independent support and advice to a target of 10,000 businesses per annum by developing comprehensive online cross-border trade information. This will sit alongside other supports designed to increase the cross-border export leadership capability within the businesses availing of our services.

We will develop a greater in-market presence throughout Northern Ireland and Ireland via strategic partnerships, an enhanced physical presence and a programme of in-market trade events and activities. Our increased reach will serve to increase direct cross-border B2B and B2C sales and sourcing.

## Strategic Priority 2: Enabling Collaborative Innovation

We will facilitate the dissemination of innovation and entrepreneurship information, to stimulate interest in, understanding of, and skills development in best practice in innovation, entrepreneurship and collaboration. The Triple Transition will be a central tenet of innovative new programme design, informed by research in areas such as digitalisation, Industry 4.0 and the circular economy. Delivery will increase reach and contribute to a regionally balanced, inclusive economy.

Programmes such as Innovation Boost, will be key to supporting SMEs to develop and implement innovative solutions whilst benefiting from collaborative working, technology and knowledge transfer which enable effective collaboration and trade between both jurisdictions. There will be a particular focus on supporting technology and knowledge transfer and collaboration between academia and industry, and business to business collaboration. Furthermore, with regards to digitalisation and sustainability, supporting SMEs with the adoption of new digital technology to improve productivity and competitiveness, as well as to address skills and labour challenges will act as an enabler of both cross-border trade and exports. We anticipate that the pilot programme Digitisation Boost will become a more fundamental offering.

## Strategic Priority 3: Supporting Cross-Border Collaboration, Clusters and Networks

InterTradelreland will continue to support innovation and cross-border collaboration activity that enables business to academic collaboration, business to business collaboration and clustering/network collaboration. Primarily cluster led collaboration delivered through our Synergy programme will support existing clusters and networks to develop cross-border business linkages and increase SME participation in network and clustering activities which support innovation, entrepreneurship and skills development. There is also opportunity for InterTradelreland to uniquely position itself as a ‘broker’ for developing linkages in cross-border supply chains and clusters.

Through collaboration activity, we will continue to facilitate the US-Ireland R&D Partnership, a tri- jurisdictional alliance which was officially launched in 2006. Its aim is to promote collaborative innovative research projects, which create value beyond individual efforts.

InterTradelreland will also continue to signpost companies and researchers from Ireland and Northern Ireland to collaborate in Horizon Europe.

An important area of work where InterTradelreland has delivered significant value and impact and which will remain a key focus of this Corporate Plan is our role in **Supporting Businesses to become Investor Ready.**

For both current and future entrepreneurs, access to finance and investor readiness remains a key business challenge across the island. Supporting SMEs with the required knowledge, skills and contacts to secure alternative means of growth finance through seed funding, business angel investment or venture capital funding will remain a key focus. We will deliver valuable support by delivering high-profile events, bespoke advice, investor readiness clinics and programmes under the Funding for Growth banner. We will look to develop and extend current delivery to a wider programme of supports that will aim to foster a culture of entrepreneurship and investor readiness whilst also, encouraging skills development and addressing wider business development challenges.



# Section 6: Measurable Performance Targets for 2023-2025 Business Activities

## Corporate Key Performance Indicators

A set of corporate key performance indicators (KPIs) has been developed to capture and reflect the future impact of InterTradelreland, which continues to evolve over time in response to emerging external market conditions and opportunities. Our corporate KPIs are readily measurable and meaningful for our organisation, our partnering departments and external stakeholders to demonstrate our unique value-add and impact. [1]



1. InterTradelreland operates an independently validated process for measuring performance which ensures that outputs and outcomes are directly attributable to the support given by the agency, and is additional to other factors or supports that the business may have received.
2. Business Development Value to Expenditure is the ratio of Business Development Value generated by InterTradelreland programmes against the cost of delivering those programmes.
3. Business Development Value is reported as an aggregation of impacts from our portfolio of programmes and incorporates Additional Revenue Generated, Efficiency Savings and Investments made as a direct result of a business participating on an InterTradelreland programme. Business Development Value is captured through ITI monitoring activities and independent evaluations and is based on business development values reported directly by individual businesses that have previously completed our programmes. €1=£0.86 Guidance from DPER (Ireland) & DoF (Northern Ireland).
4. Businesses benefiting from the range of InterTradelreland innovation supports and engaging on the collaborative innovation pathway.
5. Businesses benefiting from the range of InterTradelreland Trade supports and engaging on the cross-border export pathway.



## Section 7: Monitoring, Evaluation and Workplace Arrangements



### Governance

As a cross-border agency, InterTradelreland adheres to a very specific governance model. Overall policy direction from partner department Ministers, meeting through the North South Ministerial Council (NSMC), directs the implementation of strategies and work programmes. All strategies and work programmes are presented to the InterTradelreland Board for approval and authorisation and appropriate consultations take place with DETE and DfE. InterTradelreland is committed to the highest standards of governance.

The Organisation's robust governance procedures cover:

- financial affairs;
- strategic planning and performance measurement;
- the management and security of information;
- codes of conduct;
- the management and development of staff; and compliance with statutory legislative requirements.

InterTradelreland is the subject of a joint annual External Audit by the offices of the Comptrollers and Auditors General in Ireland and Northern Ireland. In addition, InterTradelreland has an outsourced Internal Audit function that delivers an annual Internal Audit Plan approved by the Audit and Risk Assurance Committee. InterTradelreland's audited Annual Accounts are published within the organisation's Annual Review of Activities.



### Monitoring, Reporting and Evaluation

The delivery of the InterTradelreland 2023-2025 Corporate Plan will be monitored by the Board, through monthly reports produced by the Senior Leadership Team and discussed at its regular meetings. These reports will provide an update on progress against the delivery of the annual Business Plan as subsets of the Corporate Plan. In addition, the reports will include an update on expenditure and variance against calendarised budgets. These reports will be copied to

the sponsor/partner departments: DETE and DfE.

- InterTradelreland carries out a continuous programme of evaluations for its activities.
- At each North South Ministerial Council Trade and Business Development Sectoral Meeting a Business Plan progress and highlight report is provided to the Ministers of its sponsor/partner departments.
- Liaison Meetings are held 3 times per year between the InterTradelreland Senior Leadership Team and its sponsor/partner departments.
- At these meetings Business Plan performance against targets, including efficiency savings, are reviewed.
- InterTradelreland publishes an Annual Review of Activities and Accounts.



### Funding and Resources

InterTradelreland is funded by DETE in Ireland and DfE in Northern Ireland. Funding is provided on the basis of approved annual Business Plans. With the required resourcing and strategic direction, InterTradelreland can play a pivotal role in advancing exporting activity, innovation and collaboration across the island over this Corporate Plan period.

InterTradelreland anticipates a Business Plan budget of £14.5m in 2023, £15m in 2024 and £16m in 2025. This will be required to efficiently meet the identified needs of businesses during the Corporate Plan period.

DETE have indicated that they will be able to meet their 2/3rds share of funding from their current core allocation. In the absence of a sitting NSMC, DfE's committed funding remains at the 2016 baseline of £2.8m. During the previous Corporate Plan period, DfE has delivered its share of required funding via in year and monitoring round bids. InterTradelreland anticipates making further in year bids to DfE to address this unfunded pressure. If such bids are not successful, the opportunity for Northern Ireland businesses to benefit



from our supports relative to Irish businesses may be proportionately reduced.

InterTradelreland has operated with a resourcing structure and a maximum permanent staff headcount of 42, since its inception. The body uses non-permanent employment status arrangements to meet resourcing pressures to deliver its supports which presents challenges including attracting and retaining key skills and knowledge within the organisation. To achieve its full potential and deliver this and future Corporate Plans, the resourcing limit represents a significant constraint. This limit needs to be revised so that the organisation can recruit the additional staffing resources required, on a permanent capacity, which is especially important given the currently difficult labour market. A proposal to address this issue is currently with the partner departments.



## Digitalisation

InterTradelreland is progressing its digitalisation strategy which aims to transform the way we work, streamline and automate our business processes, how we interact with our clients and stakeholders, how we provide information and advice in digital settings and how we utilise data for insights-led decision making.

It will significantly impact how we deliver our supports and programmes by improving the service we provide to businesses and will allow us to reach a greater number of businesses than we currently do. We will achieve this reach by providing relevant and up to date digital content and knowledge in an accessible manner and by increased use of relationship management digital platforms.

This will lead to efficiencies, increase our effectiveness and will provide a better customer and user experience for businesses and our staff. Our use of digital tools will provide a new layer of understanding of the customer journey, allowing us to tailor our digital content and supports to businesses to ensure they are relevant

and timely. It will also allow us to maintain stronger relationships with them as they interact with us.

This will also provide us with real time data and meaningful insights about the issues that affect businesses which we can use to inform our future research and supports and share with relevant policy and other stakeholders.



## An Inclusive and Sustainable Workplace

The workplace and the way we work has significantly changed during the pandemic. InterTradelreland has adopted a blended working model to facilitate collaborative and individual working. Ensuring the positive wellbeing of employees at home and in the workplace is central to our approach.

InterTradelreland will implement organisation and personal development strategies aligned to corporate objectives to ensure that the organisation and staff are appropriately skilled to deliver on the priorities within this Plan.

InterTradelreland will progress its Corporate Social Responsibility (CSR) Strategy, which aligns to the Department of Enterprise, Trade and Employment's CSRHub, focusing on the workplace, the community, the environment and the marketplace to ensure that we are playing our part in promoting inclusiveness and sustainability inside our organisation, with external stakeholders and the wider community.

## Organisational Values

Our strategic delivery is built on the foundation of intrinsic core values that were developed with the full participation of the staff and encapsulate the ethos of the organisation and how it works with businesses and all stakeholders.

### Our values are:



#### Flexibility

We are approachable, proactive and resourceful



#### Supportive

We believe in better outcomes from collaboration



#### Honesty

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

Through the practice of these values in everyday tasks, the organisation will be in a better position to maximise the potential of our staff to the fulfilment of organisational objectives. The practice of these values will be enhanced and encouraged through personal development programmes.

## Equality

InterTradelreland is committed to the development and delivery of successful North South trade and business development programmes, provided to improve enterprise competitiveness, and in a manner that provides equal opportunities for all citizens in both jurisdictions.

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

In the delivery of its Corporate Plan it will:

- Screen all new policies and programmes which are to be adopted, assess equality impacts and conduct Equality Impact Assessments as required.
- Consult with interested groups and individuals in order to learn how its policies and operations affect their needs in terms of equality of opportunity.
- Provide staff with the skills necessary to deliver equality objectives in their roles and areas of responsibility in InterTradelreland.
- Ensure that recruitment practices are fully compliant with equality obligations.
- Identify targets for operational activities, where possible, for the promotion of equality of opportunity.



## Section 8: Communicating our Corporate Plan and Strategy

InterTradelreland will develop a focused and integrated Communications Strategy for the organisation that will underpin our activity and support the operational delivery of this Corporate Plan. Our strategic approach will utilise a wide range of marketing channels and include proactive, sustained stakeholder engagement. Partnership working has been identified as a strategic enabler and will be a key feature of our communications strategy. Our activity will be supported by strong branding, clear messaging and communications campaigns and public relations activity aligned to delivering our strategic priorities and business outcomes.

Communications will be developed to make our product offerings clear for business and will support 'on the ground' delivery of events and programmes across Ireland and Northern Ireland through extensive use of traditional, digital and social media channels. We will deliver specific campaigns and messaging to create awareness of the specific benefits of our various business supports. Campaigns will have a clear 'call to action' that encourages widespread participation among SMEs and stakeholders across the island.

The Corporate Plan will be published on our website, and supported by focused promotional activity and stakeholder engagement throughout the period of the plan. The InterTradelreland staff and Board have been significantly involved in the strategic review and Corporate Planning process and the final plan and strategy will be shared with all staff and Board. Our values, vision and mission statements will be publicly available and promoted within our office. Staff clearly understand how their work contributes to the achievement of our Corporate Plan objectives and KPIs.

While our Corporate Plan will guide our operations, engagement with stakeholders and policy focus for the period 2023 – 2025, InterTradelreland will keep our strategy under review, to ensure we remain agile and responsive to changing external market environment and business needs.



**InterTradeIreland**

**Phone** 028 3083 4100 (048 from Ireland)

**Fax** 028 3083 4155 (048 from Ireland)

**Textphone** 028 3083 4169 (048 from Ireland)

**Email** [info@intertradeireland.com](mailto:info@intertradeireland.com)

**Address** InterTradeIreland, The Old Gasworks Business Park  
Kilmorey Street, Newry, Co. Down, BT34 2DE

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