



Invest   
Northern  
Ireland  
Building Locally  
Competing Globally

## Draft Equality Impact Assessment (EQIA) on Invest Northern Ireland's Business Development Solutions Programmes

**June 2007**

Section 75 of the Northern Ireland Act 1998

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# Preface

This draft Equality Impact Assessment (EQIA) has been prepared to meet our statutory duties within Section 75 of the Northern Ireland Act 1998 to examine each policy or group of co-joined policies, where screening indicates there may be significant implications for one or more of the nine equality dimensions.

This draft is available as part of the EQIA formal consultation stage on Invest NI's Business Development Solutions (BDS) portfolio of products. We would welcome any comments that you may have on this, including our preliminary recommendations on measures to mitigate adverse impact and on alternative policies.

Further copies are available on Invest NI's website at [www.investni.com/equality](http://www.investni.com/equality)

If you have any queries about this document, and its availability in alternative formats (including Braille, disk and audio cassette, and in minority languages for those whose first language is not English) then please contact:

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**Deadline for comments will be:  
12th October 2007.**

# Foreword

This EQIA is for consultation as part of our ongoing engagement with Section 75 of the Northern Ireland Act 1998 and is a further example of how we are actively promoting equality of opportunity through our business.

Our primary aim is to achieve a successful economy in Northern Ireland by operating in a way that affords business opportunities for all our people on an equitable basis and for the economic advantage of the entire region.

We hope that this assessment provides reassurance that Invest NI is continuing to balance these imperatives successfully.

This report details our spending on programmes and schemes to support existing businesses under Business Development Solutions (BDS), and how we deal with applications for support.

It complements our earlier assessment of programmes and projects for new businesses under the Accelerating Entrepreneurship Scheme ([www.investni.com/equality](http://www.investni.com/equality)). Together the two EQIAs provide a comprehensive and transparent review of how we assist and service existing and new businesses.

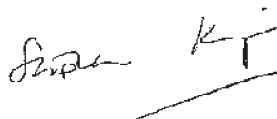
In operating numerous programmes and schemes under BDS, at all times we have attempted to be fair, reasonable and proportionate in the allocation of support. As the accompanying data reveals, we feel we have been successful in this. Scarce resources have been targeted on the basis of economic return and perceived need but also acknowledging where positive actions can help address existing disadvantage.

Some tables show how we have supported businesses across Northern Ireland, indicating the levels of assistance by scheme and geographical region. While these breakdowns are informative, it must never be forgotten that Northern Ireland is a small geographical area and reasonable commuting or 'travel to work' distances may encompass areas well beyond local regions. Hence a preoccupation on the particular location of a company will not always be helpful in determining equality of opportunity.

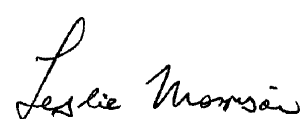
These are exciting times for Northern Ireland. Our shared history cannot be ignored but as a forward looking organisation we are keen to help promote a positive image of the region as a good place for business. This can only be achieved with an open and transparent approach to our business, including a focus on where our resources are being distributed, and where they can best be provided.

However, it is important to note that Invest NI has limited scope for directing investment to specific geographical areas. Although we are able to influence some location decisions, assistance is usually led by businesses wishing to improve their competitiveness and gain a larger share of international markets.

This report is offered as an example of our commitment to the principles of fairness and equality of opportunity in promoting the Northern Ireland economy. We genuinely welcome your comments as to how we are addressing these important equality issues.



**Stephen Kingon**  
CHAIRMAN



**Leslie Morrison**  
CHIEF EXECUTIVE

# Introducing Invest Northern Ireland

Invest Northern Ireland (Invest NI) was established as a corporate body under the Industrial Development Act 2002 to work in partnership with the Department of Enterprise, Trade and Investment (DETI) to stimulate and encourage economic development in Northern Ireland.

Invest NI undertakes the activities previously delivered by the Industrial Development Board (IDB), the Local Enterprise Development Unit (LEDU), the Industrial Research and Technology Unit (IRTU), the Business Support Division of the Department of Enterprise Trade and Investment and the business support functions of the Northern Ireland Tourist Board<sup>1</sup>.

## OUR MISSION

Our Corporate Plan 2005 - 2008 mission is:

- To deliver expertise and resources to accelerate the creation and growth of businesses committed to, and capable of, being entrepreneurial, innovative and international.

## OUR OBJECTIVES

- To promote innovation in all its aspects, stimulate higher levels of research and development, design and improve knowledge transfer
- To achieve higher levels of growth by indigenous and externally-owned businesses

- To promote a more enterprising culture and thereby raise the overall level and quality of business starts
- To attract high quality, knowledge-based investment from outside Northern Ireland.

## OUR VISION

Our vision of what Invest NI will have achieved by 2008 is:

- Improved competitiveness of client companies, increased skill levels and evidence of greater entrepreneurship
- More positive attitudes to enterprise and more and better quality business start-ups
- Increased innovation, research and development, and commercialisation of research
- The Northern Ireland economy more internationally focused with broader and better export sales
- Inward investment well ahead of its UK pro-rata share.

## OUR VALUES

Our work is guided by:

- Integrity: Honesty and fairness with each other, with clients and in handling public money
- Client Focus: Responsiveness and delivery to clients and stakeholders as we can only succeed through them

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<sup>1</sup> Further details of founding legislation, roles, powers and responsibilities can be found in Invest NI's Management Statement and Financial Memorandum, issued by DETI (April, 2002) and available on request from the Equality Unit.

- Professionalism: Applying and continually upgrading our skills and knowledge to produce high quality service and results
- Teamwork: Working with colleagues in our own teams and across the organisation and with other partners to achieve shared goals
- Respect: Showing mutual regard for others whatever their level or function
- Creativity: Applying imagination to finding better ways of doing things
- Enthusiasm: Believing in what we do and showing it.

## **OUR STRUCTURE**

The organisation is structured as follows:

- Innovation and Capability Development Group
- Clients' Group
- Corporate Services Group.

## **OUR LOCATIONS**

### **Northern Ireland:**

#### **Headquarters**

- Bedford Square, Bedford Street, Belfast BT2 7ES.

#### **Regional Offices**

- North Eastern: Clarence House, 86 Mill Street, Ballymena BT43 5AF
- North Western: 5th Floor, Timber Quay, 100-114 Strand Road, Derry BT48 7NR; The Science Innovation Centre, Cromore Road, Coleraine BT52 1ST
- Southern: Drumalane Mill, The Quays, Newry BT35 8QF; Oracle Conference Centre, Upper Bann Institute, 36 Lurgan Road, Portadown BT63 5BL
- Western: Kevlin Buildings, 47 Kevlin Avenue, Omagh BT78 1ER; INTEC Centre, 36 East Bridge Street, Enniskillen BT74 7BT
- Eastern: Bedford Square, Bedford Street, Belfast BT2 7ES.

#### **International**

- Europe - London; Dublin; Brussels; Dusseldorf
- North America - Boston; New York; San Jose
- Asia/Pacific - Seoul; Tokyo; Taipei; Shanghai.

# Invest NI and Section 75

Section 75 (1) of the Northern Ireland Act 1998 requires that Invest NI shall, “in carrying out its function relating to Northern Ireland, have due regard to the need to promote equality of opportunity” between the following nine Section 75 categories:

- Persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation
- Men and women generally
- Persons with a disability and persons without; and
- Persons with dependents and persons without.

In addition and without prejudice to these obligations, in carrying out its functions, Invest NI is also committed to promoting good relations between persons of different religious belief, political opinion or racial group.

Invest NI’s Equality Scheme was approved by the Equality Commission for Northern Ireland on November 19th 2003. This scheme sets out how Invest NI proposes to fulfil these obligations.

It also acknowledges the commitment to carrying out Equality Impact Assessments, policy reviews and to develop new policies as required.

Invest NI has conducted Equality Screening Consultations to screen all policies, written and unwritten, to assess which policies may potentially impact on equality of opportunity and / or good relations obligations. Each policy was considered using the following criteria:

- (a) Is there any evidence of higher or lower participation or uptake of different groups?
- (b) Is there any evidence that different groups have different needs, experiences, issues and priorities in relation to the particular policy?
- (c) Have consultations with relevant groups, organisations or individuals indicated that particular policies create problems, which are specific to them?
- (d) Is there an opportunity to better promote equality of opportunity or better community relations by altering the policy or working with others in Government Departments / education or in the larger community?

Following this screening process, it was determined that all programmes and services which fall within Business Development Solutions (BDS) should be subjected to Equality Impact Assessment. This report presents the draft findings of that assessment.

# Business Development Solutions<sup>2</sup>

Our Corporate Plan 2005 - 2008 outlines the following BDS actions:

- Assist our clients to become more competitive, encouraging them to be more entrepreneurial, innovative and internationally focused
- Define our clients more clearly, in effect, those companies which offer greatest potential to have a positive impact on the economy; focusing our efforts on working with these clients
- Continue the shift from assisting projects that increase capacity to those that build value added, innovation and entrepreneurial capability
- Encourage the continued move from grant support to the use of repayable forms of assistance and private sources of finance
- Increase emphasis on attracting financial services and software development projects, for which Northern Ireland offers good opportunities
- Prepare for the likely impact of the European Union' Review of Regional Aid.

## Aim

The primary aim of BDS, therefore, is:

**To help companies grow by focusing on capability-building factors which will contribute to increasing competitiveness, international expansion and investing in research and development.**

## Background

Invest NI has significantly revised how programmes and services are made available to new and established clients and companies to take account of a rapidly changing marketplace, and in line with our Corporate Plan 2005 - 2008.

Invest NI clients are:

- Businesses starting up or at an early stage of development (usually less than two years from starting), in the manufacturing and international tradable services sector, which can demonstrate the ability and capability to grow in external markets
- Established businesses, in the manufacturing and international tradable services sectors, which have the commitment and capability to grow, particularly in export markets
- Businesses able to demonstrate that currently, or over the next three years, that they will have:
  - a) Total sales of over £100,000 per annum; and
  - b) External sales (i.e. outside of Northern Ireland) greater than 25% of turnover or greater than £250,000 per annum.

Complementing the Accelerating Entrepreneurship Strategy<sup>3</sup>, Business Development Solutions (BDS) is a responsive portfolio of programmes and services that can be accessed on the basis of projects brought forward by newly established and existing Northern Ireland businesses.

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2 To download a copy of the most recent BDS brochure, please go to: [www.investni.com/bds\\_brochure\\_march\\_06.pdf](http://www.investni.com/bds_brochure_march_06.pdf)

3 To download a copy of the AES EQIA, please go to: [www.investni.com/aes\\_eqia\\_-\\_full\\_report.pdf](http://www.investni.com/aes_eqia_-_full_report.pdf)



BDS programmes can be customised to the specific business needs of individual clients, because Invest NI recognises that the issues facing individual clients may vary considerably. Those approaching Invest NI with a project for the first time will normally work closely with a Client Executive to explore the support and funding services available.

The Client Executive will also help companies apply for relevant BDS schemes and programmes. By determining the needs of the business, Invest NI can then work with the company to decide what level and type of support is necessary.

Potential BDS clients can range from one or more individuals, who approach Invest NI with a business proposition, to established enterprises seeking assistance to expand. BDS has been designed to be sufficiently flexible and responsive to meet the needs of a diverse client base whilst ensuring that support and assistance is offered in a fair, reasonable and proportionate manner.

Many clients who engage with BDS, and in particular those representing existing or newly established businesses, normally move through two stages:

The first stage involves scoping the client's needs which can involve a Business Health Check and associated diagnosis of the company's strengths and weaknesses.

The second stage involves engagement with a wide portfolio of programmes and services designed to enhance the efficiency and effectiveness of the company. Selective Financial Assistance can then be made available where this is deemed appropriate.

While the system is responsive to individual circumstances it is also sufficiently robust and systematic to ensure that funding and support opportunities accurately reflect the merits of each application.

BDS funding is provided through Invest NI but derives from a number of sources, including EU support.

### **Delivering BDS**

To make BDS programmes and services as accessible as possible, these activities are structured in the available literature under:

- Strategic Development
- People Development
- Technology and Process Development
- Technical and Sustainable Development
- Research and Development
- Passport to Export.

A more detailed summary of the programmes and services currently available under each heading are included in Appendix 2.

### **Scoping Projects for BDS Support**

The initial point of contact within Invest NI will be with a Client Executive. The Client Executive works within a client team, made up of a range of specialist advisors, to ensure that the client receives appropriate and consistent advice and assistance throughout their engagement with BDS.

## **Business Health Check and Diagnosis**

A Business Health Check (BHC) is usually carried out by Invest NI at the start of a relationship with a client company. This helps the Client Executive to develop an in-depth understanding of the business. However, this may not be required if, for example, the client is able to demonstrate that a robust business plan is in place.

The Client Executive, in consultation with his / her manager, may then decide that the BHC is not necessary but instead will draw on all available existing information to review fully the business and arrive at a diagnosis of business needs.

BHC is a very comprehensive situational analysis tool, which aims to identify opportunities for improvement and assesses strengths and weaknesses, along with priority actions needed to improve competence and motivation among staff.

The BHC reviews a firm's current business performance against comparators drawn from the UK, Ireland and Europe. It is carried out by one-to-one discussions with the Client Executive or, in exceptional circumstances, with an external consultant (for example, where there is a need for a specialist in a particular area such as technology or HR).

The BHC leads to an Integrated Action Plan. This sets out agreed actions such as programmes and services over an established and reasonable timeframe. Invest NI meets all the costs of the BHC, including consultancy fees should an external assessor be used.

The BHC process is as follows:

**Step 1:** Invest NI Client Executive normally selects the appropriate expert to complete the analysis; however the analysis can be carried out in-house where appropriate.

**Step 2:** The Business Health Check then consists of two strands:

- a. A qualitative assessment using the EFQM Excellence Model (see below)
- b. A quantitative benchmark using the DTI Benchmark Index and Innovation Wave (see below)

**Step 3:** A report assessing relative company performance and identifying the prioritised areas for improvement is produced.

**Step 4:** An agreed Integrated Action Plan is developed between the Client Executive and the company.

**The EFQM Excellence Model** is a non-prescriptive framework based on nine criteria and can be used in a number of different ways including:

- a tool for self-assessment
- a way to benchmark with other organisations
- a guide to identify areas for Improvement
- the basis for a common vocabulary and a way of thinking
- a structure for the organisation's management system.

**The Benchmark Index** is run across the UK by (DTI and delivered via 2,000 trained advisors from Business Links, trade associations, and private business support organisations.

The benchmark process, provided by a trained advisor, involves the completion and analysis of an in-depth questionnaire aimed at gathering performance information about the company across all key business areas. The data is then used to provide performance comparisons against other companies of a similar nature.

A copy of the main Benchmark Index questionnaire can be viewed at:  
[www.benchmarkindex.com/bi/files/Core%20Questionnaire.pdf](http://www.benchmarkindex.com/bi/files/Core%20Questionnaire.pdf)

Innovation Wave is a self-assessment tool which helps identify how well a business is led and managed in terms of its day-to-day operation and creating future value for the business (innovation).

Further information on Wave Innovation is available at: [www.innovationwave.com](http://www.innovationwave.com)

Further information on the Business Health Check is available at:  
[www.investni.com/businesshealthcheck](http://www.investni.com/businesshealthcheck)

### **Intervention Principles**

To qualify for BDS support each prospective client, whether acting as an individual or a business, must have met specified criteria. Invest NI's resources are limited and so it needs to offer financial assistance to those companies which can deliver the best return on the initial investment.

Invest NI therefore supports businesses or projects which have the greatest potential to generate economic growth and prosperity for Northern Ireland.

Companies need to be able to compete and grow in international markets and also must be manufacturing businesses or those offering internationally tradeable services. Beyond this essential requirement, other key criteria must be satisfied to qualify for support, including financial viability through either a credit check (individual) or accounts (company).

### **Eligibility for Financial Assistance**

A project will be eligible for financial assistance if it has:

- a strategic focus on markets outside Northern Ireland
- innovation, advanced technologies and strengthened design capability
- new, value-added products or services
- increased employment or growth in value added opportunities
- new skills and / or experience
- maximum private sector finance possible
- university or research linkages
- accelerated growth or production targets.

N.B. it is not necessary to satisfy every criterion

Support is targeted at those projects which have a strategic impact on the Northern Ireland economy.

Businesses need to show:

- continuous commitment to becoming internationally competitive
- linkages between the project and the overall strategic corporate objectives; and
- commitment to international standards of performance.

Additionally, Invest NI will direct support towards projects which have a positive impact on the wider economy by:

- having strategic importance for their business sector
- offering opportunities to local suppliers or distributors
- focusing on high-growth sectors; and
- locating in areas of greatest social need.

### **Project Eligibility Criteria:**

If a project, therefore, is to be approved for financial assistance, it must:

1. be viable;
  - a. Having received assistance on a once-and-for-all basis, it must earn sufficient profits to continue without further assistance
  - b. Viability must be reached within a reasonable and acceptable timeframe.

2. show a need for Invest NI support;
  - a. The project would not proceed without Invest NI support
  - b. Invest NI's assistance will significantly impact on the nature, scale, timing and / or location of the project
  - c. Invest NI's support can clearly demonstrate additional benefits
  - d. All other sources of finance have been explored and exhausted.
3. generate a positive return to the economy;
  - a. Show net economic benefits to the economy<sup>4</sup>
  - b. Demonstrate wider benefits (other than financial)
  - c. Strengthen the regional and national economies and thereby provide more productive and sustainable employment
  - d. Demonstrate that the project will not have a detrimental impact on similar firms in the UK.

### **Business Plan Submission<sup>5</sup>**

A Business Plan will be sought, following initial discussions and project scoping, if the project is likely to provide a net benefit to the economy. The Client Executive will then ask for more information which will include some or all of the details on the next page.

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<sup>4</sup> For UK owned businesses, this is measured by increase in value added from the project. For non-UK owned businesses, this is measured by increase in discounted cash flow of corporation tax taken.

<sup>5</sup> Projects that fall under the SMART scheme do not follow this procedure; see Appendix 2.

## **BACKGROUND INFORMATION**

- Business origins
- History and significant events
- Current activities
- Distinguishing features or unique selling points
- Project outline in general terms.

## **STRATEGIC OBJECTIVES**

- Overall business strategy
- The project's objectives, priorities and goals
- How the project fits into the strategy.

## **MARKETING**

- Business Model
- Historical and projected information on market data, major product types, market shares, competitors
- Information on your customers
- Marketing strategy and organisation
- New products and process development introduction.

## **PRODUCTION**

- Product development, service delivery or production process
- Capital expenditure and implementation.
- Projected employment profile over the course of the project
- Production inputs and controls if appropriate.

## **MANAGEMENT AND CONTROL**

- Shareholders
- Organisation charts
- Key staff in your management team
- Details of your parent business and other businesses in your Group.

## **ORGANISATIONAL DEVELOPMENT AND TRAINING**

- Key training and development issues, plans and costs.

## **HISTORICAL AND PROJECTED FINANCIAL PERFORMANCE**

- Audited and management accounts
- Commentary on performance
- Financial projections
- Detailed assumptions
- Sales forecasts and sensitivity analysis.

## **FUNDING OF THE PROJECT AND BUSINESS**

- Sources and nature of funds
- Evidence that all other sources of finance have been exhausted.

## **MEASUREMENT OF PERFORMANCE**

- Key performance indicators for monitoring progress of the project.

## **SUMMARY OF THE PROPOSAL**

- The most important aspects of your business plan
- In what way it is innovative in nature
- How it will improve the competitive and financial position
- How it will increase profitable export sales.

This happens next:

#### **1. Full Business Plan submitted to Invest NI**

Client Executive provides guidance in the development of the business plan. All project processing times are calculated from submission of the full business plan.

#### **2. Business Plan accepted by Invest NI**

Within five working days the Client Executive will advise if the plan contains all the required information to begin the appraisal process.

#### **3. Appraisal**

The Business Plan will then be assessed by an Invest NI appraisal team. Within 20 working days the Client Executive will then advise if the project can proceed. Depending on the size of the project, the Client Executive may undertake the appraisal, drawing in appropriate expertise as and when required.

Alternatively, the appraisal team can comprise a number of professionally qualified appraisal executives who will undertake an independent assessment of the project. The work will be led by an accountant who, in addition to addressing the financial aspects, will have overall responsibility for the conduct of the appraisal.

Support can also be provided in other areas e.g. marketing, production, technical, sales projections etc. There may also, on occasions, be the need for specialist production and technical input from suitably experienced individuals.

#### **4. Case Submission**

Any issues arising from the appraisal are discussed and addressed. The final negotiations on levels and structure of assistance then take place. Conditions attached to the assistance are also discussed. Once agreed, the Client Executive, within 15 working days, prepares a summary of the case and the proposed assistance for presentation to the Approvals Committee.

#### **5. Approvals**

The Client Executive presents the case submission to the Approvals Committee and answers any questions or provides further clarification as required. Depending on the size of the project and the level of assistance proposed, there may be a need for approval at different levels. Generally this takes up to 11 working days although major projects can take longer.

#### **6. Agreement**

When all necessary approvals are in place a Financial Assistance Agreement (FAA) or Letter of Offer (LoO) is issued. This is a legally binding contract between the client and Invest NI. Eight working days are allowed from the date of the final approval to issuing an FAA / LoO. (If the funding involves separate loan or equity agreements, this time can be longer).

During this process, clarification may be required, depending on the quality, accuracy and speed of responses by the client. Time taken to respond to requests for clarification is not included in the above target working times. The time taken for each stage of the process varies with the size and nature of each project.

## **Selective Financial Assistance**

Through several of the BDS programmes and services, Invest NI makes available Selective Financial Assistance (SFA) for projects. If financial assistance is to be considered, it is expected that a BHC or an appropriate review will have been undertaken. In addition, all applications for financial assistance must be supported by a business plan and this will be used to establish the type and extent of funding subsequently made available.

SFA may incorporate the following sources of financial aid:

- Equity
- Loan
- Revenue Grant
- Capital Grant.

Depending on the size of financial assistance requested, one of a number of procedures for ratifying the assistance must be followed. These range from cases that are scrutinised by the Board of Invest NI (typically over £1 million) down to those that are reviewed by Client Executives (typically under £50,000). Separate (but similar arrangements) exist for Invest NI's regional offices and the Property Solutions Unit.

## **Other Forms of Financial Support**

The Industrial Research and Technology Division (IRTD) offers a range of support programmes which provide funding to develop new products or processes to improve the innovative performance of any business. Invest NI's technology transfer programmes play an important role in supporting the development of long term relationships between local industry and academia.

## **BDS Programmes and Services**

Through BDS, the client may benefit from many programmes and services, which may change in response to changes in the business climate and perceived needs of the economy, but programmes fall under the six general headings as below:

- Strategic Development
- People Development
- Technology and Process Development
- Technical and Sustainable Development
- Research and Development
- Passport to Export.

Further details of programmes under the above headings is provided in **Appendix 2**.

# Consideration of Available Data and Research

## **Financial Support**

A breakdown of BDS financial support from 2003-04 to 2005-06 is provided on the following pages, first regionally and then by geographical area<sup>6</sup>.

The six regions as identified by Invest NI are defined by the following District Council Areas (DCAs):

### **North Eastern:**

Antrim, Ballymena, Ballymoney, Carrickfergus, Larne and Moyle

### **North Western:**

Coleraine, Derry, Limavady and Magherafelt

### **Eastern:**

Ards, Castlereagh, Lisburn, Newtownabbey and North Down

### **Western:**

Cookstown, Dungannon, Fermanagh Strabane and Omagh

### **Southern:**

Armagh, Banbridge, Craigavon, Down, Newry and Mourne

### **Belfast:**

Belfast City Council

**N.B. In the following tables, assistance indicates Direct Financial Assistance offered by Invest NI only. Investment indicates overall Total Project Cost.**

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<sup>6</sup> In order to include all relevant data in a single table, the font size for the following tables has been reduced. As a consequence, if you are unable to access this information please contact the Equality Unit from where alternative formats will be made available on request.



INVEST NI ASSISTANCE 2003/04 - 2004/05 BY DIVISION AND SCHEME  
AREA: NORTHERN IRELAND

Division/Scheme	2003/04			2004/05			2005/06			TOTAL		
	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £
<b>IRTD</b>												
Radiane	12	0.19	0.46	1	0.01	0.01	-	-	-	13	0.20	0.47
START	3	2.05	5.06	8	8.34	23.36	6	3.66	9.18	17	14.04	37.60
Compte	112	6.69	18.55	77	5.54	16.67	52	3.84	11.46	241	16.07	46.68
Centres of Excellence	2	9.84	43.99	-	-	-	-	-	-	2	9.84	43.99
NI/TECH	-	-	-	-	-	-	6	0.33	2.07	6	0.33	2.07
RTD Networking	73	0.23	0.48	67	0.22	0.47	36	0.22	0.24	176	0.56	1.19
Proof of Concept	-	-	-	30	3.89	3.89	10	1.24	1.24	40	5.13	5.13
SMART	14	0.50	0.94	10	0.45	0.87	22	1.01	1.60	46	1.97	3.40
Knowledge Transfer Programme	29	1.39	2.36	24	1.38	2.88	33	2.15	3.98	86	4.92	9.22
<b>TOTAL</b>	<b>245</b>	<b>20.89</b>	<b>71.82</b>	<b>217</b>	<b>19.83</b>	<b>48.16</b>	<b>165</b>	<b>12.33</b>	<b>29.77</b>	<b>627</b>	<b>53.05</b>	<b>149.74</b>
<b>Business Improvement Services</b>												
Company Development Programme	109	15.43	57.34	101	12.47	47.23	66	9.69	58.50	276	37.59	163.07
Business Healthcheck	-	-	-	-	-	-	131	0.18	0.18	131	0.18	0.18
Process	274	0.89	0.90	282	1.05	1.48	86	0.24	0.46	622	1.97	2.84
Networking	621	1.43	1.43	735	1.79	1.79	609	0.31	0.56	1,965	3.54	3.78
Strategy	-	-	-	4	0.03	0.03	161	2.04	2.04	165	2.07	4.22
Innovation	-	-	-	19	0.08	0.12	13	0.11	0.16	32	0.19	0.27
Business Improvement Agent	22	0.67	2.02	16	0.52	1.75	13	0.46	0.46	51	1.65	4.23
<b>TOTAL</b>	<b>1,026</b>	<b>18.22</b>	<b>61.69</b>	<b>1,137</b>	<b>15.94</b>	<b>52.40</b>	<b>1,079</b>	<b>13.02</b>	<b>64.49</b>	<b>3,242</b>	<b>47.18</b>	<b>178.58</b>
<b>Knowledge Management</b>												
E Process	35	0.13	0.28	17	0.05	0.13	-	-	-	52	0.18	0.41
MIS	-	-	-	31	0.54	1.61	-	-	-	31	0.54	1.61
TPO	-	-	-	-	-	-	1	4.49	4.49	1	4.49	4.49
Broadband	873	0.44	1.09	1,344	0.50	1.24	-	-	-	2,217	0.93	2.33
Information Age Initiative	-	-	-	6	1.03	1.55	-	-	-	6	1.03	1.55
Green Technology Initiative	10	0.35	0.60	10	0.35	0.57	8	0.27	0.82	28	0.97	1.98
Environmental Audit Scheme	71	0.33	0.49	14	0.06	0.10	-	-	-	85	0.39	0.59
<b>TOTAL</b>	<b>989</b>	<b>1.24</b>	<b>2.46</b>	<b>1,422</b>	<b>2.52</b>	<b>5.19</b>	<b>9</b>	<b>4.76</b>	<b>5.31</b>	<b>2,420</b>	<b>8.53</b>	<b>12.96</b>
<b>CLIENT DIVISIONS</b>												
<i>Locally Owned</i>												
Pre Start	101	0.41	0.86	92	0.48	1.30	31	0.16	0.41	224	1.05	2.57
New-Locally Focused Start	41	0.76	1.33	21	0.43	0.53	0	0.00	0.00	62	1.18	1.66
New-Externally Focused Start	112	4.15	19.96	78	2.80	14.84	41	1.32	9.95	231	8.08	44.75
New-Globally Focused Start	-	-	-	12	1.97	11.34	2	0.70	3.68	14	2.67	15.02
Existing	670	26.20	124.70	672	32.28	137.48	321	20.35	124.43	1,663	78.83	386.62
TPO	59	11.79	35.93	18	8.16	13.02	21	6.71	13.05	98	26.66	61.99
<i>Externally Owned</i>												
New Inward	13	11.94	38.29	17	19.70	58.18	14	19.97	154.49	44	51.61	250.96
Inward Existing	25	21.56	111.10	22	26.60	151.20	17	51.47	207.70	64	99.63	470.00
Development	0	0.00	0.00	12	0.12	0.29	7	0.20	0.39	19	0.33	0.68
<b>TOTAL</b>	<b>1,021</b>	<b>76.81</b>	<b>332.17</b>	<b>944</b>	<b>92.35</b>	<b>388.18</b>	<b>454</b>	<b>100.89</b>	<b>514.10</b>	<b>2,419</b>	<b>270.05</b>	<b>1,234.45</b>
<b>TOTAL NI</b>	<b>3,281</b>	<b>117.15</b>	<b>468.15</b>	<b>3,720</b>	<b>130.65</b>	<b>493.93</b>	<b>1,707</b>	<b>131.00</b>	<b>613.67</b>	<b>8,708</b>	<b>378.80</b>	<b>1,575.74</b>

NOTES  
DCAs included in this analysis. ALL NI  
An additional amount of £9.78 m relating to trade activities was offered between 2003/04 and 2005/06 but a geographical breakdown for this amount is not available.  
Columns which are blank indicate that either no offer of assistance was made that year under that scheme or the scheme had not yet started.

AREA: NORTH EASTERN

Division/Scheme	2003/04			2004/05			2005/06			TOTAL		
	No of Offers	Assistance £m	Investment £m	No of Offers	Assistance £m	Investment £m	No of Offers	Assistance £m	Investment £m	No of Offers	Assistance £m	Investment £m
IRTD												
Radiane	1	-	0.01	-	-	-	-	-	-	1	-	0.01
START	-	-	-	-	-	-	-	-	-	-	-	-
Compete	9	0.57	1.64	6	0.58	1.68	6	0.38	1.23	21	1.54	4.56
Centres of Excellence	1	1.56	6.23	-	-	-	-	-	-	1	1.56	6.23
NITECH	-	-	-	-	-	-	-	-	-	-	-	-
RTD Networking	5	0.01	0.02	3	0.02	0.04	1	0.01	0.03	9	0.04	0.09
Proof of Concept	-	-	-	-	-	-	-	-	-	-	-	-
SMART	3	0.10	0.15	1	0.08	0.20	3	0.16	0.29	7	0.34	0.63
Knowledge Transfer Programme	6	0.47	2.23	4	0.23	0.57	2	0.12	0.23	12	0.61	1.27
TOTAL	25	2.51	8.52	14	0.91	2.49	13	0.74	2.58	52	4.16	13.59
Business Improvement Services												
Company Development Programme	13	2.19	6.88	20	2.47	9.07	7	1.16	4.69	40	5.82	20.64
Business Healthcheck	-	-	-	-	-	-	17	0.02	0.02	17	0.02	0.02
Process	32	0.08	0.22	38	0.13	0.17	6	0.01	0.02	76	0.23	0.41
Networking	118	0.08	0.08	131	0.22	0.22	119	0.03	0.05	368	0.33	0.35
Strategy	-	-	-	-	-	-	15	0.20	0.43	15	0.20	0.43
Innovation	-	-	-	5	0.03	0.04	3	0.04	0.04	8	0.05	0.07
Business Improvement Agent	2	0.05	0.15	1	0.04	0.15	2	0.06	0.06	5	0.15	0.36
TOTAL	165	2.41	7.34	195	2.88	9.84	189	1.51	5.31	529	6.81	22.29
Knowledge Management												
E.Process	5	0.02	0.03	5	0.01	0.04	-	-	-	10	0.03	0.07
MIS	-	-	-	2	0.02	0.05	-	-	-	2	0.02	0.05
TPO	-	-	-	-	-	-	-	-	-	-	-	-
Broadband	87	0.03	0.09	186	0.07	0.17	-	-	-	273	0.10	0.26
Information Age Initiative	-	-	-	-	-	-	-	-	-	-	-	-
Green Technology Initiative	1	0.05	0.20	-	-	-	-	-	-	1	0.05	0.20
Environmental Audit Scheme	10	0.04	0.06	1	0.01	0.01	-	-	-	11	0.05	0.07
TOTAL	103	0.14	0.38	194	0.11	0.27	0	0.00	0.00	297	0.25	0.65
CLIENT DIVISIONS												
Locally Owned												
Pre Start	14	0.02	0.03	11	0.03	0.08	5	0.02	0.05	30	0.07	0.16
New-Locally Focused Start	4	0.08	0.14	6	0.13	0.19	-	-	-	10	0.21	0.33
New-Externally Focused Start	13	0.30	1.97	11	0.23	1.21	5	0.15	0.89	29	0.68	4.07
New-Globally Focused Start	-	-	-	-	-	-	-	-	-	-	-	-
Existing	105	2.24	15.84	120	6.00	31.51	45	1.14	9.49	270	9.38	56.84
TPO	2	0.17	0.30	1	0.15	0.15	3	0.05	0.12	6	0.37	0.41
Externally Owned												
New Inward	1	0.20	1.44	2	1.07	7.98	-	-	-	3	1.27	8.88
Inward Existing	1	2.72	14.44	3	5.78	22.93	2	11.66	47.74	6	20.16	85.11
Development	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	140	5.73	33.63	154	13.40	63.90	60	13.01	58.28	354	32.14	155.81
TOTAL NORTH EASTERN	433	10.79	49.87	557	17.30	76.30	242	15.26	86.17	1,232	43.96	192.94

NOTES

DCA's included in this analysis: Antrim, Ballymena, Carrickfergus, Larne, Moyle  
An additional amount of £9.78 m relating to trade activities was offered between 2003/04 and 2005/06 but a geographical breakdown for this amount is not available.  
Columns which are blank indicate that either no offers of assistance were made that year under that scheme or the scheme had not yet started.

AREA: NORTH WESTERN

Division/Scheme	2003/04			2004/05			2005/06			TOTAL		
	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £
<b>IRTD</b>												
Radiane	2	0.01	0.02	-	-	-	-	-	-	-	-	-
START	1	0.11	0.44	-	-	-	-	1.81	5.84	2	1.92	6.28
Compete	13	0.80	2.30	7	0.28	0.80	5	0.30	1.09	25	1.38	4.19
Centres of Excellence	-	-	-	-	-	-	-	-	-	-	-	-
NITECH	-	-	-	-	-	-	-	-	-	-	-	-
RTD Networking	9	0.02	0.04	14	0.07	0.14	4	0.02	0.04	27	0.10	0.22
Proof of Concept	-	-	-	5	0.72	0.72	-	-	-	5	0.72	0.72
SMART	-	-	-	2	0.06	0.10	1	0.05	0.08	3	0.10	0.18
Knowledge Transfer Programme	2	0.07	0.14	7	0.31	0.72	6	0.41	0.71	15	0.78	1.56
<b>TOTAL</b>	<b>27</b>	<b>1.01</b>	<b>2.93</b>	<b>35</b>	<b>1.43</b>	<b>2.47</b>	<b>17</b>	<b>2.58</b>	<b>7.71</b>	<b>79</b>	<b>5.02</b>	<b>13.17</b>
<b>Business Improvement Services</b>												
Company Development Programme	16	1.25	4.03	16	0.94	3.46	14	2.42	21.87	46	4.61	29.35
Business Healthcheck	-	-	-	-	-	-	20	0.04	0.04	20	0.04	0.04
Process	33	0.06	0.07	50	0.17	0.22	17	0.04	0.07	100	0.27	0.36
Networking	119	0.21	0.21	54	0.13	0.13	150	0.08	0.16	323	0.42	0.50
Strategy	-	-	-	-	-	-	12	0.14	0.29	12	0.14	0.29
Innovation	-	-	-	9	0.04	0.06	2	0.03	0.05	11	0.07	0.11
Business Improvement Agent	4	0.13	0.39	6	0.20	0.67	3	0.12	0.12	13	0.45	1.18
<b>TOTAL</b>	<b>172</b>	<b>1.65</b>	<b>4.70</b>	<b>135</b>	<b>1.49</b>	<b>4.54</b>	<b>218</b>	<b>2.87</b>	<b>22.59</b>	<b>525</b>	<b>6.01</b>	<b>31.84</b>
<b>Knowledge Management</b>												
E Process	2	0.01	0.01	2	0.00	0.01	-	-	-	4	0.01	0.02
MIS	-	-	-	7	0.08	0.24	-	-	-	7	0.08	0.24
TPO	-	-	-	-	-	-	-	-	-	-	-	-
Broadband	133	0.06	0.16	260	0.10	0.24	-	-	-	393	0.16	0.40
Information Age Initiative	-	-	-	1	0.11	0.18	-	-	-	1	0.11	0.18
Green Technology Initiative	1	0.04	0.07	3	0.15	0.22	1	0.05	0.25	5	0.24	0.54
Environmental Audit Scheme	8	0.04	0.06	-	-	-	-	-	-	8	0.04	0.06
<b>TOTAL</b>	<b>144</b>	<b>0.15</b>	<b>0.31</b>	<b>273</b>	<b>0.43</b>	<b>0.89</b>	<b>1</b>	<b>0.05</b>	<b>0.25</b>	<b>418</b>	<b>0.63</b>	<b>1.45</b>
<b>CLIENT DIVISIONS</b>												
<b>Locally Owned</b>												
Pre Start	13	0.07	0.16	19	0.11	0.21	5	0.02	0.04	37	0.19	0.41
New-Locally Focused Start	12	0.24	0.29	5	0.11	0.11	-	-	-	17	0.35	0.40
New-Externally Focused Start	16	0.61	3.03	5	0.12	0.85	7	0.23	1.87	28	0.96	5.96
New-Globally Focused Start	-	-	-	1	0.38	0.75	-	-	-	1	0.38	0.75
Existing	89	2.16	9.39	112	3.09	13.05	61	2.16	18.43	262	7.42	40.87
TPO	16	5.10	12.60	2	0.28	3.75	6	3.87	5.96	24	9.25	22.31
<b>Externally Owned</b>												
New Inward	2	3.80	11.63	-	-	-	1	0.09	1.00	3	3.89	12.63
Inward Existing	4	0.22	1.21	2	2.51	37.12	3	26.77	89.41	9	29.49	127.73
Development	-	-	-	1	0.01	0.01	-	-	-	1	0.01	0.01
<b>TOTAL</b>	<b>152</b>	<b>12.18</b>	<b>38.31</b>	<b>147</b>	<b>6.60</b>	<b>55.85</b>	<b>83</b>	<b>33.13</b>	<b>116.51</b>	<b>382</b>	<b>51.92</b>	<b>210.67</b>
<b>TOTAL NORTH WESTERN</b>	<b>495</b>	<b>14.99</b>	<b>46.25</b>	<b>590</b>	<b>9.95</b>	<b>63.76</b>	<b>319</b>	<b>38.64</b>	<b>147.12</b>	<b>1,404</b>	<b>63.58</b>	<b>257.13</b>

NOTES

DCA's included in this analysis: Limavady, Magherafelt, Derry and Coleraine

An additional amount of £9.78 m relating to trade activities was offered between 2003/04 and 2005/06 but a geographical breakdown for this amount is not available.

Columns which are blank indicate that either no offer of assistance were made that year under that scheme or the scheme had not yet started.

AREA: EASTERN (excluding Belfast)

Division/Scheme	2003/04			2004/05			2005/06			TOTAL		
	No of Offers	Assistance £m	Investment £m	No of Offers	Assistance £m	Investment £m	No of Offers	Assistance £m	Investment £m	No of Offers	Assistance £m	Investment £m
IRTD												
Radiane	4	0.04	0.07	-	-	-	-	-	-	4	0.04	0.07
START	1	0.41	12.00	2	4.38	12.00	-	-	-	3	4.79	13.03
Compete	25	1.53	3.93	20	1.63	4.99	9	0.85	2.48	54	4.00	11.40
Centres of Excellence	-	-	-	-	-	-	-	-	-	-	-	-
NITECH	-	-	-	-	-	-	-	-	-	-	-	-
RTD Networking	16	0.07	0.14	19	0.06	0.12	12	0.04	0.09	47	0.16	0.34
Proof of Concept	4	0.19	0.37	5	0.61	0.61	6	1.27	1.27	11	1.27	1.27
SMART	4	0.19	0.37	2	0.09	0.13	3	0.15	0.29	9	0.43	0.78
Knowledge Transfer Programme	9	0.46	0.81	3	0.19	0.49	10	0.65	1.16	22	1.30	2.46
TOTAL	59	2.69	6.34	51	6.96	18.34	40	2.34	4.68	150	11.99	29.36
Business Improvement Services												
Company Development Programme	23	1.40	5.06	15	2.13	8.71	10	0.94	3.51	48	4.47	17.28
Business Healthcheck	-	-	-	-	-	-	22	0.04	0.04	22	0.04	0.04
Process	80	0.24	0.26	45	0.18	0.22	22	0.06	0.12	147	0.48	0.61
Networking	95	0.18	0.18	123	0.34	0.34	71	0.05	0.10	289	0.57	0.62
Strategy	-	-	-	2	0.02	0.02	39	0.52	1.06	41	0.54	1.08
Innovation	-	-	-	3	0.01	0.01	2	0.01	0.01	5	0.02	0.02
Business Improvement Agent	3	0.11	0.32	4	0.12	0.36	2	0.06	0.06	9	0.28	0.73
TOTAL	201	1.92	5.81	192	2.80	9.66	168	1.67	4.90	561	6.39	20.38
Knowledge Management												
E Process	5	0.04	0.09	4	0.01	0.03	-	-	-	9	0.05	0.13
MIS	-	-	-	7	0.12	0.38	-	-	-	7	0.12	0.38
TPO	-	-	-	-	-	-	-	-	-	-	-	-
Broadband	168	0.09	0.22	211	0.08	0.19	-	-	-	379	0.16	0.41
Information Age Initiative	-	-	-	2	0.26	0.23	-	-	-	2	0.26	0.23
Green Technology Initiative	1	0.05	0.05	2	0.03	0.03	1	0.01	0.01	4	0.09	0.10
Environmental Audit Scheme	19	0.09	0.13	3	0.01	0.02	-	-	-	22	0.10	0.15
TOTAL	193	0.27	0.49	229	0.51	0.87	1	0.01	0.01	423	0.79	1.38
CLIENT DIVISIONS												
Locally Owned												
Pre Start	7	0.03	0.09	4	0.03	0.30	3	0.01	0.03	14	0.08	0.41
New-Locally Focused Start	3	0.07	0.14	1	0.01	0.06	-	-	-	4	0.08	0.19
New-Externally Focused Start	21	0.71	3.42	13	0.51	2.81	9	0.24	1.89	43	1.46	8.13
New-Globally Focused Start	-	-	-	2	1.11	0.35	1	0.30	1.30	3	1.66	1.66
Existing	118	4.75	16.75	109	4.52	26.00	56	4.62	29.73	283	13.68	72.49
TPO	7	1.17	4.33	1	0.12	0.30	-	-	-	8	1.29	4.63
Externally Owned												
New Inward	1*	0.00	0.00	2	0.51	2.20	2	7.11	66.94	5	7.62	69.14
Inward Existing	3	0.66	1.22	3	1.04	5.95	2	1.99	11.35	8	3.69	18.52
Development	-	-	-	3	0.03	0.07	2	0.01	0.02	5	0.04	0.09
TOTAL	159	7.38	25.95	138	6.89	38.05	75	14.28	111.27	373	28.54	175.27
TOTAL EASTERN	612	12.26	38.60	610	17.16	66.92	284	18.30	120.87	1,507	47.71	226.99

NOTES

DCA's included in this analysis: Ards, North Down, Lisburn, Newtownabbey, Castlereagh

An additional amount of 59.76 m relating to trade activities was offered between 2003/04 and 2005/06 but a geographical breakdown for this amount is not available.

Columns which are blank indicate that either no offers of assistance were made that year under that scheme or the scheme had not yet started.

\* Invest NI assisted in bringing this new Foreign Direct Investment into Northern Ireland but financial intervention was not required.

AREA: WESTERN

Division/Scheme	2003/04			2004/05			2005/06			TOTAL		
	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £
<b>IRTD</b>												
Radiane	-	-	-	1	0.01	0.01	-	-	-	1	0.01	0.01
START	-	-	-	-	-	-	-	-	-	-	-	-
Compete	23	1.29	3.69	16	0.74	2.01	12	0.79	2.19	51	2.81	7.89
Centres of Excellence	-	-	-	-	-	-	-	-	-	-	-	-
NITECH	-	-	-	-	-	-	-	-	-	-	-	-
RTD Networking	5	0.02	0.05	-	-	-	2	0.00	0.01	7	0.03	0.06
Proof of Concept	-	-	-	-	-	-	-	-	-	-	-	-
SMART	1	0.04	0.13	2	0.09	0.25	2	0.09	0.13	5	0.22	0.50
Knowledge Transfer Programme	4	0.14	0.28	2	0.12	0.21	5	0.30	0.50	11	0.55	1.00
<b>TOTAL</b>	<b>33</b>	<b>1.49</b>	<b>4.14</b>	<b>21</b>	<b>0.95</b>	<b>2.48</b>	<b>21</b>	<b>1.17</b>	<b>2.93</b>	<b>75</b>	<b>3.62</b>	<b>9.46</b>
<b>Business Improvement Services</b>												
Company Development Programme	19	1.79	5.90	16	1.66	6.19	9	1.08	3.61	44	4.53	15.70
Business Healthcheck	-	-	-	-	0.00	0.00	24	0.02	0.02	24	0.02	0.02
Process	50	0.10	0.11	47	0.17	0.29	23	0.08	0.18	120	0.35	0.57
Networking	109	0.36	0.36	178	0.40	0.40	103	0.06	0.11	390	0.83	0.87
Strategy	-	-	-	-	-	-	34	0.46	0.95	34	0.46	0.95
Innovation	-	-	-	1	0.00	0.00	4	0.04	0.05	5	0.04	0.05
Business Improvement Agent	2	0.06	0.17	3	0.11	0.38	2	0.07	0.07	7	0.23	0.62
<b>TOTAL</b>	<b>180</b>	<b>2.31</b>	<b>6.55</b>	<b>245</b>	<b>2.33</b>	<b>7.25</b>	<b>199</b>	<b>1.81</b>	<b>4.99</b>	<b>624</b>	<b>6.45</b>	<b>18.78</b>
<b>Knowledge Management</b>												
E Process	6	0.01	0.03	-	0.01	0.02	-	-	-	8	0.02	0.05
MIS	-	-	-	8	0.14	0.42	-	-	-	8	0.14	0.42
TPO	-	-	-	-	-	-	-	-	-	-	-	-
Broadband	186	0.10	0.25	320	0.11	0.28	-	-	-	506	0.21	0.53
Information Age Initiative	5	0.14	0.20	1	0.01	0.01	3	0.11	0.14	9	0.26	0.35
Green Technology Initiative	9	0.04	0.07	2	0.01	0.01	-	-	-	11	0.05	0.08
Environmental Audit Scheme	206	0.30	0.54	333	0.28	0.75	3	0.11	0.14	542	0.69	1.43
<b>TOTAL</b>	<b>206</b>	<b>0.30</b>	<b>0.54</b>	<b>333</b>	<b>0.28</b>	<b>0.75</b>	<b>3</b>	<b>0.11</b>	<b>0.14</b>	<b>542</b>	<b>0.69</b>	<b>1.43</b>
<b>CLIENT DIVISIONS</b>												
<b>Locally Owned</b>												
Pre Start	19	0.05	0.09	11	0.07	0.16	2	0.01	0.03	32	0.13	0.28
New-Locally Focused Start	11	0.18	0.40	3	0.07	0.07	14	0.00	0.00	14	0.25	0.47
New-Externally Focused Start	21	0.92	3.62	14	0.52	2.95	5	0.10	0.44	40	1.54	7.01
New-Globally Focused Start	-	-	-	-	-	-	-	-	-	0	0.00	0.00
Existing	95	6.54	41.04	131	3.96	20.31	56	2.39	22.50	282	12.89	83.85
TPO	6	0.93	4.62	1	0.01	0.03	-	-	-	7	0.94	4.65
<b>Externally Owned</b>												
New Inward	1	1.23	4.38	3	0.28	1.33	3	0.91	10.28	7	2.41	16.00
Inward Existing	4	1.44	3.95	4	5.37	29.89	4	0.87	8.00	12	7.67	41.84
Development	-	-	-	4	0.03	0.07	4	0.09	0.27	8	0.12	0.34
<b>TOTAL</b>	<b>157</b>	<b>11.27</b>	<b>58.10</b>	<b>171</b>	<b>10.31</b>	<b>54.81</b>	<b>74</b>	<b>4.36</b>	<b>41.52</b>	<b>402</b>	<b>25.95</b>	<b>154.44</b>
<b>TOTAL WESTERN</b>	<b>576</b>	<b>15.37</b>	<b>69.33</b>	<b>770</b>	<b>13.88</b>	<b>65.30</b>	<b>297</b>	<b>7.45</b>	<b>49.48</b>	<b>1,643</b>	<b>36.70</b>	<b>184.11</b>

NOTES

DCA's included in this analysis: Cookstown, Dungannon, Fermanagh, Omagh and Strabane  
An additional amount of £9.78 m relating to trade activities was offered between 2003/04 and 2005/06 but a geographical breakdown for this amount is not available.  
Columns which are blank indicate that either no offer of assistance were made that year under that scheme or the scheme had not yet started.

AREA: SOUTHERN

Division/Scheme	2003/04			2004/05			2005/06			TOTAL		
	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £	No of Offers	Assistance £	Investment £
<b>IRTD</b>												
Radiant	2	0.07	0.13	-	-	-	-	-	-	2	0.07	0.13
START	-	-	-	3	3.26	9.13	1	0.49	1.23	4	3.75	10.36
Compete	15	0.40	1.15	13	1.01	3.30	1	0.02	0.03	29	1.43	4.48
Centres of Excellence	-	-	-	-	-	-	-	-	-	-	-	-
NITECH	-	-	-	-	-	-	-	-	-	-	-	-
RTD Networking	7	0.01	0.04	7	0.03	0.06	1	0.00	0.01	15	0.04	0.10
Proof of Concept	3	0.10	0.15	1	0.04	0.06	6	0.26	0.99	10	0.40	0.59
SMART	4	0.22	0.29	3	0.20	0.34	3	0.15	0.46	10	0.58	1.08
Knowledge Transfer Programme	31	0.80	1.75	27	4.54	12.88	12	0.92	2.11	70	6.27	16.74
<b>Business Improvement Services</b>												
Company Development Programme	14	1.47	5.47	11	0.93	3.14	13	1.71	8.40	38	4.11	17.01
Business Healthcheck	46	0.10	0.11	38	0.20	0.26	27	0.02	0.02	111	0.02	0.02
Process	101	0.20	0.20	138	0.20	1.08	108	0.06	0.09	347	0.46	0.49
Networking	-	-	-	1	0.00	0.00	24	0.00	0.27	25	0.27	0.56
Strategy	-	-	-	1	0.00	0.01	1	0.00	0.00	2	0.01	0.01
Innovation	5	0.14	0.42	2	0.06	0.19	3	0.10	0.10	10	0.31	0.71
Business Improvement Agent	166	1.92	6.21	191	1.40	3.80	189	2.20	9.22	546	5.52	19.22
<b>Knowledge Management</b>												
E Process	11	0.04	0.08	3	0.01	0.02	-	-	-	14	0.04	0.10
MIS	-	-	-	4	0.13	0.36	-	-	-	4	0.13	0.36
TPO	-	-	-	-	-	-	-	-	-	-	-	-
Broadband	172	0.08	0.19	246	0.09	0.22	-	-	-	418	0.17	0.41
Information Age Initiative	-	-	-	1	0.37	0.50	-	-	-	1	0.37	0.50
Green Technology Initiative	2	0.06	0.08	4	0.15	0.30	3	0.11	0.42	9	0.32	0.80
Environmental Audit Scheme	10	0.05	0.07	4	0.02	0.03	-	-	-	14	0.07	0.10
<b>TOTAL</b>	<b>195</b>	<b>0.23</b>	<b>0.43</b>	<b>262</b>	<b>0.77</b>	<b>1.42</b>	<b>3</b>	<b>0.11</b>	<b>0.42</b>	<b>460</b>	<b>1.10</b>	<b>2.27</b>
<b>CLIENT DIVISIONS</b>												
<i>Locally Owned</i>												
Pre Start	37	0.13	0.24	39	0.17	0.38	13	0.06	0.15	89	0.36	0.77
New-Locally Focused Start	6	0.10	0.24	2	0.04	0.04	-	-	-	8	0.14	0.29
New-Externally Focused Start	23	1.02	5.87	18	0.58	3.42	7	0.22	1.26	48	1.82	10.85
New-Externally Focused Start	-	-	-	4	1.15	8.63	-	-	-	4	1.15	8.63
Existing	150	3.75	14.91	116	12.39	35.93	56	7.96	34.00	324	24.09	84.84
TPO	10	0.89	3.01	1	0.00	0.00	1	0.01	0.01	12	0.90	3.02
<b>Externally Owned</b>												
New Inward	-	-	-	-	-	-	3	6.13	23.07	3	6.13	23.07
Inward Existing	1	1.80	12.83	5	6.05	35.95	2	3.47	11.73	8	11.32	60.51
Development	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>227</b>	<b>7.69</b>	<b>37.11</b>	<b>185</b>	<b>20.37</b>	<b>84.36</b>	<b>84</b>	<b>17.85</b>	<b>70.21</b>	<b>496</b>	<b>45.91</b>	<b>191.68</b>
<b>TOTAL SOUTHERN</b>	<b>619</b>	<b>10.63</b>	<b>45.50</b>	<b>665</b>	<b>27.09</b>	<b>102.45</b>	<b>288</b>	<b>21.08</b>	<b>81.96</b>	<b>1,572</b>	<b>58.80</b>	<b>229.91</b>

NOTES

DCAs included in this analysis: Armagh, Banbridge, Craigavon, Down, Newry & Mourne

An additional amount of £9.78 m relating to trade activities was offered between 2003/04 and 2005/06 but a geographical breakdown for this amount is not available.

AREA: BELFAST

Division/Scheme	2003/04			2004/05			2005/06			TOTAL		
	No of Offers	Assistance £m	Investment £m	No of Offers	Assistance £m	Investment £m	No of Offers	Assistance £m	Investment £m	No of Offers	Assistance £m	Investment £m
IRTD												
Radiance	3	0.08	0.22	-	-	-	-	-	-	3	0.08	0.22
START	1	1.53	3.59	3	0.70	2.24	3	1.28	1.31	7	3.51	7.14
Compete	27	2.10	5.84	15	1.31	3.89	19	1.50	4.43	61	4.91	14.16
Centres of Excellence	1	8.28	37.76	-	-	-	-	-	-	1	8.28	37.76
NITECH	-	-	-	-	-	-	6	0.33	2.07	6	0.33	2.07
RTD Networking	31	0.10	0.20	24	0.06	0.12	16	0.03	0.06	71	0.19	0.38
Proof of Concept	-	-	-	20	2.56	2.56	4	0.58	3.14	24	3.14	3.14
SMART	3	0.08	0.15	2	0.09	0.14	7	0.31	0.42	12	0.48	0.71
Knowledge Transfer Programme	4	0.24	0.37	5	0.33	0.56	7	0.53	0.92	16	1.09	1.85
TOTAL	70	12.40	48.13	69	5.04	9.49	62	4.57	9.80	201	22.01	67.42
Business Improvement Services												
Company Development Programme	24	7.32	29.99	23	4.34	16.67	13	2.38	16.43	60	14.04	63.09
Business Healthcheck	-	-	-	-	-	-	21	0.04	0.04	21	0.04	0.04
Process	33	0.10	0.13	44	0.20	0.33	5	0.01	0.01	82	0.30	0.47
Networking	79	0.40	0.40	111	0.49	0.49	58	0.03	0.49	248	0.92	0.94
Strategy	-	-	-	1	0.00	0.00	37	0.45	0.91	38	0.45	0.91
Innovation	-	-	-	-	-	-	1	0.00	0.00	1	0.00	0.00
Business Improvement Agent	6	0.19	0.58	-	-	-	1	0.04	0.04	7	0.23	0.62
TOTAL	142	8.01	31.03	179	5.03	17.50	136	2.95	17.48	457	15.93	68.07
Knowledge Management												
E Process	6	0.01	0.03	1	-	0.01	-	-	-	7	0.02	0.04
MIS	-	-	-	3	0.05	0.16	-	-	-	3	0.05	0.16
TPO	-	-	-	-	-	-	1	4.49	4.49	1	4.49	4.49
Broadband	127	0.07	0.18	121	0.06	0.15	-	-	-	248	0.13	0.33
Information Age Initiative	-	-	-	2	0.29	0.65	-	-	-	2	0.29	0.65
Green Technology Initiative	-	-	-	-	-	-	-	-	-	-	-	-
Environmental Audit Scheme	15	0.07	0.10	4	0.02	0.03	-	-	-	19	0.09	0.13
TOTAL	148	0.15	0.31	131	0.42	0.99	1	4.49	4.49	280	5.07	5.79
CLIENT DIVISIONS												
Locally Owned												
Pre Start	11	0.12	0.24	8	0.07	0.18	3	0.04	0.11	22	0.23	0.53
New-Locally Focused Start	5	0.09	0.11	4	0.06	0.06	-	-	-	9	0.16	0.18
New-Externally Focused Start	18	0.60	2.04	17	0.64	3.59	8	0.39	3.80	43	1.63	9.43
New-Globally Focused Start	-	-	-	5	0.34	1.61	1	0.40	2.37	6	0.74	3.99
Existing	113	6.76	26.77	84	6.76	26.77	45	2.32	10.28	242	11.17	47.73
TPO	18	3.53	11.07	12	7.99	8.94	11	2.79	6.96	41	13.92	26.97
Externally Owned												
New Inward	8	6.72	21.38	10	17.93	46.67	5	5.73	53.20	23	30.28	121.25
Inward Existing	12	14.72	77.45	5	5.85	19.36	4	6.73	39.47	21	27.30	136.28
Development	-	-	-	4	0.06	0.14	1	0.10	0.10	5	0.16	0.24
TOTAL	185	32.58	139.07	149	34.78	91.22	78	18.26	116.30	412	85.59	346.59
TOTAL BELFAST	545	53.11	218.60	528	45.27	119.20	277	30.27	148.07	1,350	128.65	485.87

NOTES

DCA's included in this analysis: Belfast

An additional amount of £9.78 m relating to trade activities was offered between 2003/04 and 2005/06 but a geographical breakdown for this amount is not available.

Columns which are blank indicate that either no offers of assistance were made that year under that scheme or the scheme had not yet started.

### Financial Support by Region 2003/04

REGION	TOTAL			Assistance per head of adult pop (£)	Investment per head of adult pop (£)
	No of Offers	Assistance £m	Investment £m		
NORTH EASTERN	433	10.80	49.87	64.10	296.07
NORTH WESTERN	495	14.99	46.25	86.10	265.56
EASTERN	613	12.26	38.60	38.84	122.33
WESTERN	576	15.37	69.33	92.00	415.04
SOUTHERN	619	10.63	45.50	43.41	185.77
BELFAST	545	53.11	218.60	244.60	1,006.78
<b>TOTAL</b>	<b>3,281</b>	<b>117.15</b>	<b>468.15</b>	<b>91.01</b>	<b>363.69</b>

Notes:

2001 Census adult population figures used

### Financial Support by Region 2004/05

REGION	TOTAL			Assistance per head of adult pop (£)	Investment per head of adult pop (£)
	No of Offers	Assistance £m	Investment £m		
NORTH EASTERN	557	17.30	76.30	102.69	452.96
NORTH WESTERN	590	9.95	63.76	57.11	366.14
EASTERN	610	17.16	66.92	54.37	212.10
WESTERN	770	13.88	65.30	83.11	390.87
SOUTHERN	665	27.09	102.45	110.60	418.32
BELFAST	528	45.27	119.20	208.51	548.98
<b>TOTAL</b>	<b>3,720</b>	<b>130.65</b>	<b>493.93</b>	<b>101.50</b>	<b>383.72</b>

Notes:

2001 Census adult population figures used

### Financial Support by Region 2005/06

REGION	TOTAL			Assistance per head of adult pop (£)	Investment per head of adult pop (£)
	No of Offers	Assistance £m	Investment £m		
NORTH EASTERN	242	15.26	66.17	85.98	372.75
NORTH WESTERN	319	38.64	147.12	210.62	802.02
EASTERN	284	18.30	120.87	56.22	371.28
WESTERN	297	7.45	49.48	41.50	275.54
SOUTHERN	288	21.08	81.96	80.11	311.50
BELFAST	277	30.27	148.07	141.45	691.95
<b>TOTAL</b>	<b>1,707</b>	<b>131.00</b>	<b>613.67</b>	<b>97.53</b>	<b>456.88</b>

Notes:

2005 mid year adult population estimates used



## Invest NI Regions by Community Background

REGION	All Persons	Community Background %		
		Catholic	Protestant and Other Christian (including Christian related)	Other / None
NORTH EASTERN	168,448	26.3	71.2	2.4
NORTH WESTERN	174,174	57.5	41.1	1.5
WESTERN	167,057	61.0	38.1	0.9
EASTERN	315,541	19.0	77.5	3.4
SOUTHERN	244,920	54.9	43.7	1.4
BELFAST	217,126	45.3	51.2	3.5
<b>TOTAL NI</b>	<b>1,287,266</b>	<b>41.9</b>	<b>55.8</b>	<b>2.3</b>

### Notes:

2001 Census adult population figures used

Population totals may vary from other Census tables due to cell adjustment methodology employed by the Census office

### Analysis

The above tables show the distribution of resources by programme, year and region, alongside assistance (direct financial assistance from Invest NI) and investment (overall total project cost i.e. company investment and Invest NI assistance) per head of adult population for each of the six Northern Ireland regions. Finally, a breakdown of the population by community background within each region (adult population figures as determined by the 2001 Census) is shown above for purposes of comparison.

Looking first at the distribution of BDS resources from 2003 to 2006, it is apparent that while the total assistance to companies through BDS has remained relatively constant (at between £117 million and £131 million), the number of offers made has declined considerably, from a high of 3,720 in 2004-05 to 1,707 in 2005-06,

indicating a strategic shift towards a more select group of companies. This trend does not appear to have impacted on any of the six regions disproportionately.

In terms of the distribution of available resources across Northern Ireland, over time there has been a consistent trend towards providing greater assistance to the Belfast area per head of population. This is to be expected given that the number of companies is proportionately much higher in this region, and given the strategic shift outlined above.

Historically, the Eastern region appears to have attracted the least amount of assistance, while by 2005-06 assistance provided to the Western region had declined significantly. The financial assistance provided per head of population to the North Western region has risen dramatically from 2004-05 (£57.11) to 2005-06 (£210.62), surpassing that provided to Belfast.

While there have been considerable shifts in support by region over time, no single demographic index such as population size or community background can explain these findings. In the absence of contrary indicators it can be assumed that the levels of support that are applied for (through offers) and gained (through assistance) must reflect a complex interplay between numerous social, economic and demographic factors, but that Section 75 considerations, including community background, do not appear to play a significant role.

It is worth noting that Northern Ireland is a relatively small geographical area and evidence indicates that many investments draw their workforce from across the region as a whole. Recent information on labour mobility patterns produced by the Northern Ireland Statistical Research Agency (NISRA) demonstrates that approximately 55% of those who work in the Belfast District Council Area reside in other areas.

There is an increasing need for greater labour mobility along with improving skill levels and employability. The growing number of migrant workers moving to Northern Ireland demonstrates the availability of jobs for those prepared to travel. Since District Council Areas and Parliamentary Council Areas are not self-contained labour markets, they may not be meaningful areas to analyse patterns of assistance and investment activity.

Furthermore a large project assisted in a particular location has the potential to create benefits in a much wider area. For example, assistance provided to the Queen's University of Belfast to establish a centre of excellence, will bring benefits to a much wider geographic region than just the South Belfast area in which it is located.

### **Client-Facing Invest NI Staff**

Of Invest NI's 562 staff<sup>7</sup>, 278 declared Protestant, 229 declared Roman Catholic and 55 were non determined, yielding 55% Protestant and 45% Roman Catholic among those whose community background was determined.

At the time of publication, Invest NI has 437 staff assigned to work face-to-face with BDS clients. A breakdown of staff by religion, gender and age is shown overleaf. No client-facing staff have declared a disability to HR.

In summary, there is a slightly higher proportion of female to male workers overall but there are a larger number of female employees working in the lower grade administrative posts with men holding the majority of the higher grade roles. The greatest disparities are at SOC Code 1 Manager and Director Level.

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<sup>7</sup> Staff number correct at time of publication.

Overall, there appears to be fair representation by religion, although there is a preponderance of Protestants in higher grades - SOC Code 1. The majority of staff fall within the age bracket 31-40, with the higher Manager and Director grades tending to be characterised by a slightly older age profile.

**Table 1: Gender by Grade**

<b>SOC Code</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
4 - Administrative and Secretarial	50	109	159
1 - Managers and Directors	160	118	278
<b>Total</b>	<b>210</b>	<b>227</b>	<b>437</b>

**Table 2: Religion by Grade**

<b>SOC Code</b>	<b>RC</b>	<b>Prot</b>	<b>Non-Det</b>	<b>Total</b>
4 - Administrative and Secretarial	72	77	10	159
1 - Managers and Directors	102	144	32	278
<b>Total</b>	<b>174</b>	<b>221</b>	<b>42</b>	<b>437</b>

**Table 3: Age by Grade**

<b>SOC Code</b>	<b>20-30</b>	<b>31-40</b>	<b>41-50</b>	<b>51-60</b>	<b>61-65</b>	<b>Total</b>
4 - Administrative and Secretarial	63	53	27	12	4	159
1 - Managers and Directors	8	94	107	59	10	278
<b>Total</b>	<b>71</b>	<b>147</b>	<b>134</b>	<b>71</b>	<b>14</b>	<b>437</b>

## **External Data Sources**

Alongside the various sources of in-house data relating to the operation of BDS as described above, the EQIA has also been informed by relevant statistics relating to the Northern Ireland economy as derived from numerous sources and including:

- 2004 Monitoring Report No. 15:  
A Profile of the Northern Ireland Workforce.  
Equality Commission for Northern Ireland.  
[www.equalityni.org/uploads/pdf/MonRepNo15P1.pdf](http://www.equalityni.org/uploads/pdf/MonRepNo15P1.pdf)
- Labour Market Bulletins 13 - 19.  
Department of Employment and Learning.  
[www.delni.gov.uk/index/publications/pubs-stats/labour-market-bulletin.htm](http://www.delni.gov.uk/index/publications/pubs-stats/labour-market-bulletin.htm)
- National Statistics Local Area Labour Force Surveys 2000-2003.  
[www.statistics.gov.uk/lfs/](http://www.statistics.gov.uk/lfs/)

Some key tables and statistics relating to the Northern Ireland Labour Market are presented in Appendix 3. These statistics establish the current economic climate against which the various BDS programmes and schemes operate, and provide useful benchmarks against which progress can be assessed. While considerable progress has been made in achieving fair participation by religion, the labour market itself remains significantly stratified by gender.

# Consideration of Adverse Impact

Each of the elements making up BDS was examined in the light of available information, to assess whether or not there was an adverse impact on any of the nine equality categories and to ascertain if action could be taken to promote good relations.

At the present time there is no structured equality monitoring for these established BDS programmes. This will be addressed in the immediate future as we are currently scoping an equality monitoring strategy to apply to this programme suite. However we have piloted an initial monitoring exercise with the Equality Commission for Northern Ireland (ECNI), in order to compare Invest NI client company religious monitoring with that of the wider business base from the ECNI monitoring returns. The results of this are detailed in Appendix 6.

An appraisal of the selection criteria for each programme and scheme does not immediately suggest the possibility of adverse impact, and all information can be made available in alternative formats on request.

Furthermore special arrangements can be put in place for any applicant with special needs, for example mobility.

The table in Appendix 3 shows the Department for Employment and Learning's (DEL) monitoring of its training and employment programmes by gender, community background and disability.

This may be indicative of likely trends within BDS programmes and in particular an under-representation of women and those with a disability on non-targeted programmes.

The DEL monitoring data does not suggest significant imbalances by size and community background but would indicate a slightly higher proportion of men than women working for smaller companies. As these companies are more likely to be eligible for BDS programmes then it is anticipated that this marginal gender bias would reflect through to applications for programmes.

Drawing on other data sources it is likely that given trends in the wider economy, there will be fewer applications from certain groups including women, members of minority ethnic groups and people with a disability. The relative paucity of applications from such groups has been confirmed by anecdotal information from client facing staff.

All Invest NI staff have been trained in equality and diversity issues, extending to Section 75 duties and responsibilities. All external Third Party Organisations (TPOs) who now engage with BDS must sign a declaration to the effect that they will meet and comply with Invest NI's obligations under Section 75.

A civil action was brought against Invest NI in relation to the SMART programme on grounds of race and religion. Invest NI has learnt valuable lessons from this case and engaged positively with the decisions emanating from it so as to ensure future compliance, including the need to meet all its obligations under Section 75.

This incorporates providing greater transparency throughout the decision-making process and the need for all those involved in the selection process to be trained with regard to Section 75<sup>8</sup>. See Appendix 5 for a summary of the SMART case actions.

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<sup>8</sup> A copy of the revised Smart Guidance notes are available at:  
[www.investni.com/index/develop/research\\_and\\_development-3/near\\_market\\_product\\_and\\_process\\_development/smart.htm](http://www.investni.com/index/develop/research_and_development-3/near_market_product_and_process_development/smart.htm)

# Measures to Mitigate / Alternative Policies (Preliminary Recommendations)

Having considered available data and research and considered any adverse impact which may arise out of existing policies, it is proposed that Invest NI takes the following actions for BDS programmes and schemes:

1. Assess the most appropriate way of setting up an effective equality monitoring strategy in conjunction with the Equality Commission for Northern Ireland.
2. Over and above the selection criteria that apply to BDS as a whole, where a programme or scheme has introduced additional criteria then these should be clearly defined and set out; any potential adverse impacts associated with these criteria must be considered.
3. Where any BDS programme deliberately targets certain groups then the reasons for this targeting must be made transparent. A review of programme accessibility will also be undertaken to ensure consistency of approach.
4. Ongoing training of front line staff and in particular Client Executives in Section 75 is essential. Where external consultants are employed then their responsibilities under Section 75 must also be made clear, this includes any training requirements.
5. Each programme must make clear, in all documentation, that materials can be made available in alternative formats where necessary and on request.
6. Marketing of BDS programmes and services among minority communities will be considered as part of a broader positive action programme.
7. All application forms must use a format with clear fonts, layout, and colours etc. that are accessible to those with special needs<sup>9</sup>.

These measures, when implemented, should further equality of opportunity generally, in compliance with Invest NI's obligations under Section 75 of the Northern Ireland Act 1998.

As previously stated in our Equality Scheme, the amended policies will be regularly monitored to ensure that no adverse impact occurs.

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<sup>9</sup> These issues will also be addressed through Invest NI's Access/Communications EQIA.

# Formal Consultation

Invest NI wishes to consult as widely as possible on the findings included in this EQIA, together with the preliminary recommendations offered above. The following actions are proposed:

- This report will be issued to all consultees listed in our Equality Scheme and to any members of the public on request
- Prominent advertisement will be placed in local and regional newspapers inviting the public to comment on this matter in accordance with normal practice
- A copy of the EQIA will be posted on Invest NI's website and on the intranet
- Individual consultation meetings will be arranged with staff on request and with representatives of particular interest groups if requested
- Publicity material will be made available at all Invest NI's operational locations
- The report will be made available on request in alternative formats.

The arrangements for consultation are being co-ordinated by the Equality Unit to whom all enquiries should be made.

**The closing date for responses is 12th October 2007.**



# Decision by Public Authority

Following the formal consultation period and consideration of the findings from the consultation, Invest NI will reach a decision in terms of the EQIA process and will ensure that such decisions are implemented through BDS.

# Publication of Results of Equality Impact Assessment

The outcomes of this EQIA will be published in the press and will also be posted on Invest NI's website. It will be made available in different formats on request where appropriate.

# Monitoring for Adverse Impact

Invest NI will establish a system to monitor annually the impact of the policy in the future on relevant groups. This will be reviewed on an annual basis. The results of the monitoring will be widely and openly revised. If this monitoring /

evaluation shows that the revised policy results in greater adverse impact than predicted, or if opportunities arise which would allow for greater equality of opportunity to be promoted, Invest NI will ensure the policy is revised.

# Glossary of Terms

**Client companies**

See Invest NI clients.

**Export sales**

Sales to markets outside of the UK

**External sales**

Sales to markets outside of NI

**External start-ups**

New businesses with the growth potential to develop markets outside of Northern Ireland

**Foreign Direct Investment (FDI)**

Investment in one country by individuals / companies located in another country.

Invest NI includes investment from Great Britain as FDI.

**Invest NI clients**

Locally and externally owned businesses being assisted by Invest NI, which have demonstrated growth potential, primarily through the development of markets outside of Northern Ireland.

**Inward investment**

See Foreign Direct Investment

**New Targeting Social Need (New TSN)**

A government policy which aims to tackle social need and social exclusion in Northern Ireland, by targeting efforts and available resources on people, groups and areas in the greatest social need. Areas in NI are thus defined as new TSN (nTSN), special status (abandoned as of Oct 2006) or non-TSN.

**Selective Financial Assistance (SFA)**

Discretionary assistance given to viable projects in Northern Ireland in order to achieve higher levels of growth leading to long term stable jobs. (Eligibility for assistance is dependent on compliance with the strict criteria laid out by the Selective Financial Assistance Scheme). The Selective Financial Assistance Scheme is administered by Invest NI, as given under the powers set out in Section 7 of the Industrial Development (Northern Ireland) Order 1982.

**SMEs (Small and Medium Sized Enterprises)**

Businesses that have less than 250 employees.

# List of Abbreviations

<b>BDS</b>	Business Development Solutions	<b>HEROBC</b>	Higher Education Reach Out to Business and the Community
<b>BHC</b>	Business Health Check	<b>HSO</b>	Higher Scientific Officer
<b>BIL</b>	Business Innovation Link	<b>ICT</b>	Information and Communication Technology
<b>BIS</b>	Business Information Services	<b>IDB</b>	Industrial Development Board
<b>CAFRE</b>	College of Agriculture Food and Rural Enterprise	<b>IDWG</b>	Inter-Departmental Working Group
<b>CDP</b>	Company Development Programme	<b>INI</b>	Invest Northern Ireland
<b>CE</b>	Known as: European Certificate	<b>IP</b>	Intellectual Property
<b>CFAAD</b>	Corporate Finance Appraisal and Advisory Division	<b>IPR</b>	Intellectual Property Rights
<b>DCA</b>	District Council Area	<b>IRC</b>	Innovation Relay Centre
<b>DDA</b>	Defence Diversification Agency	<b>IRTD</b>	Innovation Research and Technology Division
<b>DEL</b>	Department of Employment and Learning	<b>IRTU</b>	Industrial Research and Technology Unit
<b>DETI</b>	Department of Enterprise Trade and Investment	<b>KTP</b>	Knowledge Transfer Partnership
<b>DTI</b>	Department of Trade and Industry	<b>LEA</b>	Local Enterprise Agency
<b>ECNI</b>	Equality Commission Northern Ireland	<b>LEDU</b>	Local Enterprise Development Unit
<b>EFQM</b>	European Financial Quality Model	<b>LON/RON</b>	Local Office Network / Regional Office Network
<b>EMC</b>	Electro Magnetic Compatibility	<b>LoO</b>	Letter of Offer
<b>EQIA</b>	Equality Impact Assessment	<b>NISRA</b>	Northern Ireland Statistical Research Agency
<b>FAA</b>	Financial Assistance Agreement	<b>NITB</b>	Northern Ireland Tourist Board
<b>HEIF</b>	Higher Education Innovation Fund		

<b>PCA</b>	Parliamentary Constituency Area
<b>PPD</b>	Product Process Development
<b>QUB</b>	Queen's University of Belfast
<b>R&amp;D</b>	Research and Development
<b>RAM</b>	Resource Allocation Model
<b>RDA</b>	Regional Development Agency
<b>RDS</b>	Requests for Development Service
<b>RIS</b>	Regional Innovation Strategy
<b>RSIC</b>	Regional Science Industry Council
<b>RTD</b>	Regional Technical Development
<b>SFA</b>	Selective Financial Assistance
<b>SME</b>	Small and Medium Sized Enterprises
<b>SOC</b>	Standard Occupational Classifications
<b>SQW</b>	Segal Quince Wicksteed Ltd
<b>TAU</b>	Technical Advisory Unit
<b>TOPS</b>	Technology Opportunity Study
<b>TPO</b>	Third Party Organisation
<b>UU</b>	University of Ulster
<b>WIN</b>	Western Innovation Network

# Appendix 1: Examples of Section 75 Groups by Dimension

## **'Age'**

For most purposes, the main categories are: those under 18; people aged between 18 and 65; and people over 65. However, the definition of age groups will need to be sensitive to the policy under consideration.

For example,

- (i) in relation to employment policies the middle aged are often a vulnerable group, pensionable age is different for men and women and legal ages for working and voting vary;
- (ii) in relation to policies concerning young people then narrower age bands are likely to be more appropriate.

## **'Marital status'**

Married people; unmarried people; divorced or separated people; widowed people.

## **'Men and women generally'**

Men (including boys); women (including girls); transgender people; transsexual people.

## **'Persons with a disability'**

Persons with a disability as defined in Sections 1 and 2 and Schedules 1 and 2 of the Disability Discrimination Act 1995.

## **'Persons with dependants'**

Persons with primary responsibility for the care of a child; persons with personal responsibility for the care of a person with a disability; persons with primary responsibility for the care of a dependant elderly person.

## **'Political opinion'**

Unionists generally; Nationalists generally; members / supporters of any political party; other.

## **'Racial group'**

Chinese; Irish Traveller; Indian; Pakistani; Bangladeshi; Black African; Black Caribbean; White; mixed ethnic group; any other ethnic group; nationality.

## **'Religious belief'**

Protestant; Catholic; Hindu; Jewish; Islam / Muslim; Sikh; Buddhist; other religion; people of no religious belief.

## **'Sexual orientation'**

Gay; lesbian; bisexual; heterosexual.

(This list is not exclusive but may be amended or added to as appropriate.)

# Appendix 2: Programmes and Services Provided Under BDS

## **Strategic Development**

### **Strategy Development Programme**

**Outline:** Working with consultants, to identify and then meet the training needs of senior management teams, particularly in the area of strategic planning through the development of a strategic plan. An economic appraisal of the programme was carried out in 2003.

**Objective:** To develop the strategic planning capability of senior business managers.

**Eligibility:** Both new (10%) and existing businesses (90%), as identified through the Business Health Check. Projects supported under this scheme are consultant led, offering a maximum of £15,000 plus VAT, funding up to 50% of total cost for companies with up to 250 employees and 40% of total for companies with more than 250 employees.

### **Design Service**

**Outline:** The Design Development Programme team advises on how to harness design for commercial advantage.

**Objective:** To help businesses develop their design knowledge, skills and capability to harness design by differentiating products and services and building brand recognition and reputation.

**Eligibility:** The Design Service - all businesses in Northern Ireland. The Design Development

Programme - all Invest NI clients only, they will be selected on the basis of their design awareness, their business strategy, their organisational potential and commitment to providing the necessary investment to capitalise on the work completed on the programme.

## **Property Solutions**

### **Property Assistance**

Support for industrial development property can take three forms:

1. Support to client companies
2. Support to private sector developers
3. Direct build for lease or sale

#### **1. Client Company**

**Outline:** Property solutions can be provided to companies as part of an overall company development project. Potential for support is assessed as part of an overall BDS appraisal. Financial support, which can be either grant or repayables, is negotiated on a case basis as part of the assessed eligible cost.

**Objective:** To help client companies develop property solutions which will enable them to implement growth plans.

**Eligibility:** Client companies with business plans for growth which meet the Invest NI intervention principles.

## 2. Private Sector Developers

**Outline:** Where the client group has identified a business need and where market failure can be demonstrated, support can be offered to private sector developers. Financial support is based on the difference between the total development cost and the market value of the building, where it can be demonstrated that total development cost is greater than market value.

**Objective:** To provide factories and offices, in partnership with the private sector, of an agreed design, specification and cost for leasing or sale to Invest NI clients.

**Eligibility:** Support is, in the main, directly focused on the underlying business project, whether this is relocation, expansion or inward investment.

## 3. Direct Build by Invest NI

**Outline:** Where there is a client group identified business need, market failure and the private sector is unwilling to engage we can, following appropriate procurement action, have the property built. Subsequently, we sell or lease the building to a client company.

**Objective:** As a last resort Invest NI will provide appropriate property solutions for industrial development.

**Eligibility:** Client companies with business plans for growth which meet the Invest NI intervention principles.

## Business Information Services (BIS)

**Outline:** BIS provides access to a wide variety of electronic and hard-copy resources often using specialised electronic databases. This includes access to legal and regulatory information.

People may access the business information resources themselves by visiting the Business Information Centre, or make an enquiry which will then be answered within an agreed timescale. Market research is the main area of activity. BIS also occasionally produces guides on particular topics - e.g. guides to setting up distributorship agreements, protecting IPR, sector guides etc.

**Objective:** To provide a business information service to all Northern Ireland companies to help them grow their businesses in the confidence that they are basing their decisions on sound commercial intelligence.

**Eligibility:** Target clients tend to be existing businesses (55%), new businesses (10%), individuals (5%), universities (5%), community / voluntary organisations (5%) and 20% other Invest NI teams or government departments.

## European Information Centre (EIC)

**Outline:** EIC provides advice and guidance about European issues and policies, legislation, sources of funding, business opportunities, the Euro, and public sector tender opportunities, particularly to SMEs. So long as an enquiry falls within this remit then it is dealt with by the centre.

**Objective:** To raise awareness of European issues and to inform the EC about any difficulties that SMEs are encountering.

**Eligibility:** Target clients tend to be existing businesses (60%), new businesses (20%), individuals (10%), universities (5%) and community / voluntary organisations (5%).

## **People Development**

### **People Excellence Diagnosis**

**Outline:** Through targeted aid, the scheme assists client companies to implement excellent people management practices through the development of employee competence, motivation and the ability to innovate. Clients are contacted by an HR / Business Advisor after a Business Health Check or a RDS from a Client Executive.

They are then matched with appropriate workshops or consultants. Evaluation forms are completed at all workshops followed up by telephone calls. Consultancy projects are evaluated in conjunction with the business advisor. A Service Areas Economic Appraisal was completed in October 2003 and consultancy reports are kept for each consultancy project.

**Objective:** To improve productivity, product quality, customer satisfaction and ultimately business performance.

**Eligibility:** All businesses receiving Invest NI support. 70% of clients are existing businesses, 10% new businesses and 20% individuals.

### **Business Improvement Training Programme (formerly Company Development Programme (CDP))**

**Outline:** Assistance with agreed training and development activities on a company by company basis. Clients are identified through the Business Health Check and also by self-identification, with initial contact through Client Executives, followed up by Business Information Services (BIS) business advisers. To be eligible for support, the company must produce a training plan and the project must meet additionality and viability criteria. SFA principles are applied.

**Objective:** To develop the capability of people and processes in line with business objectives through the provision of financial and practical assistance for training and development activities aimed at raising managers' skills levels.

**Eligibility:** All businesses in receipt of Invest NI support that are managing and implementing training along with Investors in People guidelines. Around 80% of clients are existing businesses, with 20% new businesses.

### **Other Capability Support Measures**

**Outline:** An extensive range of capability support measures, ranging from bespoke training events (e.g. master classes) to specialist support as provided by either Invest NI staff, peers (e.g. Best Practice Club) or external consultants.



Projects supported under Innovation and Creativity are consultant-led, offering a maximum of £15,000 plus VAT, funding up to 50% of total cost for companies with up to 250 employees and 40% of total for companies with fewer than 250 employees. The Business Improvement Agent scheme is available to all business in receipt of Invest NI support and in particular small to medium sized firms with more than 100 employees.

## **Technology and Process Development**

### **Management Information Scheme**

**Outline:** The project is funded through the Department of Enterprise Trade and Investment's (DETI) Building Sustainable Prosperity Scheme, and operates in compliance with European legislation, directives and budgetary constraints.

The scheme covers software purchase and implementation as well as user training in software. Following an initial company visit, a nominated ICT advisor compiles a report detailing the costs of the proposed project along with recommendations as to its viability. If the application is successful, a letter of offer is issued to the company and Invest NI monitors the budget spend once the project is underway. Potentially up to 40% of funding is provided if the client has fewer than 50 employees, 25% for more than 50 employees.

The scheme is advertised on the Invest NI website, leaflets / flyers and also through the internal customer network, Client Executives, and external

agencies including Local Enterprise Agencies (LEAs), Councils and Third Party Organisations (TPOs). The client database holds information relating to business, address, trading name, sector etc.

**Objective:** To improve the quality of management information through the use of Information and Communications Technology; to promote the use of ICT to SMEs to ensure they work smarter and more innovatively thereby remaining competitive; to ensure NI companies are kept abreast of technology developments; and to improve capability of companies and hence increase their ICT sophistication levels on DTI's 'Sophistication Index Benchmarking' exercise.

**Eligibility:** All businesses in receipt of Invest NI support. 70% of clients are existing businesses and 30% are new businesses.

### **Broadband Initiative<sup>10</sup>**

**Outline:** The programme encourages uptake of broadband by businesses by providing a combination of financial incentives and advisory support through a team of Broadband Advisors. The majority of interactions with clients are reactive and specific businesses are not targeted.

The services are promoted via seminars and through other economic development organisations. The scheme provides up to 40% of funding (max. £5,000) and covers expenditure in relation to installing broadband and the first year's running costs.

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<sup>10</sup> The funding element of the initiative closed on 31st December 2004.

**Objective:** To promote broadband deployment to businesses across Northern Ireland.

**Eligibility:** All businesses based in Northern Ireland that do not already have broadband. Charities, not-for-profit and the agriculture sector are excluded. 80% of clients are existing businesses and approximately 20% are new businesses. The names and addresses of clients are captured during visits and are then held on a database.

#### ICT Advisors

**Outline:** Examples of the initiatives covered by this service include: Encouraging businesses to make better use of information and communication technologies to improve their internal systems; advice on purchasing and implementation of computer systems; advice on project management of system implementation; Internet / E-mail / Website design and eCommerce.

The scheme is advertised on the Invest NI website, through leaflets / flyers and also through our internal customers, Client Executives, LEAs, councils, TPOs etc.

**Objective:** To help client companies exploit the correct technologies to increase their business competitiveness; to promote the use of ICT to SMEs to ensure they work smarter and more innovatively thereby remaining competitive; to ensure NI companies are kept abreast of technology developments; to improve capability of companies and hence increase their ICT Sophistication levels on DTI's Sophistication Index Benchmarking exercise; to provide an advisory / signposting service to clients.

**Eligibility:** All Invest NI clients. 30% of clients are existing businesses and 70% are new businesses. Monitoring data on contact name, address, trading name and sector are held on the client database.

#### E-Process

**Outline:** Invest NI's eBusiness team can help participants; identify the key processes that address business objectives, quantify breakdowns in the process, redesign the processes and the supporting operational practices, provide pilot technology, quantify the realisable benefits and prepare a plan to move forward.

Companies can use the service for multiple distinct projects, subject to approval. Initial diagnosis and analysis of requirements is through a one / two day workshop available to help senior management identify specifics on how eBusiness can help.

The scheme is designed to provide maximum benefit with minimum disruption, the workshops map out specific courses of action which may be pursued - if desired - through the consultancy service on offer.

Further consultancy support is provided to the client, if required, at the daily rate of the consultant. Maximum number of consultancy days is 20. Advice and mentoring is provided by consultants and ICT Advisors. (ICT Advisors case manage the intervention).

Potentially up to 40% funding is made available if under 50 employees, 25% if more than 50 employees.

**Objective:** To help companies identify and quantify the potential benefits of embracing technology by focussing on key business objectives or opportunities by analysing Business Processes, refining if necessary and potentially implementing an ICT solution, promoting the use of ICT to SMEs to ensure they work smarter and more innovatively thereby remaining competitive, ensuring NI companies are kept abreast of technology developments, improving capability of companies and hence increase their ICT sophistication levels on DTI's Sophistication Index Benchmarking exercise, and providing a mentoring service to clients.

**Eligibility:** All Invest NI clients. 30% of clients are existing businesses and 70% are new businesses. Monitoring data on contact name, address, trading name and sector are held on the client database.

#### **E-Solutions Demo Centre Advisory Services**

**Outline:** The centre offers free and impartial ICT advice to businesses to help encourage the implementation of new technology within the business community and thereby improve the competitiveness of businesses across Northern Ireland. The services are promoted by seminars and through other economic development organisations.

**Objective:** To promote ICT and broadband technologies to businesses across Northern Ireland.

**Eligibility:** Advice is offered to any business that contacts the centre. Charities, not-for-profit and the agriculture sector are excluded. 80% of clients are existing businesses and approximately 20% are new businesses. Name and address of clients is captured and is then held on a database.

#### **Process Excellence**

**Outline:** Specialist support for the implementation of best practice productivity and efficiency improvement schemes. This can help the business with techniques aimed at every aspect of the commercial organisation, from customer relationship management, waste elimination and quality management, to supply chain management and equipment maintenance.

Specific techniques that Invest NI can help with include the implementation of: Six Sigma, Lean manufacturing, Balanced Scorecard, Theory of Constraints, Capability Maturity Model Integrated (CCMI) and Quality Management Systems (i.e. European Framework Quality Model, BS 7909 Security Standard or ISO 14000).

**Objective:** To increase company competitiveness by raising levels of productivity and efficiency through improving process and maximising use of resources, both in terms of people and equipment.

**Eligibility:** All Invest NI clients. Business needs are either self-identified or via the Business Health Check. 90% of clients are existing businesses and 10% are new businesses.

All are contacted initially by Client Executives or regional office staff. Following the Business Health Check or an equivalent analysis, a service area consultant is tasked to scope and prepare a proposal to address identified issues. The client is then responsible for making all decisions as to whether or when to accept proposals and proceed.

## **Technical and Sustainable Development**

### **Carbon Trust Energy Programme**

**Outline:** The programme provides free support for businesses to promote energy best practice, in particular with regard to carbon dioxide reduction. Interest-free finance is offered for the installation of low carbon technologies.

A £2.7 million loan scheme is accessible by all companies that wish to install energy saving products with a pay back period of under five years. Projects can be 100% funded up to £200,000 per company. Grants are also available for research and development projects. The programme also offers independent technical advice, training seminars, workshops and general advice on project management.

**Objective:** To help businesses reduce their energy costs, promote low carbon technologies and to stimulate research and development into low carbon technologies.

**Eligibility:** Existing businesses (95%), new businesses (3%), individuals (1%) and universities (1%). Preference is shown to companies with energy costs in excess of £50,000. Contact is made via Client Executives or advertising campaigns. Monitoring data are only held on energy savings.

### **Environmental Awareness Programme**

**Outline:** The programme makes available advice and support on environmental management, waste minimisation and clean technologies. It also develops collaborative networks that support the exchange of good environmental practices and provides advice and training on how to manage environmental issues and achieve savings. The programme is evaluated in the Green Economy Evaluation Report.

Invest NI supports the delivery of Envirowise, a national waste minimisation programme, within NI by funding a regional representative. Activities include the provision of best practice advice to SMEs on how to achieve savings.

Free Fast Track waste minimisation audits are also available to SMEs to help them identify low cost measures that will achieve savings. A series of promotional talks and seminars are held to promote SME uptake of Envirowise services. Contact is monitored quarterly, reviewed and awarded annually.

Arena Network manages a programme of Regional Environmental Clubs through their presence in local authorities. Three Environment Clubs have been established. Participating companies are audited to establish baseline environmental impacts and costs. Arena Network develops a cost reduction programme for each company and provides support to enable cost savings.

Each Environment Club meets six times within the first year, with a series of talks and presentations delivered on key environmental issues affecting business.

## Green Technology Initiative

**Outline:** The initiative supports projects requiring capital investment, by providing an interest free loan of up to £50,000 repayable over a maximum of three years. The loan is for capital investment in measures that achieve savings by improving the use of resources and the reduction of environmental impacts. Progress reports are produced at three months, with monitoring visits at 6 months and yearly thereafter against an agreed monitoring plan.

The Green Technology Initiative Evaluation report is available on an annual basis.

**Objective:** To improve the competitiveness of Northern Ireland based SMEs by providing financial support for projects that reduce costs by improving resource efficiency, and reducing environmental impacts.

In addition, it aims to encourage the development of the environmental technology sector within Northern Ireland by: developing markets for the supply of clean processing technology, plant and equipment from local companies; demonstrating the business case for environmental improvement projects in relation to efficiency and profitability; and promoting the local adoption of emerging innovative clean processing technologies within manufacturing processes.

**Eligibility:** All SMEs (fewer than 250 employees) and new business starts with a need for Green Technology Initiative intervention.

## Technical Advisory Unit (TAU)

**Outline:** This unit provides services which cover a wide range of support systems including: environmental services; health and safety advice; product / process services and testing quality services. It aims to provide advice in the area of product, materials and environment testing.

The TAU offers services to businesses which approach Invest NI either by phone, email, or face-to-face. The advisory service is often initiated by requests for development service (RDS) from the Invest NI Client Executive (officer / manager) or senior management (e.g. director).

Also, the BIL (Business Innovation Link) sometimes refers cases to the unit for support. This service primarily is demand led with a number of companies approaching Invest NI, while others are referred by Client Executives.

No financial support is offered to those assisted by the TAU, except under the CE Marking programme.

**Objective:** To assist companies with advice and guidance on a wide range of technical issues including environmental, engineering, product / process development, health and safety, CE marking and technical information.

**Eligibility:** Clients are only approached if requested by their Client Executive or officer / manager. Currently the TAU is open to all segments and non-client companies. At the present time approximately 60% of clients are existing businesses, 30% are new businesses and 10% are individuals.

## CE Marking Programme

**Outline:** The programme, run in partnership with Queen's University, is fully funded by Invest NI which has ultimate say in the delivery of the programme. Queen's provides help with the selection and matching of consultants with companies. The programme assists companies to CE mark one product, or a family of products, against the relevant EU Directives.

This gives companies the ability to carry out this process with other products within their portfolio or with future products that may be developed. The companies that are contacted are those that should have an interest in CE marking due to the nature of their business.

Application forms are sent out to the companies that still appear interested after the initial contact. These forms are returned together with payment (cheque) or Purchase Order No.

A 'chasing' process is needed to get all the forms in and hence a commitment from the companies. Invest NI charges participants £450 for participation on the programme.

This provides a contribution from companies towards the costs of the seminars and one to one consultancy advice. The programme is a mix of seminars (2 x one day & 1 x half day) and consultancy (up to 3 days per company); with mentoring as an integral part of the programme, from before sign up to after completion. Invest NI's Technical Advisory Unit and its PPD Team are often involved with companies following completion of the official programme.

**Objectives:** To familiarise companies with the process of CE marking; to open markets and

generate increased sales turnover by allowing companies to export their products within the EU and further afield, with confidence and in the knowledge that all relevant safety considerations have been addressed;

- to implement the appropriate Essential Health and Safety Requirements (EHSR) in equipment design, development and production
- to facilitate delegates' understanding of their company's strengths and weaknesses with respect to current methodology; and
- to assist in the identification of areas where relevant changes can be implemented.

**Eligibility:** 70% of clients are existing businesses, 20% new businesses and 10% individuals. The programme is aimed at companies in the engineering sector with design and / or manufacturing capability (both the Regional Office Network (RON) & Sector Teams clients), that produce products that come under the Machinery, Low Voltage, EMC or Pressure Equipment directives. Clients are contacted either by phone call from a Client Executive / technology executive, followed by email, or by a mail shot from Queen's University (the list is provided by Invest NI).

A company has never been rejected from the programme on 'lack of space' grounds, although on four occasions (out of nine), the number of participants has exceeded the budgeted number (20 companies per wave). When such scenarios arise (i.e. over-subscription) that cannot be accommodated, priority would be given to SMEs over larger companies. The latter would be expected to have in-house engineering expertise that could better address this complex issue.

## **Business Innovation Link**

**Outline:** The scheme is open to all Northern Ireland residents who have an idea that can be patented. After filling in an application form the client attends a meeting in one of the Invest NI regional offices with a technical advisor. If the advisor deems the idea has some merit the client presents his case to the BIL Panel (consisting of three Invest NI staff and the BIL Manager).

The panel can send the client for a professional patent opinion. If that opinion is positive, financial assistance is available for patent lodgement in the UK and for design / prototyping work. Financial assistance up to a maximum of £5,000 and 80% of costs is available to a successful client.

All clients who are deemed suitable by the BIL Panel receive a professional patent opinion of up to £350 plus VAT. Selected clients are entitled to a half day mentoring visit from a business adviser.

The cost of such a visit is included in the maximum grant award. No client is approached directly. BIL makes its services known through leaflets, website ([www.bus-innovationlink.co.uk](http://www.bus-innovationlink.co.uk)) and attendance at the Go For It series of roadshows. Presentations are made to Invest NI regional office teams, Patent Office events etc. BIL is a TPO fully funded by Invest NI.

The scheme is managed by MW Design Associates for Invest NI. Contact Michael Wilson  
028 9042 5408

A scheme evaluation was carried out in 2006 by BearingPoint and a TPO evaluation by McClure Watters in 2005.

**Objective:** To provide funding and advice to individuals to help develop a product or idea that is of patentable quality and commercially viable.

**Eligibility:** BIL is open to all individuals with a patentable idea. No monitoring is currently undertaken at present although personnel have been equality trained. BIL Ltd ceased to exist in December 2006 although the programme continued, subject to an external review, under a new TPO management structure. The review recommended continuation of the BIL programme under an external manager, subject to internal approval.

## **Technical Information Services**

**Outline:** Services to companies include the provision of advice and information on intellectual property rights (patents, trademarks, design right and copy right), as well as information on industrial standards and specifications. The unit also provides a search facility for patents, trademarks and literature using commercial databases. Occasional IPR (Intellectual Property Rights) seminars for SMEs are run with the Patent Office.

**Objective:** To promote competitiveness by providing access to up-to-date, high quality technical information on intellectual property and standards. To give companies crucial information on competitor intelligence, avoid infringements and identify licensing opportunities;

to protect company products, branding and good name; to identify the standards relevant to specific products or processes and ensure that collection of working standards is kept up to date.

**Eligibility:** All businesses based in Northern Ireland. At the present time approximately 30% of clients are existing businesses, 20% are new businesses and 50% are individuals. Monitoring is carried out by company name, address, phone nos., email, nature of business and relevant standards.

## **Research and Development**

### **IRTD Centres of Excellence**

**Outline:** The RTD Centres of Excellence programme supports the establishment of research and design centres to stimulate leading edge, industrially exploitable and commercially focused research that will demonstrably improve the competitiveness of Northern Ireland industry.

The programme is delivered by Invest NI and funded under the European Union Programme for Peace and Reconciliation in Northern Ireland and the Border Region of Ireland (PEACE II) managed by the Special EU Programmes Body and in partnership with the Department of Employment and Learning. It is expected to result in a total public / private sector investment of approximately £115 million. Support is limited to 35% of total spend for industry and 50% for academic institutions.

The Letter of Offer time period is limited to three years, except in exceptional circumstances. While Invest NI has sole responsibility for operating the scheme, a proportion of the financial assistance came from the EU and approximately half of this sum was initially awarded to DEL. The centres are promoted on the website.

Potential new centres may be discussed during meetings with clients who have a desire to establish a Research and Development (R&D) infrastructure but have constraints that could be alleviated by participation in the programme. Potential clients are therefore guided on the basis that they have highlighted technically based, commercial opportunities.

**Objective:** To support major proposals for the establishment of research and development centres that will enhance the market driven technological capabilities within Northern Ireland industry and universities to further stimulate the restructuring of the economy and, in particular, grasp the opportunities offered by new technologies.

**Eligibility:** Businesses and universities based in Northern Ireland. Approximately 50% existing businesses and 50% universities. Monitoring information is gathered as dictated by the funding partners (e.g. EU) and is passed in paper form to independent bodies (e.g. NISRA) for analysis. This data reflects Section 75 categories.



## Proof of Concept

**Outline:** The Proof of Concept Pilot programme was introduced in December 2003 to support the pre-commercialisation of leading-edge technologies emerging from Northern Ireland's universities. In some cases, an academic will already have secured patent protection for an early-stage idea or be in the process of doing so. In others, patent protection will form part of the project. In all cases successful bidders must demonstrate that their ideas are original and have true commercial potential.

Financial assistance given is 100% of salary costs, consumables, patent costs, market assessments, subcontracting, travel and subsistence and overheads at 40% of staff costs to a maximum total project cost of £150,000. Projects can be of 6-18 months' duration. Since 2004 there have been four funding rounds and 36 projects are currently underway with another two due to begin in January 2006. The total pilot fund of £5 million has now been exhausted.

**Objective:** To contribute to growing the knowledge economy in Northern Ireland by improving the level and quality of commercialisation coming out of NI's two universities.

**Eligibility:** Individual academics or small groups of academics in Queen's University Belfast and the University of Ulster.

## START

**Outline:** A Start project is a planned period of research designed to gain new knowledge which will be used in the development of new products, processes or services and bring about a significant improvement in existing products, processes or services. The programme is managed on an open call basis and provides financial assistance in the form of discretionary grants, loans or investments.

The rate of assistance will not normally exceed 50% of eligible project costs and there is no maximum project size. A typical Start project will run for three years, but can be longer or shorter if required. The maximum rate of assistance for first time users is 50%. Otherwise the maximum assistance is normally 40%. The rate of assistance approved will apply to all eligible project expenditure. The duration of a Start project typically ranges from 18 months to three years. All applications will be subject to technical and financial appraisal, with assistance from external consultants where appropriate.

The application is then submitted for decision which, in certain circumstances, may include consideration by other government departments. Only project related monitoring is carried out by IRT Division.

Claims for grant payments are vouched by Invest NI's claim inspectors. Technology executives monitor the technical progress against agreed technical objectives and milestones which are listed in the Letter of Offer. Other monitoring information is gathered centrally by Invest NI,

supported by the conditions within Letters of Offer which require companies to provide relevant statistics when requested.

**Objective:** To increase the amount of industrial research undertaken by Northern Ireland based companies either on their own or in partnership with local universities.

**Eligibility:** Existing businesses and universities in Northern Ireland. Projects are usually either 'company only' projects or partnership projects, involving a company and a local university (or universities) and / or another company. In very exceptional circumstances, 'university only' projects can be supported if no local industrial partner can be found, the proposed research is relevant to Northern Ireland industry and the research is multi sector in its application.

The scheme is promoted by a number of avenues including Client Executive referrals, presentations via formal seminars, website, and Invest NI publications.

Although the programme is largely reactive, existing Invest NI client companies can be approached by Invest NI Client Executives if it is identified that a low level of R&D activity is a weakness in the business. This is usually identified in the Business Health Check.

The Client Executive will then refer the case to a technology executive within IRT Division who advises on the Compete / START Programme and appraises the potential project. The project is then appraised as described in the Compete / START appraisal procedure (see Compete, page 51 for further details).

## Foresight

**Outline:** The programme supports organisations to look beyond normal planning timescales to consider how future science and technologies could address key future challenges. The UK Technology Foresight Programme began in 1994 and is still active today. Phase 1 of Foresight in Northern Ireland commenced in 1996 as an offshoot of the UK-wide scheme.

The priority areas chosen were food and drink, clean processing, IT, electronics and communications, biotechnology, and sensors. Over one hundred and fifty companies took part in this initiative. Phase 2 of Foresight in Northern Ireland commenced in 1999, during which period Foresight Panels reviewed their recommendations and identified areas in which action was still required.

This phase of Foresight is currently drawing to a close and Phase III is currently under design. All applications to the programme are submitted to and assessed by the Foresight Executive. Full proposals are then submitted to the steering committee and Invest NI Board for approval and funding.

**Objective:** To increase the exploitation of science by identifying potential opportunities from new science and technology; to consider how future science and technologies could address key future challenges for society; to bring together key people, knowledge and ideas to look beyond normal planning horizons; to disseminate National Foresight projects to all relevant Northern Ireland government departments

through the IDWG or RSIC; to commission Northern Ireland focused research in line with the RIS; to promote science and technology based projects that are futuristic, collaborative and fall within the stated bounds of the Northern Ireland Regional Innovation Strategy.

**Eligibility:** All businesses and universities based in Northern Ireland, however all current clients are Northern Ireland universities. Criteria used to select clients include whether or not they are existing Invest NI clients, organisations proposing collaborative future-based projects (academia / industry); academic institutions proposing basic / applied research projects within one of the key RIS thematic areas and with demonstrable commercialisation potential.

### **EU Framework Programme**

**Outline:** This is a European Union Programme, funded 100% by the European taxpayer through the European Commission (Brussels). Universities receive funding up to 100% and companies at up to 35-50%, both types of organisations being responsible for the balance.

Invest NI does not fund the programme but has undertaken to promote it through its specialist European RTD Directorate, as it can bring additional monies to Northern Ireland organisations above and beyond the usual sources.

The Invest NI specialist service includes: Advice on funding opportunities, workshops and seminars, monthly newsletter, partner searching and guidance on proposal writing, contact with the European Commission and, using Invest NI's RTD Networking Programme,

financial help for travel associated with consortium building for industrially relevant projects. The EC itself hosts numerous databases and undertakes mid-term and final reviews of its programmes with details available via these databases.

**Objective:** To provide practical advice and assistance to local organisations especially SMEs to facilitate their participation in the European Framework Programmes for Research, Technological Development and demonstration.

**Eligibility:** Available to all Invest NI clients. Existing clients are made up of current and past EU Framework participants and those who have expressed an interest in the Framework Programme as a result of our promotional activities. The programme is promoted on the website, by electronic mailings and at promotional events. Potential clients are offered a visit on a one-to-one basis when the intricacies of the programme are talked through. Initial contact is through Client Executives or any of the above channels, with follow-up by the specialist EC Framework Programme advisors.

### **NItech Fund**

**Outline:** The fund was launched in February 2003 as a £3 million venture capital fund by Invest NI to provide finance for the commercialisation of technology within new-start or existing small and medium sized enterprises in Northern Ireland.

The NItech Growth Fund also provides proof of concept funding to individual researchers, research teams and university departments prior to company formation. The fund invests in the range of £20,000 to £200,000 up to

a maximum of £250,000 provided to any one company, though this ceiling can be exceeded if prior approval from the supervisory group is sought, up to Euro 800,000 per company. Investments and grants are made in syndication with other sources of medium to long-term finance.

The fund has the ability to provide follow-on funding where portfolio companies require further rounds of finance. NITECH is marketed and delivered by a third party organisation appointed by Invest NI, currently Clarendon Fund Managers Limited (CFM) / ANGLE.

CFM and / or ANGLE monitor the performance of the company or project in which the fund has invested, in order to protect its interests. In the case of investments of over £100,000, a non-executive director is appointed to the company and attends all board meetings.

**Objective:** To provide finance for the commercialisation of technology within new-start or existing small and medium sized enterprises in Northern Ireland; and to offer proof of concept funding to individual researchers, research teams and university departments prior to company formation.

**Eligibility:** All businesses and universities based in Northern Ireland are eligible to apply. The scheme is promoted by a number of avenues including Client Executive referrals, presentations via formal seminars, website, and Invest NI publications. Potential clients also approach CFM directly.

The application process involves applicants first completing and submitting to ANGLE the application form available from the fund's website.

All applications to the fund are reviewed by ANGLE to ascertain whether they meet the basic eligibility criteria for investment by the fund.

Applications which do not meet the basic eligibility criteria are declined at this stage. Those that proceed through this filtering stage are then subject to a technical and commercial evaluation by an appropriate ANGLE specialist consisting of a critical analysis of the technology, IPR position, market, competitive position, route to market, management team and projected revenues.

The report concludes with a recommendation to CFM as to whether the opportunity should be taken through to the next stage of investment appraisal, together with any recommendations on factors to be taken into consideration when making the investment decision and conditions to be met by the company or project principles should the investment be made. In the case of small grant applications, a short-form evaluation is performed.

## **Product Development**

### **Compete**

**Outline:** Compete support is available in two phases, 'Project Definition' and 'Project Development'. Up to 50% of eligible 'Project Definition' costs are supported up to a maximum of £15,000 in grant. This phase is optional. Project Development support is usually in the form of grant aid.

Assistance is up to 40% of eligible costs up to a maximum of £250,000 per project. Projects should have a development phase length between six months and 36 months.

Exceptionally, project development costs are supported by equity investments in the company (e.g. ordinary shares or preference shares) of up to 40% of eligible project development costs to a maximum of £250,000 per project.

Compete FAST TRACK provides an accelerated appraisal process for near-market ICT research and development projects. Fast Track enables ICT companies to develop and deploy new technologies quickly, helping them maintain and extend their competitive advantage. The scheme is aimed at increasing the level of product and process development work undertaken here by ICT companies.

Project-related monitoring is carried out by IRT Division. Claims for grant payments are vouched by Invest NI's claim inspectors. Technology executives monitor the technical progress against agreed technical objectives and milestones in the Letter of Offer. Information is gathered centrally by Invest NI, supported by the conditions within Letters of Offer which require companies to provide relevant statistics when requested.

**Objectives:** To stimulate manufacturing businesses to develop innovative and high technology products and processes within a strategic business framework that improves their national and international competitiveness.

It aims to increase the level and quality of near-market research and development, to increase the number of well-designed and commercially successful products for both home and export markets, and to increase the number of businesses engaging in first-time R&D.

**Eligibility:** Approximately 80% of clients are existing businesses and 20% new businesses. Compete is open to Invest NI client companies already engaged or about to engage in manufacturing or engaged in internationally tradable services. It is promoted by Client Executive referrals, presentations via formal seminars, website, and Invest NI publications.

Although the programme is largely reactive, existing Invest NI client companies can be approached by Invest NI Client Executives if it is identified that a low level of R&D activity is a weakness in the business. This is usually identified in the Business Health Check.

The Client Executive will then refer the case to a technology executive within IRT Division who advises on the programme and appraises the potential project. The company completes an application for support to Invest NI. The project is appraised as described in the Compete appraisal procedure. The objectives of the appraisal process are to establish:

1. Whether the company is eligible for programme assistance - the applicant must be a client company of Invest NI.
2. Whether the proposed project is consistent with the main aim of the programme and will contribute to one or more of the Strategic Objectives of the programme.
3. Whether the project is likely to be commercially viable.
4. Whether the project is likely to be technically feasible.
5. Which costs can be considered eligible for Compete assistance.

6. Whether there is an additionality case.
7. Whether the project significantly threatens the viability of the business.
8. The levels of innovation and risk.
9. An appropriate rate of assistance.

### **Product / Process Development Programme (PPD)**

**Outline:** The programme is open to Invest NI client companies only and aims to support smaller businesses developing new market-led products and / or more efficient manufacturing / production processes. Expertise is available within Invest NI to assist companies to draw up a project plan (including definition of project costs). A grant of up to 40% of eligible costs will be considered, up to a maximum of £35,000.

Eligible costs may include: Market and technical research; in-house personnel costs (labour, production, technical, design); consultancy; sub-contract; intellectual property (patents, trademarks etc); Materials (consumed during the production of a prototype or during tests / trials); trials and testing.

The grant is dependent on the nature of the company and the product / process development costs. Maximum grant for this type of project will not exceed £35,000, up to 40% of eligible costs agreed with the client. The project must be completed within two years of the offer.

Advice is sometimes offered on an ad hoc basis, if required, during the course of discussions. For example, advice on project management and planning or where expertise may be found (a register containing details of a number of types of consultant can be provided on request).

Both the guidelines and application form can be provided to clients in alternative formats on request. Monitoring of grant payments is carried out by claim inspectors while technology executives monitor technical progress against agreed objectives and milestones. No monitoring information in relation to Section 75 categories is requested.

**Objective:** To support smaller businesses in developing new market-led products and / or more efficient manufacturing / production processes.

**Eligibility:** Clients are typically equally divided between existing businesses (33%), new businesses (33%) and individuals (33%). The scheme is promoted through a number of avenues including Client Executives, presentations at formal seminars, the Invest NI website and Invest NI publications.

If the Client Executive believes a client may be suitable then he / she can refer the company to the programme team. If the project in question meets the criteria outlined in the programme guidelines then it can be considered for support.

Alternatively, clients can find programme details on the Invest NI website and enquire about potential support by contacting the programme team or their Client Executive. Once the Client Executive has requested that a project be considered for support, the client will be contacted initially by phone.

This can be followed up by e-mail but almost certainly a visit to the client will be arranged. If the Client Executive has requested that the PPD team assesses the suitability of a project for support then the client can choose which

programme best suits their needs and submit an application, including the estimated costs. These costs can be challenged, but costs considered reasonable and sufficient to move the project forward will be considered for support.

## SMART

**Outline:** The programme supports individuals and small firms to carry out technical and commercial feasibility studies over a 6-18 month period. A client company could receive up to £45,000 to carry out the research.

SMART Micro - For smaller projects, the programme offers grant assistance of up to £10,000 to fund the development of low-cost product prototypes or processes that involve technical advance and / or novelty.

SMART Micro - is competitive and assists individuals or micro firms (up to 10 employees) to develop a simple low cost prototype of an innovative product or process over 6-12 months. Support is available at 50% of eligible project costs, up to a maximum of £10,000 and is normally paid quarterly against claims submitted.

SMART stage 1 - is competitive and assists individuals and small firms (up to 50 employees) to carry out a technical and commercial feasibility study over 6-18 months. Support is available at 75% of the eligible project costs, up to a maximum of £45,000. One third is paid up front to the winners and the remainder is normally paid quarterly against claims submitted.

SMART stage 2 - if a client wins a SMART stage 1 award and successfully completes the project s/he may apply for a SMART stage 2 award for

further support towards the development of a pre-production prototype. SMART stage 2 awards are non-competitive, and assistance is available at up to 40% of the eligible project costs, up to a maximum of £150,000.

Assistance is paid retrospectively after expenditure is incurred and defrayed. There must be a gap of at least three months between claims and projects must take at least six months, and no more than 36 months, to complete. The Smart in Northern Ireland programme is currently under review.

A previous review undertaken at a national level can be found in the publications section of the DTI web site ([www.dti.gov.uk](http://www.dti.gov.uk)). The publication is called 'Evaluation of Smart (including SPUR) 2001: final report and appendices'. Its URN is 01/1189.

**Objective:** To stimulate the creation of new innovative business and to help existing small businesses improve their competitiveness by developing new products and process to the benefit of the national economy.

**Eligibility:** Smart is open to individuals and small businesses with under 50 employees, resident in Northern Ireland. The Smart Micro Award is open to individuals or companies of fewer than 10 employees.

Smart is an open competition. An open call is made and applications are assessed against technical, financial and patent criteria. Awards for Smart Micro and Smart Stage I are made at the discretion of Invest NI, based on the recommendations of the Northern Ireland judging panel.

The SMART Award is discretionary and there is no guarantee an individual or business will be offered a grant, even if the business and project is eligible. The selection process takes into account a number of factors. To obtain an award the applicant must demonstrate that:

- the proposed project will represent a significant technological advance for the UK industry or sector concerned
- significant technical risks are associated with the technology challenge
- the applicant owns, or has the rights to exploit, the intellectual property needed to undertake the project; (Please note all intellectual property arising from projects supported under SMART must be owned by the business receiving the Award)
- the commercial prospects for the end product or process are good
- realistic and effective routes have been identified for realising the commercial potential for the product or process
- the necessary management and technical expertise and resources to ensure that the project is brought to a successful conclusion are either available "in-house" or will be bought-in
- financial assistance under SMART in Northern Ireland is essential; and
- both the project and the business are financially viable.

Account will also be taken of the wider impact or implications of projects to society e.g. factors such as environmental impact, sustainability, and health and safety. Projects which will have an adverse effect on the environment and / or society will not be supported.

Entries may be referred to other government departments and agencies and to non-governmental bodies with sources of technical expertise for help in appraisal, but confidentiality will be maintained. Full details of eligibility criteria are available at:

[www.investni.com/index/develop/dv-invest-in-rdt/research\\_and\\_development/smart.htm](http://www.investni.com/index/develop/dv-invest-in-rdt/research_and_development/smart.htm)

## **Technology Transfer**

### **Higher Education Innovation Fund (HEIF)**

**Outline:** The Higher Education Innovation Fund (HEIF) was launched in 2004 as a £9 million fund to promote innovation both within our universities and emanating from our universities. It supports higher education institutions in strengthening knowledge exchange and in working with business and the wider community for the benefit of the economy and society.

HEIF is delivered here by Invest NI and the Department for Employment and Learning (DEL) and builds on the Higher Education Reach Out to Business and the Community Fund (HEROBC) as a third stream of funding for universities, sitting alongside the support for research and teaching.

**Objective:** To encourage our universities to better meet the needs of business and the community, focusing on wealth creation, by promoting innovation and knowledge transfer through:

To continue and add to HEROBC funding from DEL, directed towards the relationships between the universities and the business community and voluntary sectors. To capture and exploit Intellectual Property (IP) by providing



the personnel to achieve this and to provide the resources, training and structures to make best use of IP, either through spin out organisations, licensing or assignment.

**Eligibility:** The initial three year HEIF pilot programme is restricted to Queen's University Belfast and the University of Ulster. However, in future it may incorporate further education colleges.

#### **Knowledge Transfer Partnership (KTP) (aka Teaching Company Scheme)**

**Outline:** Knowledge Transfer Partnership (KTP) is a UK wide programme that helps businesses improve their competitiveness through better use of the knowledge technology and skills from higher education institutions and further education colleges. Each partnership employs one or more recent graduates (Associates) for a period of 1-3 years on a project that will transfer knowledge from the universities and colleges into business.

KTP is funded by some 13 sponsors representing research councils, regional development agencies (RDAs) and devolved administrations led by DTI. Invest NI commits up to £700,000 per annum to part fund KTP projects here.

**Objective:** Benefits vary considerably from project to project, however our latest information shows that on average the business benefits that can be expected from a single project are:

- An increase of over 220,000 in annual profits before tax
- The creation of three genuine new jobs

- A long-term, strategic relationship with the higher education sector
- The recruitment of the 'right' people
- The transfer of knowledge / expertise from the higher education sector
- An embedding of innovation culture within the business
- An increase in the skills of existing staff.

**Eligibility:** All businesses in Northern Ireland are eligible to apply. The scheme is promoted through a number of avenues including Client Executives, presentations via formal seminars, website, and Invest NI publications. It is also promoted by the current contractor, Momenta and via the local KTP offices in UU, QUB and CAFRE.

A Partnership Proposal Form is completed jointly by the prospective knowledge base partner and company in discussion, and with input and advice from the local KTP adviser. The form is then submitted to the KTP Central Office for consideration at a meeting of the Partnership Approvals Group (PAG) which meets regularly.

On application to the scheme, a Partnership Proposal and Grant Application Form are considered by a Partnership Approvals Group (PAG) which meets approximately nine times a year. If the application meets Invest NI / DTI criteria then it is considered appropriate and approval is given by DTI which acts for all the sponsors.

A Grant Offer Letter will be issued on behalf of the Secretary of State for Trade and Industry to the knowledge base partner with a copy going to the company partner. The acceptance of the terms and conditions of the Grant Offer Letter

marks the point at which the partnership can begin recruitment and appoint their KTP Associate(s). The process of recruitment is undertaken jointly by both the company partner and the knowledge base partner, although the associate's contract of employment is with the knowledge base partner.

DTI issues letters of offer to the Knowledge Base Partner (the university or Further Education college in Northern Ireland) to supplement the financial support for the partnerships provided by company partners.

### **Defence Diversification Agency**

**Outline:** The Defence Diversification Agency (DDA) enables companies to access science and technology within the defence industry to boost economic and business performance. DDA's aim is to provide solutions that will help a company solve technical problems and could include consultancy support, testing facilities and technology transfer.

Invest NI and DDA Innovation and Technology Transfer Programme supports the delivery of an annual Technology Opportunity Study (TOPS) whereby 16 companies are nominated to participate free of charge.

The study aims to conduct an internal appraisal with the company, to uncover business opportunities that could be satisfied by an injection of technology which although originally developed for the Ministry of Defence, can be diversified to satisfy a wider business problem.

**Objective:** Companies gain fast access to a comprehensive body of knowledge and expertise, comprising world-class scientists and technologists.

**Eligibility:** Northern Ireland companies which have business opportunities that could be satisfied by an injection of technology. Companies are referred by the Client Executive for technical advice.

### **RTD Networking**

**Outline:** Financial assistance is provided to enable companies and research organisations to establish international, industrially relevant research and technological development linkages.

RTD networking enables business people and academics to access those state-of-the-art technologies, expertise and international RTD contacts from outside the UK that are directly relevant to the market driven, commercial activities central to Northern Ireland's competitiveness.

RTD Networking support is limited to a maximum of 40% for industry and 60% for academia (with the balance provided by the applicant). De minimus rules apply and in some circumstances the Letter of Offer time period is limited to three months.

A final management report is furnished to Invest NI upon project / programme completion. Section 75 information is not gathered.

**Objective:** To enable local companies to access the latest technologies and research expertise from across the world.

**Eligibility:** All businesses and universities based in Northern Ireland. Applications are marked against specific criteria, for example is it market / commercially driven? Has it the potential to increase competitiveness? A copy of the criteria is available on request.

## **Innovation Relay Centre (IRC)**

**Outline:** The IRC in Northern Ireland operates as part of a 71 strong European wide technology collaboration network. The scheme is jointly funded by Invest NI (55%) and the European Commission (45%) under a four-year written contract.

The centre provides travel and accommodation funding for collaborative discussions, as well as IPR searches, translations, video conferences and interpreters for meetings. IRC services are promoted by a number of avenues including Client Executive referrals, seminars, website, Invest NI publications and a dedicated newsletter.

The scheme does not normally provide financial assistance, except occasional help with travel and accommodation (up to 50%) if clients have to travel to Europe to discuss collaboration.

**Objective:** To promote collaboration between local businesses (mainly SMEs) and European organisations in the area of innovative technology. To promote the commercial exploitation of EU funded research (mainly working with the two universities in Northern Ireland and universities in Europe).

**Eligibility:** All businesses based in Northern Ireland with innovative technology to offer or seeking an innovative technology from Europe. IRC Services are available to the local business community as a whole in line with EU requirements.

Contact is made on the basis of technologies on offer. IRC matches around 30 technology offers or requests received every day from Europe. Communication is usually by e-mail, telephone or fax if appropriate.

Visits are also made on average to three clients per week. Information is gathered centrally by Invest NI, supported by the conditions within IRC / EU requirements which require companies to provide relevant statistics when requested. An annual report is submitted every year to the EC. All annual reports, with statistics, are available in the IRC.

## **Passport to Export**

### **Export Skills and Knowledge**

**Outline:** The scheme operates a range of export support services including market research, exporting workshops, sector advisers, market visits, exhibitions, in-market support, technology and development centres and strategic business alliances.

For example, support is offered for:

- Consultancy and research costs at an agreed daily rate
- Travel and subsistence costs incurred by event participants (50% eligible travel; £100 per night subsistence)
- Northern Ireland group stand at exhibition costs (up to 50% stand construction and space rental)
- Available data include consultants' reports, event evaluation questionnaires, reports by event managers, independent evaluation of events by Northern Ireland Chamber of Commerce and Industry
- Economic appraisals.

**Objective:** To support all companies but particularly inexperienced exporters to develop the capabilities necessary to expand into new markets. To explore and develop market opportunities and support companies to expand their business outside Northern Ireland.

**Eligibility:** All businesses based in Northern Ireland that are engaged in manufacturing and tradable services with the potential to export. Contact is made via website, direct mail, promotional brochures and targeted trawls via Client Executives.

#### **Graduate Placement Programmes**

**Outline:** Invest NI offers two types of graduate placement: Connections which operates in Britain and Northern Ireland and the Explorers programme which looks at placements in the rest of the world. The selected graduate is placed for nine months, working on an agreed sales or marketing project in the target export market.

Potential clients are contacted through the appointed third party programme manager or by their Client Executive. Eligible companies must either be new to exporting or wishing to develop new markets.

Companies must have a valid project. Graduates must apply online. If successful at the application stage the graduate is invited to an assessment centre. Successful applicants are then matched to a company.

**Objective:** To support companies to begin or expand exports to GB, ROI (Connections) and international (Explorers) markets and to develop future sales / marketing managers. In addition, to offer Invest NI clients a low cost, low risk opportunity to become involved with exporting or to develop new markets outside Northern Ireland.

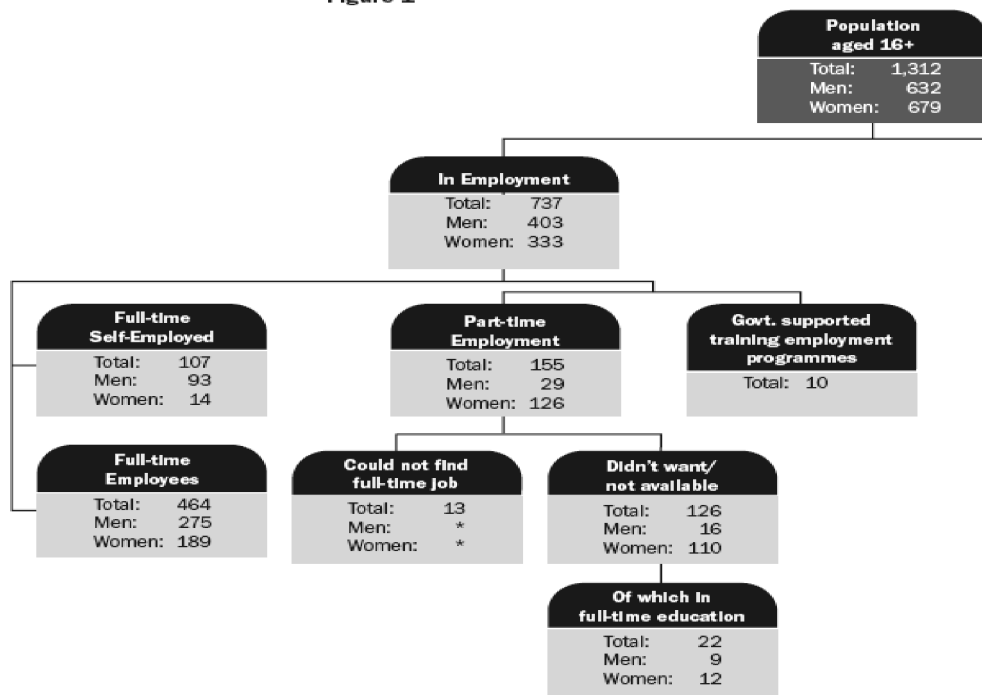
**Eligibility:** All businesses receiving Invest NI support, with a particular focus on first time exporters through the Connections programme. 50% of participants are graduates, 45% are existing businesses and 5% are new businesses. Monitoring information is held electronically on all graduate applicants, broken down by Section 75 dimensions. Reports are completed by graduates for each project. An evaluation of the project was completed in July 2005.

# Appendix 3: Secondary Data Sources

DEL Labour Market Bulletin 19  
(figures x 1000)

**Overall Labour Market Structure (16+ Population),  
Spring 2005.**

**Figure 1**



Labour market summary for Northern Ireland  
Annual Local LABOUR FORCE SURVEY,  
National Statistics Office

In March 2002 to February 2003, the working-age employment rate in Northern Ireland was 67.6%. This compares with 74% in the UK.

In March 2002 to February 2003, the unemployment rate in Northern Ireland was 5.7%. This compares with 5.1% in the UK.

The proportion of the working-age population who had attained NVQ level 3 or above in Northern Ireland was 38.4% in March 2002 to February 2003. This compares with 41.9% in the UK.

**Table 1: Labour Market Summary by sex for Northern Ireland; March 2002 to February 2003, not seasonally adjusted**

	<b>All 16+</b> (000s)	<b>Econ active</b> (000s)	<b>In Emplmt</b> (000s)	<b>Unem pyed</b> (000s)	<b>Econ inactive</b> (000s)	<b>Econ activity rate</b> (%)	<b>Empl rate</b> (%)	<b>Unemp rate</b> (%)	<b>Econ inactivity rate</b> (%)
<b>Aged 16 +</b>									
<b>All</b>	<b>1,284</b>	<b>762</b>	<b>718</b>	<b>43</b>	<b>522</b>	<b>59.3</b>	<b>55.9</b>	<b>5.7</b>	<b>40.7</b>
Male	618	429	400	28	190	69.3	64.8	6.6	30.7
Female	666	333	318	15	333	50.0	47.8	4.6	50.0
<b>Working age (16-59/64)</b>									
<b>All</b>	<b>1,030</b>	<b>739</b>	<b>696</b>	<b>43</b>	<b>291</b>	<b>71.7</b>	<b>67.6</b>	<b>5.8</b>	<b>28.3</b>
Male	528	418	390	28	109	79.3	73.9	6.7	20.7
Female	503	321	306	15	182	63.8	60.9	4.6	36.2

## NI Census 2001: Table KS01: Usually Resident Population

Geographical level : Local Government Districts

	All persons	Males	Females	Persons living in households	Persons living in communal establishments	Area (hectares) <sup>1</sup>	Population density (number of persons per hectare)
Northern Ireland	1685267	821449	863818	1658813	26454	1413540	1.19
Antrim	48366	24242	24124	46586	1780	57686	0.84
Ards	73244	35759	37485	72597	647	37619	1.95
Armagh	54263	26923	27340	53304	959	67060	0.81
Ballymena	58610	28571	30039	57934	676	63202	0.93
Ballymoney	26894	13323	13571	26698	196	41820	0.64
Banbridge	41392	20705	20687	41097	295	45263	0.91
Belfast	277391	129778	147613	271629	5762	11488	24.15
Carrickfergus	37659	18239	19420	37249	410	8184	4.60
Castlereagh	66488	31669	34819	65619	869	8514	7.81
Coleraine	56315	26877	29438	55252	1063	48551	1.16
Cookstown	32581	16188	16393	32285	296	62244	0.52
Craigavon	80671	39753	40918	80112	559	37842	2.13
Derry	105066	51137	53929	103268	1798	38731	2.71
Down	63828	31622	32206	62526	1302	64670	0.99
Dungannon	47735	23624	24111	47272	463	78360	0.61
Fermanagh	57527	28818	28709	56863	664	187582	0.31
Larne	30832	15125	15707	30597	235	33567	0.92
Limavady	32422	16497	15925	31634	788	58558	0.55
Lisburn	108694	52979	55715	106618	2076	44684	2.43
Magherafelt	39780	20041	19739	39581	199	57280	0.69
Moyle	15933	7831	8102	15777	156	47976	0.33
Newry and Mourne	87058	43095	43963	86283	775	90243	0.96
Newtownabbey	79995	38661	41334	78651	1344	15056	5.31
North Down	76323	36821	39502	74431	1892	8149	9.37
Omagh	47952	24038	23914	46869	1083	113045	0.42
Strabane	38248	19133	19115	38081	167	86165	0.44

Notes:

(1) Area is on Census day, 29 April 2001.

**2005 Mid Year Population Estimates  
by District Council**

District Council	Total population (All Ages)			Adult population (16 years +)			Working age pop. (16 - 59F/64M)		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
<b>Antrim</b>	25,135	25,395	50,530	19,401	19,342	38,743	14,872	16,844	31,716
<b>Ards</b>	38,379	36,900	75,279	31,017	29,149	60,166	22,438	24,402	46,840
<b>Armagh</b>	28,550	27,205	55,755	22,053	20,397	42,450	16,458	17,276	33,734
<b>Ballymena</b>	30,991	29,747	60,738	24,753	23,236	47,989	17,756	19,271	37,027
<b>Ballymoney</b>	14,492	14,238	28,730	11,323	11,001	22,324	8,264	9,257	17,521
<b>Banbridge</b>	22,303	22,475	44,778	17,560	17,205	34,765	13,249	14,788	28,037
<b>Belfast</b>	141,923	126,076	267,999	115,346	98,646	213,992	83,695	82,828	166,523
<b>Carrickfergus</b>	20,109	19,066	39,175	16,060	14,765	30,825	11,819	12,471	24,290
<b>Castlereagh</b>	34,274	31,391	65,665	27,716	24,526	52,242	19,373	19,914	39,287
<b>Coleraine</b>	29,139	27,426	56,565	23,304	21,317	44,621	16,611	17,631	34,242
<b>Cookstown</b>	17,093	17,009	34,102	13,148	12,806	25,954	10,030	11,014	21,044
<b>Craigavon</b>	42,876	41,803	84,679	33,573	31,864	65,437	25,047	27,236	52,283
<b>Derry</b>	54,786	52,510	107,296	41,871	39,083	80,954	33,037	34,298	67,335
<b>Down</b>	33,726	33,710	67,436	26,168	25,778	51,946	19,431	21,959	41,390
<b>Dungannon</b>	25,408	25,339	50,747	19,438	19,173	38,611	14,639	16,425	31,064
<b>Fermanagh</b>	29,595	30,117	59,712	23,303	23,359	46,662	17,167	19,622	36,789
<b>Larne</b>	15,848	15,219	31,067	12,730	11,981	24,711	9,100	9,951	19,051
<b>Limavady</b>	16,546	17,601	34,147	12,655	13,449	26,104	9,903	11,865	21,768
<b>Lisburn</b>	57,271	54,250	111,521	44,738	40,871	85,609	33,821	35,045	68,866
<b>Magherafelt</b>	20,694	21,125	41,819	15,755	16,003	31,758	12,140	13,840	25,980
<b>Moyle</b>	8,365	8,150	16,515	6,612	6,319	12,931	4,706	5,214	9,920
<b>Newry &amp; Mourne</b>	46,289	45,283	91,572	35,174	33,338	68,512	26,990	28,602	55,592
<b>Newtownabbey</b>	41,658	39,176	80,834	33,559	30,404	63,963	24,424	25,305	49,729
<b>North Down</b>	40,245	38,027	78,272	33,089	30,471	63,560	22,920	25,180	48,100
<b>Omagh</b>	25,198	25,532	50,730	19,342	19,411	38,753	14,872	16,805	31,677
<b>Strabane</b>	19,255	19,490	38,745	14,833	14,759	29,592	11,205	12,603	23,808
Northern Ireland	880,148	844,260	1,724,408	694,521	648,653	1,343,174	513,967	549,646	1,063,613

Source: Northern Ireland Statistics and Research Agency (NISRA)



## DEL Labour Market Bulletin 17: Extracts from 2001 Census Figures

Table 3: Economic Inactivity by age and sex

	16-24	25-34	35-49	50-59/64
	%	%	%	%
<b>Males</b>				
Permanently sick or disabled	5.8	45.9	59.4	58.2
Looking after the home/family	1.1	12.7	14.7	5.2
Students	84.1	8.4	1.5	0.1
Retired	0.0	0.4	2.4	24.5
Other	9.0	32.7	22.0	12.1
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Females</b>				
Permanently sick or disabled	3.6	16.9	29.3	39.7
Looking after the home/ family	13.3	61.5	59.3	36.2
Students	75.0	4.0	1.3	0.1
Retired	0.0	0.1	0.9	9.5
Other	8.1	17.5	15.2	14.4
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

## ECNI Monitoring Report 15 (2004): Selected Tables

No. of Employees	No. of Concerns	Protestant	Roman Catholic	Non-Determined	Totals
11-25	1,464 (38.5%)	8,408 (56.9%) [58.7%]	5,912 (40.0%) [41.3%]	459 (3.1%)	14,779 (9.7%)
26-50	1,076 (28.3%)	11,487 (56.0%) [58.6%]	8,127 (39.6%) [41.4%]	911 (4.4%)	20,525 (13.5%)
51-100	691 (18.2%)	13,807 (56.4%) [59.2%]	9,514 (38.9%) [40.8%]	1,162 (4.7%)	24,483 (16.1%)
101-250	379 (10.0%)	15,644 (57.3%) [60.6%]	10,164 (37.2%) [39.4%]	1,493 (5.5%)	27,301 (18.0%)
251+	193 (5.1%)	37,382 (57.8%) [62.2%]	22,720 (35.1%) [37.8%]	4,556 (7.0%)	64,658 (42.6%)
<b>TOTAL</b>	<b>3,803 (100.0%)</b>	<b>86,728 (57.2%) [60.6%]</b>	<b>56,437 (37.2%) [39.4%]</b>	<b>8,581 (5.7%)</b>	<b>151,746 (100.0%)</b>

**Table 41[F] Composition of Monitored Female Private Sector Full-time Employees by Company Size**

No. of Employees	No. of Concerns	Protestant	Roman Catholic	Non-Determined	Totals
11-25	1,464 (38.5%)	4,753 (57.1%) [58.9%]	3,318 (39.8%) [41.1%]	259 (3.1%)	8,330 (7.9%)
26-50	1,076 (28.3%)	7,682 (56.4%) [59.1%]	5,325 (39.1%) [40.9%]	603 (4.4%)	13,610 (12.9%)
51-100	691 (18.2%)	8,901 (55.0%) [57.6%]	6,553 (40.5%) [42.4%]	720 (4.5%)	16,174 (15.4%)
101-250	379 (10.0%)	10,607 (53.6%) [56.5%]	8,152 (41.2%) [43.5%]	1,018 (5.1%)	19,777 (18.8%)
251+	193 (5.1%)	25,540 (54.0%) [57.5%]	18,875 (39.9%) [42.5%]	2,916 (6.2%)	47,331 (45.0%)
<b>TOTAL</b>	<b>3,803 (100.0%)</b>	<b>57,483 (54.6%) [57.7%]</b>	<b>42,223 (40.1%) [42.3%]</b>	<b>5,516 (5.2%)</b>	<b>105,222 (100.0%)</b>

(The revised SOC2000 groups are: SOC1 managers and senior officials; SOC2 professional occupations; SOC3 associate professional and technical occupations; SOC4 administrative and secretarial occupations; SOC5 skilled trades occupations; SOC6 personal service occupations; SOC7 sales and customer service occupations; SOC8 process, plant and machine operatives; SOC9 elementary occupations)

**Table 38 Composition of Monitored Private Sector Full-time Employees by SOC**

	Protestant		Roman Catholic		Non-Determined		Total	
<b>SOC1</b>	<b>15,668</b>	(56.1%) [59.1%]	<b>10,844</b>	(38.9%) [40.9%]	<b>1,398</b>	(5.0%)	<b>27,910</b>	(10.9%)
<b>SOC2</b>	<b>7,839</b>	(49.8%) [55.2%]	<b>6,371</b>	(40.5%) [44.8%]	<b>1,535</b>	(9.7%)	<b>15,745</b>	(6.1%)
<b>SOC3</b>	<b>9,555</b>	(52.0%) [55.9%]	<b>7,549</b>	(41.1%) [44.1%]	<b>1,278</b>	(7.0%)	<b>18,382</b>	(7.2%)
<b>SOC4</b>	<b>19,540</b>	(57.5%) [61.0%]	<b>12,514</b>	(36.8%) [39.0%]	<b>1,917</b>	(5.6%)	<b>33,971</b>	(13.2%)
<b>SOC5</b>	<b>20,089</b>	(60.0%) [62.1%]	<b>12,258</b>	(36.6%) [37.9%]	<b>1,110</b>	(3.3%)	<b>33,457</b>	(13.0%)
<b>SOC6</b>	<b>9,446</b>	(56.1%) [59.0%]	<b>6,567</b>	(39.0%) [41.0%]	<b>828</b>	(4.9%)	<b>16,841</b>	(6.6%)
<b>SOC7</b>	<b>19,909</b>	(55.5%) [58.6%]	<b>14,061</b>	(39.2%) [41.4%]	<b>1,890</b>	(5.3%)	<b>35,860</b>	(14.0%)
<b>SOC8</b>	<b>26,639</b>	(56.5%) [59.4%]	<b>18,218</b>	(38.6%) [40.6%]	<b>2,333</b>	(4.9%)	<b>47,190</b>	(18.4%)
<b>SOC9</b>	<b>15,526</b>	(56.2%) [60.2%]	<b>10,278</b>	(37.2%) [39.8%]	<b>1,808</b>	(6.5%)	<b>27,612</b>	(10.7%)
<b>TOTAL</b>	<b>144,211</b>	(56.1%) [59.4%]	<b>98,660</b>	(38.4%) [40.6%]	<b>14,097</b>	(5.5%)	<b>256,968</b>	(100.0%)

Standard Industrial Classification SICO  
 agriculture, forestry and fishing; SIC1 energy  
 and water supply industries; SIC2 extraction of  
 mineral and ores other than fuels; manufacture  
 of metals, mineral products and chemicals;  
 SIC3 metal goods, engineering and vehicle  
 industries; SIC4 other manufacturing  
 industries; SIC5 construction; SIC6 distribution,  
 hotels and catering' repairs; SIC7 transport and  
 communication; SIC8 banking, finance,  
 insurance, business services and leasing; SIC9  
 other services.

**Table 42[M] Composition of Monitored Male Private Sector Full-time Employees by Standard Industrial Classification (SIC)**

	Protestant		Roman Catholic		Non-Determined		Total	
SIC0	89	(67.4%) [67.9%]	42	(31.8%) [32.1%]	1	(0.8%)	132	(0.1%)
SIC1	558	(72.1%) [74.9%]	187	(24.2%) [25.1%]	29	(3.7%)	774	(0.5%)
SIC2	4,640	(51.1%) [52.9%]	4,134	(45.5%) [47.1%]	308	(3.4%)	9,082	(6.0%)
SIC3	15,853	(64.1%) [66.6%]	7,956	(32.2%) [33.4%]	915	(3.7%)	24,724	(16.3%)
SIC4	15,953	(58.3%) [61.9%]	9,804	(35.8%) [38.1%]	1,593	(5.8%)	27,350	(18.0%)
SIC5	7,732	(50.5%) [51.8%]	7,189	(47.0%) [48.2%]	385	(2.5%)	15,306	(10.1%)
SIC6	18,174	(58.2%) [61.6%]	11,312	(36.2%) [38.4%]	1,739	(5.6%)	31,225	(20.6%)
SIC7	4,766	(62.2%) [65.6%]	2,494	(32.5%) [34.4%]	406	(5.3%)	7,666	(5.1%)
SIC8	12,813	(55.7%) [60.6%]	8,316	(36.2%) [39.4%]	1,854	(8.1%)	22,983	(15.1%)
SIC9	6,150	(49.2%) [55.1%]	5,003	(40.0%) [44.9%]	1,351	(10.8%)	12,504	(8.2%)
<b>TOTAL</b>	<b>86,728</b>	<b>(57.2%) [60.6%]</b>	<b>56,437</b>	<b>(37.2%) [39.4%]</b>	<b>8,581</b>	<b>(5.7%)</b>	<b>151,746</b>	<b>(100.0%)</b>

**Table 42[F] Composition of Monitored Female Private Sector Full-time Employees by Standard Industrial Classification (SIC)**

	Protestant		Roman Catholic		Non-Determined		Total	
SIC0	29	(63.0%) [63.0%]	17	(37.0%) [37.0%]	0	(0.0%)	46	(0.0%)
SIC1	135	(65.5%) [66.2%]	69	(33.5%) [33.8%]	2	(1.0%)	206	(0.2%)
SIC2	1,005	(47.9%) [50.6%]	980	(46.7%) [49.4%]	115	(5.5%)	2,100	(2.0%)
SIC3	2,824	(57.6%) [60.3%]	1,858	(37.9%) [39.7%]	223	(4.5%)	4,905	(4.7%)
SIC4	6,824	(57.7%) [60.0%]	4,543	(38.4%) [40.0%]	455	(3.8%)	11,822	(11.2%)
SIC5	998	(58.5%) [59.9%]	668	(39.2%) [40.1%]	39	(2.3%)	1,705	(1.6%)
SIC6	17,776	(56.7%) [59.2%]	12,233	(39.0%) [40.8%]	1,336	(4.3%)	31,345	(29.8%)
SIC7	1,713	(54.8%) [57.9%]	1,248	(39.9%) [42.1%]	166	(5.3%)	3,127	(3.0%)
SIC8	11,124	(52.0%) [56.2%]	8,674	(40.6%) [43.8%]	1,587	(7.4%)	21,385	(20.3%)
SIC9	15,055	(52.7%) [55.8%]	11,933	(41.8%) [44.2%]	1,593	(5.6%)	28,581	(27.2%)
<b>TOTAL</b>	<b>57,483</b>	<b>(54.6%) [57.7%]</b>	<b>42,223</b>	<b>(40.1%) [42.3%]</b>	<b>5,516</b>	<b>(5.2%)</b>	<b>105,222</b>	<b>(100.0%)</b>

**Table 45**      **Composition of Monitored Male Private Sector Full-time Employees by Sector**

	Protestant	Roman Catholic	Non-Determined	Total
<b>Manufacturing</b>	36,446 (59.6%) [62.5%]	21,894 (35.8%) [37.5%]	2,816 (4.6%)	61,156 (40.5%)
<b>Construction</b>	7,732 (50.5%) [51.8%]	7,189 (47.0%) [48.2%]	385 (2.5%)	15,306 (10.1%)
<b>Services</b>	41,903 (56.3%) [60.7%]	27,125 (36.5%) [39.3%]	5,350 (7.2%)	74,378 (49.3%)
<b>TOTAL</b>	86,081 (57.1%) [60.5%]	56,208 (37.3%) [39.5%]	8,551 (5.7%)	150,840 (100.0%)

**Table 46**      **Composition of Monitored Female Private Sector Full-time Employees by Sector**

	Protestant	Roman Catholic	Non-Determined	Total
<b>Manufacturing</b>	10,653 (56.6%) [59.1%]	7,381 (39.2%) [40.9%]	793 (4.2%)	18,827 (17.9%)
<b>Construction</b>	998 (58.5%) [59.9%]	668 (39.2%) [40.1%]	39 (2.3%)	1,705 (1.6%)
<b>Services</b>	45,668 (54.1%) [57.3%]	34,088 (40.4%) [42.7%]	4,682 (5.5%)	84,438 (80.4%)
<b>TOTAL</b>	57,319 (54.6%) [57.6%]	42,137 (40.1%) [42.4%]	5,514 (5.3%)	104,970 (100.0%)

## DEL Labour Market Bulletin 19 December 2005

Since 2001 the results of DEL's equality monitoring on gender, community background and disability have been published in the annual Labour Market Bulletins. This article updates the occupancy figures to 2005.

Table 1 shows the occupancy/enrolments on all of the Department's programmes and services and shows the estimates of the eligible groups for gender, community background and disability. The eligible group is the total number of people eligible to participate in the programme or service. The breakdown of the

eligible population by gender and disability was taken from the 2002 Annual Labour Force Survey (most recent annual data able to be provided). However the eligible population by religion was taken from the 2001 Annual Labour Force Survey (most recent annual data able to be provided). Not all eligible group figures are available as the data

Table 1: Occupancy and Eligible Group Figures<sup>1</sup>

Programme	% Female <sup>2</sup>		% Catholic <sup>3,4</sup>		% Disabled <sup>5</sup>	
	Occupancy	Eligible	Occupancy	Eligible	Occupancy	Eligible
Job Brokerage <sup>6</sup>	29%	50%	45%	[60%]	8%	32%
Employment Support	35%	50%	45%	[49%]	100%	100%
Rapid Advancement Programme	24%	N/K	50%	N/K	0%	N/K
IFI Wider Horizons	42%	41%	68%	N/K	N/K	N/K
Enterprise Ulster	43%	58%	34%	[58%]	6%	39%
Jobskills <sup>7</sup>	28%	40-60%	69%	[58%]	N/K	N/K
Jobskills Modern Apprenticeship	24%	53%	59%	[61%]	1%	N/K
New Deal for Disabled People	40%	53%	46%	[53%]	73%	86%
New Deal 18-24	29%	N/K	60%	N/K	6%	N/K
New Deal 25+	16%	N/K	63%	N/K	3%	N/K
Premiere	57%	N/K	61%	N/K	2%	N/K
Worktrack	58%	63%	61%	[59%]	4%	45%
Training for Work	79%	63%	52%	[59%]	2%	45%
Bridge to Employment	35%	60%	47%	[53%]	0%	27%
Walsh Visa Programme	23%	51%	76%	[48%]	N/K	11%
Higher Education (HE) <sup>8</sup>	61%	N/A	57%	N/A	5%	N/A
Further Education (FE)	58%	N/A	58%	N/A	4%	N/A

### Notes

1 The occupancy figures are as at 31 March 2005 for all training and employment programmes and as at 1 November 2003 for FE enrolments. HE enrolments are taken over the full academic year 2003/04.

2 Percentages given are of the total number with stated gender.

3 Percentages for community background/religious composition exclude those not classified as either Protestant or Catholic. The accepted convention, which is followed in this article, is to give the percentage in [square brackets], except where specifically indicated. Protestant and Catholic percentages will thus sum to 100%. Community Background information is not mandatory for training and employment programmes.

4 For HE and FE, information on religion is not a mandatory question and it is only collected for NI domiciled students studying at NI institutions which contributes to high response rates.

5 Disability in HE and FE is collected on the basis of self-assessment by each individual student while those on training or employment schemes are given the DDA definition of disability and asked to determine if they are disabled under this definition. Disability information is not mandatory for training and employment programmes and is only input when the client declares a disability.

6 Eligible Group figures for Job Brokerage include only those who are ILO unemployed or economically inactive but who would like a job. The Job Brokerage service is also available to those who are employed but fewer will take up the service.

7 Excludes Jobskills Modern Apprenticeships.

8 HE figures refer to enrolments at NI HE institutions.

A Statistical Fact Sheet providing the religious breakdown of NI school leavers entering HE in NI and GB is available to download from [www.deini.gov.uk/statistics](http://www.deini.gov.uk/statistics)

# Appendix 4: Invest NI Assistance by PCA / DCA<sup>11</sup>

INVEST NI ASSISTANCE BY PARLIAMENTARY CONSTITUENCY

TIME PERIOD: 2002/03 TO 2005/06

PCA	2002/03			2003/04			2004/05			2005/06			TOTAL		
	No of Offers	Assistance	Investment	No of Offers	Assistance	Investment	No of Offers	Assistance	Investment	No of Offers	Assistance	Investment	No of Offers	Assistance	Investment
BELFAST EAST	58	2,103,025	8,512,108	153	15,781,520	59,561,790	155	17,360,081	35,145,130	83	8,672,472	25,773,621	449	43,917,058	128,992,649
BELFAST NORTH	45	7,565,191	20,071,672	111	4,491,136	24,863,957	109	3,001,708	11,969,152	70	5,032,228	36,733,098	335	20,090,263	99,637,879
BELFAST SOUTH	137	15,943,868	39,581,673	269	25,984,481	111,334,647	273	21,239,074	58,683,342	122	15,032,647	80,051,772	801	78,200,071	288,651,434
BELFAST WEST	47	4,154,127	16,518,873	96	8,083,963	28,637,704	85	8,531,915	27,264,393	42	2,114,303	8,333,461	270	22,884,308	78,754,431
EAST ANTRIM	66	6,249,254	21,210,100	176	3,895,611	12,601,313	175	6,358,441	25,948,428	92	14,705,613	58,404,543	509	31,208,919	118,164,385
EAST LONDONDERRY	59	4,168,042	13,950,428	116	5,515,632	10,952,580	188	2,130,431	8,828,264	58	10,648,218	35,135,534	421	22,462,323	68,864,806
FERMANAGH AND SOUTH TYRONE	68	5,370,677	20,865,162	211	4,330,331	16,063,338	316	4,744,369	22,541,191	119	2,763,552	20,419,202	714	17,208,929	79,988,893
FOYLE	94	14,414,920	105,655,505	232	7,590,869	27,306,606	222	5,657,731	47,032,980	159	27,025,563	104,913,305	707	54,689,084	284,908,396
LAGAN VALLEY	54	1,462,738	6,682,614	189	1,701,255	5,835,880	197	3,655,818	17,306,184	95	9,652,438	82,022,142	535	16,512,248	111,846,821
MID ULSTER	144	4,406,819	22,188,706	318	5,610,090	25,593,825	389	8,470,091	40,755,633	217	3,327,451	18,765,355	1,068	21,814,451	107,303,520
NEWRY AND ARMAGH	84	6,258,098	22,320,265	188	2,126,189	8,466,145	226	2,800,552	10,813,180	87	7,452,813	29,343,818	585	18,637,651	70,943,407
NORTH ANTRIM	72	2,387,964	14,215,617	194	5,261,235	31,305,993	276	8,248,292	34,390,294	119	847,433	5,213,692	661	16,744,925	85,125,596
NORTH DOWN	44	1,347,025	6,467,355	97	5,051,236	15,224,275	117	3,398,931	14,891,029	38	845,517	3,670,843	296	10,642,709	40,253,502
SOUTH ANTRIM	86	22,877,977	142,862,810	216	4,533,953	15,122,204	219	7,000,680	30,944,176	91	4,040,442	21,600,772	612	38,453,052	210,529,962
SOUTH DOWN	70	2,439,960	12,649,429	160	1,244,825	4,201,426	186	4,589,815	13,457,720	83	4,755,321	16,620,152	499	13,029,921	46,928,727
STRANGFORD	62	2,148,990	9,268,178	121	1,641,799	5,431,651	131	1,230,868	6,841,527	61	2,929,242	13,391,700	375	7,950,899	34,923,055
UPPER BANN	78	16,628,275	73,276,818	240	6,895,359	31,978,233	211	19,358,949	77,218,019	108	8,831,312	35,907,004	637	51,811,895	218,380,074
WEST TYRONE	52	4,786,843	20,172,661	194	7,314,505	35,664,802	245	2,828,125	9,603,020	63	2,323,338	17,366,684	554	17,252,811	83,007,166
<b>TOTAL</b>	<b>1,320</b>	<b>124,711,793</b>	<b>573,469,974</b>	<b>3,281</b>	<b>117,153,990</b>	<b>466,145,370</b>	<b>3,720</b>	<b>130,645,871</b>	<b>493,931,661</b>	<b>1,707</b>	<b>130,999,902</b>	<b>613,666,699</b>	<b>10,028</b>	<b>503,511,556</b>	<b>2,151,204,703</b>
Trade		4,996,153			3,982,000	3,982,000		3,063,000	3,063,000		2,735,000	2,735,000	0	14,776,153	9,780,000
BIS		12,853,953											0	12,853,953	0
Knowledge Management		3,361,229											0	3,361,229	0
<b>TOTAL</b>	<b>1,320</b>	<b>145,923,128</b>	<b>573,469,974</b>	<b>3,281</b>	<b>121,135,990</b>	<b>472,129,370</b>	<b>3,720</b>	<b>133,708,871</b>	<b>496,994,661</b>	<b>1,707</b>	<b>133,734,902</b>	<b>616,401,699</b>	<b>10,028</b>	<b>534,502,891</b>	<b>2,160,984,703</b>

<sup>11</sup> In order to include all relevant data in a single table, the font size of the above tables has been reduced. As a consequence, if you are unable to access this information please contact the Equality Unit from where alternative formats will be made available on request.

INVEST NI ASSISTANCE BY DISTRICT COUNCIL AREA

TIME PERIOD: 2002/03 TO 2005/06

DCA	2002/03				2003/04				2004/05				2005/06				TOTAL			
	No of Offers	Assistance	Investment	No of Offers	Assistance	Investment	No of Offers	Assistance	Investment	No of Offers	Assistance	Investment	No of Offers	Assistance	Investment	No of Offers	Assistance	Investment		
ANTRIM	51	18,786,407	133,210,570	104	2,958,158	9,357,348	151	5,962,548	27,355,813	61	1,212,758	6,384,231	367	28,919,872	176,287,963					
ARDS	34	1,190,931	6,059,860	48	2,691,665	9,469,349	92	5,777,785	2,128,792	35	2,244,038	10,374,669	209	6,704,419	28,032,670					
ARMAGH	55	5,198,896	19,199,971	107	1,357,458	4,853,908	134	1,333,808	5,437,722	51	642,970	4,816,022	347	8,533,132	34,307,623					
BALLYMENA	48	1,814,623	10,457,086	116	4,568,548	27,666,838	173	4,675,231	22,932,551	87	666,119	4,319,713	424	11,724,521	65,376,188					
BALLYMONEY	15	483,410	2,509,216	54	495,043	3,293,486	58	1,375,102	3,257,485	25	122,684	376,444	152	2,476,239	9,376,611					
BANBRIDGE	25	1,937,355	8,301,820	64	382,760	890,543	82	1,547,584	8,377,316	25	534,537	2,340,014	196	4,382,236	19,909,693					
BELFAST	273	29,341,105	83,619,136	546	53,109,984	218,601,226	528	45,274,328	119,200,946	277	30,269,646	148,071,205	1,624	157,995,073	569,492,513					
CARRICKFERGUS	24	2,159,340	8,229,574	67	343,556	892,207	58	703,674	1,446,397	30	573,971	3,308,313	179	3,780,541	13,875,491					
CASTLEREAGH	28	977,295	2,911,258	119	1,329,394	4,373,863	99	5,053,555	17,542,723	45	929,348	4,076,894	291	8,289,592	28,904,798					
COLERAINE	48	2,397,251	5,271,548	80	590,962	1,496,784	150	1,707,316	4,188,288	40	1,038,619	8,645,774	318	5,734,149	19,602,394					
COOKSTOWN	53	1,296,457	8,262,042	108	2,103,132	7,666,378	127	5,370,739	28,940,865	75	1,042,097	6,909,622	363	9,812,425	51,778,918					
CRAIGAVON	59	16,076,431	71,042,976	193	6,730,339	31,358,533	175	18,696,546	73,688,170	94	8,634,339	35,109,451	521	50,137,655	211,199,130					
DERRY	94	14,463,147	105,655,505	232	7,590,869	27,306,606	222	5,657,731	47,032,980	159	27,025,563	104,913,305	707	54,737,311	284,908,396					
DOWN	63	1,345,244	7,149,771	97	613,685	2,636,822	98	2,977,363	3,766,565	34	387,211	1,786,412	292	5,303,503	15,339,570					
DUNGANNON	57	2,436,205	9,462,763	163	2,720,929	14,245,659	236	3,414,536	13,342,301	122	2,960,221	18,411,727	578	11,531,891	55,482,450					
FERMANAGH	28	3,714,293	14,539,718	111	3,229,638	11,757,257	162	2,271,037	13,209,927	37	1,126,141	6,791,433	338	10,341,109	46,298,336					
LARNE	23	1,311,688	5,182,434	68	2,233,647	8,314,096	72	2,382,608	13,104,549	32	12,628,647	51,284,720	195	18,556,589	77,885,799					
LIMAVADY	18	1,930,346	9,728,021	36	4,924,670	9,455,797	38	423,114	4,637,976	18	9,609,599	26,489,760	110	16,887,729	50,311,554					
LISBURN	49	1,441,690	7,009,573	184	2,083,657	7,039,126	187	3,828,645	17,416,114	96	9,704,015	82,271,663	516	17,058,007	113,736,476					
MAGHERAFELT	63	1,624,828	8,538,557	147	1,866,723	7,987,869	180	2,158,149	7,903,731	102	982,544	7,071,766	492	6,632,243	31,501,922					
MOYLE	10	239,328	683,100	24	197,644	405,689	45	2,197,960	8,200,258	7	58,630	517,535	86	2,693,562	9,806,582					
NEWRY & MOURNE	65	2,059,812	6,416,309	158	1,566,229	5,756,777	176	2,532,381	11,182,518	84	10,898,790	37,906,096	483	17,056,212	61,261,700					
NEWTOWNABBAY	49	6,604,048	15,949,471	166	3,104,549	9,448,653	125	4,329,753	15,010,320	70	4,578,560	20,472,394	410	18,616,910	60,880,837					
NORTH DOWN	38	1,145,203	6,053,245	95	3,046,236	8,266,774	107	3,366,254	14,824,336	38	845,517	3,670,843	278	8,403,210	32,815,198					
OMAGH	33	957,261	3,243,872	142	1,545,390	5,466,065	180	988,454	2,817,715	45	1,981,991	15,903,369	400	5,473,096	27,431,020					
STRABANE	17	3,780,199	16,779,578	52	5,769,115	30,198,737	65	1,839,671	6,985,305	18	341,347	1,463,315	152	11,730,332	55,420,935					
TOTAL	1,320	124,711,793	575,459,974	3,281	117,153,991	466,146,370	3,720	130,645,873	493,931,663	1,707	130,999,902	613,666,699	10,028	503,511,558	2,151,204,706					
Trade		4,996,159			3,982,000	3,982,000		3,063,000	3,063,000					2,795,000	2,795,000					
BIS		12,853,953												14,776,153	9,780,000					
Knowledge Management		3,361,229												14,776,153	9,780,000					
TOTAL	1,320	145,923,128	575,459,974	3,281	121,135,991	472,128,370	3,720	133,708,873	496,994,663	1,707	133,734,902	616,401,699	10,028	547,840,017	2,180,544,706					



# Appendix 5: SMART Case Actions

SMART Legal Case - Hussein Jabbar Kadhum v Invest NI

Actions taken forward in response to the issues raised by the above legal case.

<b>ISSUE</b>	<b>ACTION</b>
At sift stage - be clear about the eligibility and provide feedback in that regard.	A moderation panel was introduced that carried out a review of all appraisals to ensure that they met the basic eligibility criteria. This 'pre-judging panel' comprised Carol Keery and Paul Malcomson. All rejection letters issued were expanded to provide clarity and transparency on the reasons for rejection.
Make sure that applicants understand the parameters of the award.	The guidelines were revised on the back of the visit to Scottish Executive to reflect their best practice. The guidelines have been further revised to address issues raised in the legal case. Changes made have reinforced the parameters of the award and have reiterated the need for all information requested to be included in the application form otherwise it will be rejected. We also organised pre-application workshops for potential applicants during which the parameters of the award are stressed. The guidelines now also include reference to support available for anyone for whom English is not their first language, to assist them in understanding the requirements of the application process.
Clarify with applicants the identity and role of any third parties involved in the process - for example BIL.	The guidance notes and application form now include reference to the use of TPOs and state "previous advice you may have received from a Third Party will have no influence on the decision made by appraisers or the Smart in Northern Ireland Judging Panel. If you require clarification on the nature of the relationship between Invest NI and the Third Party Organisation, please contact the Smart Programme Manager".

<b>ISSUE (continued)</b>	<b>ACTION (continued)</b>
Feedback - provide feedback to applicants as the applications progress.	A flowchart has been included in the guidelines to show the process that applications will go through. Additionally more detailed feedback from the moderation panel and judging panel will be provided in the form of either detailed rejection letters or in the form of an invitation to the next stage (LoO.)
Consistency- Ensure that the criteria are consistently applied throughout the SMART competition so that it can clearly be demonstrated why one project has succeeded compared to another.	Again the moderation panel will ensure consistency as it will review all applications and appraisals. Also the revised guidelines should be sufficiently robust so it will be clear how each project has met the criteria for support and that each project will stand on its own merits against the criteria. The process has a higher degree of transparency and the guidelines will permit a higher degree of objectivity in the assessment of whether or not applications meet the criteria.
SMART documents should be clear and concise. Assistance should also be considered for any foreign applicants to ensure that they fully understand the documents.	The external Smart guidelines have been reviewed and amended twice to ensure they are both comprehensive and clear. Greater clarity has been achieved by providing separate guidelines for each SMART award (Micro, Smart 1 and Smart 2). In addition to offering support to complete the application form for those for whom English is not their first language, the latest revision of the guidelines does include a section on the back page directing queries regarding alternative formats (languages, Braille, etc) to the Equality Unit. Also as part of the pre-application workshop process we will offer assistance in the completion process.
Guidelines for the SMART and SMART micro awards should be issued to all judges sitting on the panel in advance of the panel sitting.	New guidance notes for judging panel members have been developed and have been used successfully in the most recent call. These guidelines are issued in advance of the panel sitting. New guidance notes for appraisers and scoring mechanisms were also developed to aid more objective assessment.

<b>ISSUE (continued)</b>	<b>ACTION (continued)</b>
<p>The guidelines on funding need to be clarified so that it is absolutely clear that the balance of funding needs to be provide by the applicant. At present there is an inference that the applicant for an award is responsible for 25% of the funding but it is not explicit. The applicant also needs to be clear that if they do not provide the balance of funding the project will fail.</p>	<p>Currently in our guidelines in the 'what are the selection criteria?' section, the applicant must demonstrate they have the 'necessary management and technical expertise and resources to ensure the project is brought to a successful conclusion...' To make this more explicit the following wording has been added to the guidelines "You must be able to demonstrate that the business is able to fund its proportion of the project. Failure to do so may result in your application being rejected"</p>
<p>Equal opportunities training must be provide for all panel members and for the SMART Programme manager. Fair Treatment Training may also be required.</p>	<p>All staff have received equality awareness training. Also all judging panel members received more detailed training on Equality and Fair Treatment.</p>
<p>Consideration should also be given to Equal Opportunities Training for all those involved in the Award Process such as the appraisers.</p>	<p>Where Invest NI is using the recognised tender list approved by CPD then all appraisers on the list have signed up to the equality and Fair Treatment clause within the tender contract. Whilst the Invest NI solicitor has expressed her view that this clause does not contain a specific obligation on the contractor to train in the area of equality this needs to be revised. SMP are currently taking this up with CPD as it will require changes to their contract.</p>
<p>Invest NI needs to ensure that the system for conducting the SMART award scheme is secure and that if there is any challenge to the decision making process that there is security in the knowledge that all of the necessary information has been conveyed, the documentation clear and the individuals involved had received adequate training.</p>	<p>Internal guidelines have been strengthened to the degree where they are now more comprehensive and the process more transparent. As a result of the introduction of a process of change control there is a more visible 'paper trail' in place. It is emphasised to appraisers that they need to give sound reasons why they are recommending support or rejection and where applicable checklists have been introduced to limit the level of subjectivity involved in the appraisal process.</p>

# Appendix 6: Equality Monitoring - Using Data Sourced From ECNI<sup>12</sup>

**Table 1.**

Invest NI Client Company Employment Split by Religion, Compared to the Wider Business Base Within Invest NI Regional Office Areas in Northern Ireland

Regional Office	Invest NI Client Group				Equality Commission Sample				
	Number of Clients	Client Employment	% Employees within		Total Number of Businesses	All Employment	% of All Employees		
			Protestant	Catholic			Protestant	Catholic	ND
East	157	46,691	59	33	8	131,460	58	36	6
North East	54	15,498	69	25	6	23,546	67	27	6
North West	63	10,411	40	56	4	17,782	43	54	3
Southern	86	15,834	52	42	6	30,053	47	48	5
Western	50	8,668	41	53	6	15,804	41	54	5
<b>Grand Total</b>	<b>410</b>	<b>97,102</b>	<b>56</b>	<b>37</b>	<b>7</b>	<b>218,645</b>	<b>55</b>	<b>40</b>	<b>6</b>

**Notes:**

- 1) Employment figures for companies relate to more than the part of the businesses assisted by Invest NI
- 2) Companies assigned to geographical locations based on the location of their HQ. Locational employment data was unavailable from the Equality Commission
- 3) The wider business base is a list of those private sector businesses (employing 26+ people) who have provided employment monitoring forms to the Equality Commission, this group includes the 410 Invest NI client companies
- 4) The total useable sample of businesses from the Equality Commission was 1,392. 94 of these had HQ addresses listed in GB and therefore could not be included in our analysis

<sup>12</sup> In order to include all relevant data in a single table, the font size for the following tables has been reduced. As a consequence, if you are unable to access this information please contact the Equality Unit from where alternative formats will be made available on request.

**Table 2.**

**Invest NI Client Company Employment Split by Religion, Compared to the Wider Business Base in the East and West of Northern Ireland**

	Invest NI Client Group			Equality Commission Sample						
	Number of Clients	Client Employment	% Employees within		Total Number of Businesses	All Employment	% of All Employees			
			Protestant	Catholic			Protestant	Catholic	ND	
East	297	78,023	60	33	7	1,017	185,059	58	36	6
West	113	19,079	41	55	5	281	33,586	41	54	4
<b>Grand Total</b>	<b>410</b>	<b>97,102</b>	<b>56</b>	<b>37</b>	<b>7</b>	<b>1,298</b>	<b>218,645</b>	<b>55</b>	<b>40</b>	<b>6</b>

**Notes:**

- 1) Employment figures for companies relate to more than the part of the businesses assisted by Invest NI
- 2) Companies assigned to geographical locations based on the location of their HQ. Locational employment data was unavailable from the Equality Commission
- 3) The wider business base is a list of those private sector businesses (employing 26+ people) who have provided employment monitoring forms to the Equality Commission, this group includes the 410 Invest NI client companies
- 4) The total useable sample of businesses from the Equality Commission was 1,392. 94 of these had HQ addresses listed in GB and therefore could not be included in our analysis

## Analysis

Equality monitoring data for 2004 from the Equality Commission for Northern Ireland<sup>13</sup> was matched to 410<sup>14</sup> Invest NI client companies, representing around one fifth of clients, over 60% of employment (97,102) and 44.5% of employment covered by monitoring information received by the commission.

An important constraint on the interpretation of this information is that the Equality Commission employment data relates to the location of the business HQ. This means that where there is a business headquartered in Belfast and with locations across Northern Ireland all the employment will be attached to Belfast.

The commission's data also includes the total employment of the business, whereas in some cases the Invest NI employment relates only to that part of the business which has been assisted. An example of this would be a bank, which has been assisted by Invest NI to establish a contact centre operation. A further consideration is the greater proportion of non-disclosed responses within the Invest NI group (7%), compared with the full Equality Commission group (6%).

Taking account of these issues, a comparative analysis reveals a slightly lower proportion of Catholic employees within the Invest NI client group (37%) compared to the overall business base for which complete employment monitoring data was available (40%). An analysis by Invest NI Regional Office Area is presented in Table 1.

Table 2 shows that Invest NI clients in the East employ a slightly greater proportion of Protestants (60%) compared to the wider business base within the commission sample (58%); whereas Invest NI clients in the West employ a slightly higher proportion of Catholics (55%) compared to the commission results (54%).

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13 Data extracted from a survey of Northern Ireland private sector businesses with employment of 26 or more, carried out by the Equality Commission for the year 2004. The data relates to full-time employees.

14 The Equality Commission provided Invest NI with a list of 2,214 businesses. There were disclosed religious breakdowns for 1,392, of which 410 were Invest NI Client Companies. 822 companies were without disclosed religious breakdowns because they employ less than 10 Catholics and / or Protestants, of which 177 were Invest NI Clients. In addition 94 of the 1,392 sample had HQ addresses listed in GB and could not be included in our analysis.

If you require this brochure in an alternative format (including Braille, disk, audio cassette or in minority languages to meet the needs of those whose first language is not English) then please contact:

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