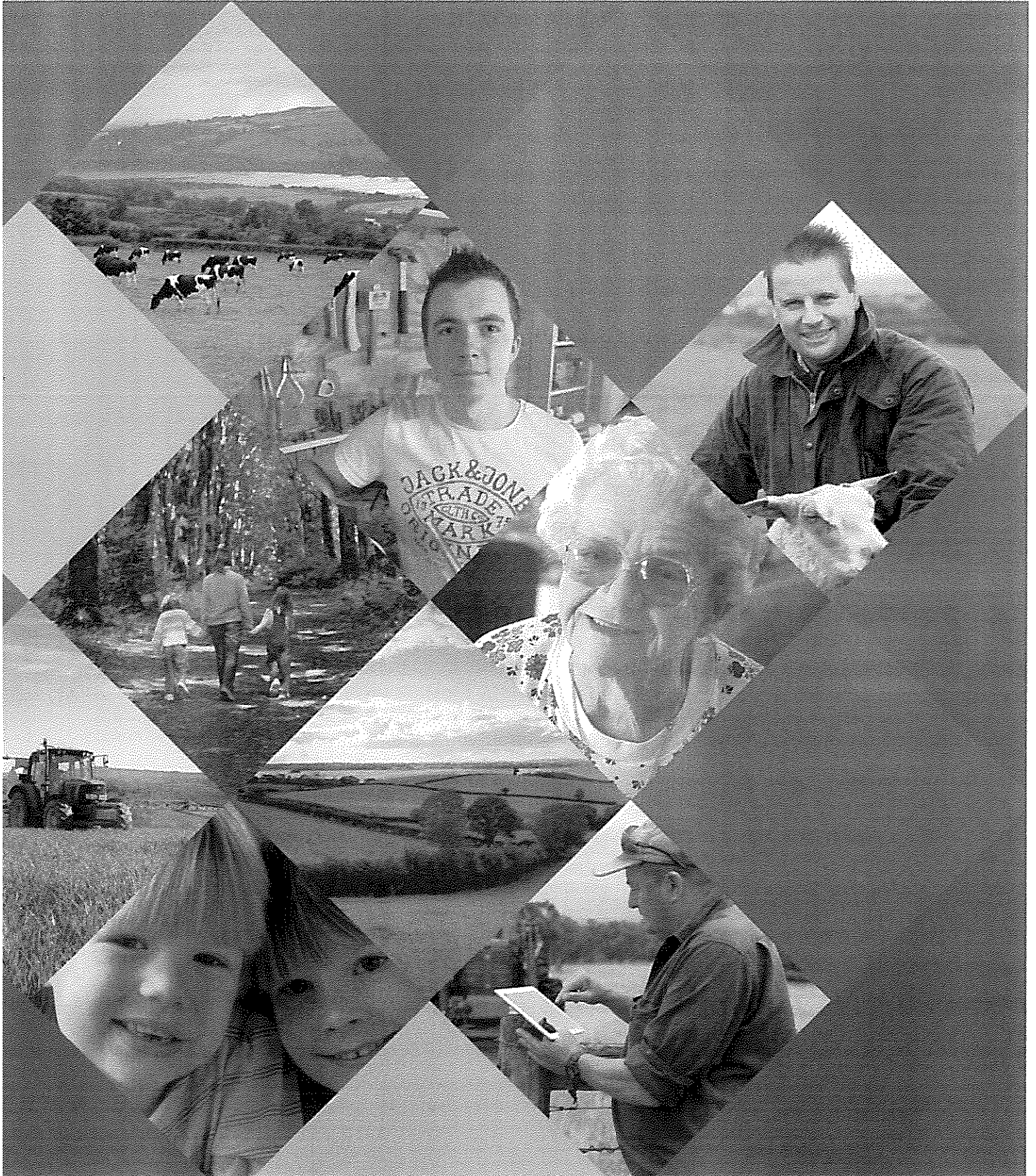


Rural Needs Impact Assessment



Title of Strategy, Policy, Plan or Public Service:

Name of Organisation:

Invest NI

Title of Strategy, Policy, Plan or Public Service:

Leading within a Group Programme (LwG)

Step 1: Define the Issue

Key questions to consider:

- *What are the objectives of the strategy, policy plan or service?*
- *What impact do you intend it to have in rural areas?*
- *How is 'rural' defined for the purposes of this policy/strategy/service/plan?*
- *What would constitute a fair rural outcome in this case?*

The overarching aim of the Leading within a Group programme is:

'To improve the competitiveness, innovative capability and efficiency of participating companies through the development of leadership and management competencies and its application in the business planning process'.

The programme will focus on improving the management and leadership competencies of the senior executive of participating companies and is targeted at Foreign Direct Investment (FDI) client companies. The programme will provide participants with a deeper understanding of how to develop and take ownership of a strategy that can drive the sustainability and growth of the local, Northern Ireland business within the complexities of a Group structure. The primary competencies to be targeted for improvement are:-

- Strategy: developing and taking ownership of strategies for growth within a Group structure, at an individual and business level;
- Leading People: developing high performing teams, both real and virtual, operating within a Group structure; and
- Managing the challenges and complexities from operating within a Group structure.

This is a new programme and we expect to attract a range of Invest NI companies across Northern Ireland including those based in rural areas. We expect the programme to have a positive impact on rural areas through developing the capability of participant companies to enable it to grow and compete globally, thus benefiting the local economy.

Step 2: Understand the situation

Key questions to consider:

- *What is the current situation in rural areas?*
- *What evidence (statistics, data, research, stakeholder advice) do you have about the position in rural areas?*
- *If the relevant evidence is not available, can this be sourced?*
- *Do you have access to the views of rural stakeholders about the likely impact of the policy?*
- *Are there existing design features or mitigations already in place to take account of rural needs?*

The LwG is a new Invest NI pilot programme to be offered to our FDI customers, recognising the benefits to the Northern Ireland economy of supporting international investments. From speaking with our client executives and customers located throughout Northern Ireland, including rural areas, we have been made aware of an increasing demand for a tailored leadership development programme for such businesses, which to date has not been available in Northern Ireland.

An Independent Economic Appraisal was completed in April 2018 which recommends that these businesses should be catered for through a separate leadership programme with a design and content to allow for differences in their operation/strategic focus. The appraisal tested the demand for the programme and Invest NI Board approval has been sought and given to proceed with the programme, on the basis of the evidence provided.

Step 3: Develop and appraise options

Key questions to consider:

- *Are there barriers to delivery in rural areas?*
- *If so, how can these be overcome or mitigated?*
- *Will it cost more to deliver in rural areas?*
- *What steps can be taken to achieve fair rural outcomes?*

The programme is open to Invest NI customers who are able to demonstrate that they meet the following criteria:

- The applicant business must be located within Northern Ireland and be part of a Group with a parent company based elsewhere.
- The applicant can clearly demonstrate their strategic imperative and willingness to grow and improve the performance of the Northern Ireland site.
- The applicant can demonstrate their commitment and time available to work with the Executive Coaches, attend workshops and participate in networks.

The exact location/s of the workshops will be agreed with the delivery agent once they have been appointed, but workshops held for similar programmes (eg Leadership Team Programme) are typically held at various locations throughout Northern Ireland (as well as in Dublin), therefore there are no barriers to delivery in rural areas.

In addition, the Executive Coaches who will work directly with the participants will arrange to meet with them at locations that suit the client, including at the client premises which are likely to include rural areas.

Step 4: Prepare for Delivery

Key questions to consider:

- *Do the necessary delivery mechanisms exist in rural areas?*
- *Have you considered alternative delivery mechanisms?*
- *What action has been taken to ensure fair rural outcomes?*
- *Is there flexibility for local delivery bodies to find local solutions?*
- *Are different solutions required in different areas?*

As noted above, the exact location/s of the workshops will be agreed with the delivery agent once they have been appointed, but workshops held for similar programmes (eg Leadership Team Programme) are typically held at various locations throughout Northern Ireland (as well as in Dublin), which should ensure fair rural outcomes. In addition, coaching sessions will take place at locations that suit the participants, which can include individual client premises.

Step 5: Implementation & Monitoring

Key questions to consider:

- *Have you set any rural specific indicators or targets to monitor?*
- *How will the outcomes be measured in rural areas?*
- *Are there any statistics or data that you will collect to monitor rural needs and impacts?*

We have not set rural specific indicators as we are targeting participant companies from a relatively small pool of potential Invest NI FDI clients and so it would not be appropriate to set targets at a sub-Northern Ireland level. Also we have attracted a good representation of companies from rural areas onto other, similar leadership development programmes (eg LTP over the past four years).


Outcomes will be measured through mid-point and post programme Reviews, along with an independent evaluation of the programme.


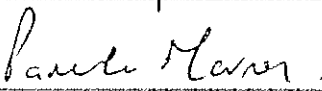
Step 6: Evaluation & Review

Key questions to consider:

- What processes are in place to evaluate and review the implementation of the policy, strategy, plan or service?
- Have rural needs been factored into the evaluation process?
- How will lessons learned in relation to rural outcomes be used to inform future policy making and delivery?

We undertake ongoing programme Reviews, the appointed delivery agent will be required to undertake participant feedback surveys and at the end of the contract period a full external evaluation and economic appraisal will be undertaken.

Rural Needs Impact Assessment undertaken by:	Alison Reid
Position:	Programme Manager
Signature:	
Date completed:	August 2018

Rural Needs Impact Assessment approved by:	
Position:	Equality MGR.
Signature:	
Date completed:	AUGUST 2018.

