

PUBLIC CONSULTATION RESPONSES TO INVEST NI DRAFT CORPORATE PLAN 2008-2011

Attached is a summary of all comments in relation to the Draft Corporate Plan 2008-2011 (written and raised at consultation meetings), received during the consultation period.

This summary also contains Invest NI's response to each comment received. These responses fall into five categories:

- **“Addressed by panel”. Issues that we believe have already been dealt with adequately in the Draft Corporate Plan and during the open public consultation sessions**
- **“Noted by Panel” and “Noted”. Generally positive and constructive comments, acknowledged by Invest NI**
- **“Plan amended”. Issues that have been considered by Invest NI and have resulted in a revision to the text**
- **matters that will be “addressed as an operational issue” by the organisation; and**
- **other.**

**CONSULTATION ON INVEST NI DRAFT CORPORATE PLAN 2008-2011:
CONSULTATION SESSIONS**

Consultee	Reference	Comment	Invest NI Response
NI Chamber of Commerce and Industry Council Meeting Monday 31 March 2008	NICCI	<ul style="list-style-type: none"> ➤ Broad acceptance of themes of Draft Corporate Plan. ➤ Identified skills shortages as major issue. Need for greater “joined up” approach with DEL. ➤ Wished Invest NI every success in achieving, what are acknowledged as “stretching” targets. 	<p>Noted by panel</p> <p>Invest NI Memorandum of Understanding with DEL will seek to address this key issue.</p> <p>Noted by panel</p>
Priority One Stakeholders Friday 4 April 2008 12 attendees	<p>Anon.</p> <p>InterTradeIreland</p> <p>PWC</p> <p>CBI</p> <p>CBI</p>	<ul style="list-style-type: none"> ➤ Broad endorsement of plan. Well thought out and considered. ➤ Will resources be allocated across 3 pathways? ➤ Plan should balance strengths against weaknesses in the NI economy. ➤ Importance of execution under RPA. ➤ Plan should comment on INI HR strategy. ➤ Importance of leadership and management development. Suggest greater emphasis in the Plan. ➤ Tradable services target is not stretching enough. 	<p>Noted by panel.</p> <p>Plan amended. Pathways are conceptual and provide framework for strategic direction of the Plan.</p> <p>Plan highlights major structural weaknesses that must be addressed.</p> <p>Noted by panel.</p> <p>Plan amended.</p> <p>Plan amended.</p> <p>Rejected, given immaturity of the sector and forecast economic downturn.</p>

Consultee	Reference	Comment	Invest NI Response
<p>Open Consultation – Omagh Friday 11 April 2008</p> <p>15 attendees</p>	<p>Omagh District Council</p> <p>Omagh Enterprise Co.</p> <p>Workspace</p> <p>Dungannon Ent. Centre</p>	<ul style="list-style-type: none"> ➤ Requested update on actions around transfer of activities under Review of Public Administration (RPA). ➤ Prof. Fabian Monds. Welcomed plan. Should Creative & Media sector be mentioned under sectoral shift? ➤ Welcomed continuation of funding of social entrepreneurship programmes. ➤ Discussion around importance of Start a Business Programme in regional economy. Must strike balance between volume start-up and pull-through. Was SBP funding being cut? ➤ Concern over release of lands at Granville Ind. estate. 	<p>Addressed by panel.</p> <p>Plan amended.</p> <p>Noted by panel.</p> <p>Panel confirmed no cut to SBP funding during period of plan. Resource allocation to focus on company growth, particularly in export markets.</p> <p>Panel confirmed progress being made to address this issue.</p>
<p>Open Consultation – Newry Tuesday 15 April 2008</p> <p>26 attendees</p>	<p>Down District Council</p> <p>EMS Marketing</p> <p>CIDO</p>	<ul style="list-style-type: none"> ➤ What is Invest NI's property strategy? ➤ Harry McCourt . Welcomed Innovation Voucher scheme and sought clarification. ➤ Jim Smith. Concern that revisions to SBP have not been implemented. ➤ Could innovation vouchers be redeemed in universities outside UK? ➤ Will there be a second Transform programme? 	<p>Addressed by panel</p> <p>Noted by panel</p> <p>Addressed by panel.</p> <p>Addressed by panel. Yes, in principle. To be reviewed after pilot.</p> <p>Initial programme being evaluated. Likely to proceed with Transform Plus.</p>

Consultee	Reference	Comment	Invest NI Response
<p>Open Consultation – Ballymena Thursday 17 April 2008</p> <p>21 attendees</p>	LEDCOM	<ul style="list-style-type: none"> ➤ Ken Nelson. Welcomed continuation of SBP and called for early introduction of RPA. 	Addressed by panel.
	CIGA Healthcare	<ul style="list-style-type: none"> ➤ Irwin Armstrong. No reference in corporate plan to importance of marketing and branding. Important to put in context scale of task to reposition economy from public to private sector. Commented that Invest NI had a “no can do” attitude. 	Addressed by panel. Importance of marketing was implicit in the plan. Challenged contention on attitude. Invest NI take many risks but defend our right to reject projects after due consideration.
	The Wright Group	<ul style="list-style-type: none"> ➤ William Wright. Commented on education in schools and need to amend curriculum to produce better skilled young people to enter apprenticeships. Need for education system to better understand needs of industry. 	Addressed by panel.
	Northern Regional College	<ul style="list-style-type: none"> ➤ Clare O’Neill. Welcomed innovation voucher scheme. More input required from private sector in workforce dev. forum. 	Noted by panel.
	The Wright Group	<ul style="list-style-type: none"> ➤ M Nodder. Welcomed single R&D programme. Had Invest NI plans to develop international marketing and selling programme? 	Addressed by panel. Reference to <i>Transform</i> and development of international selling skills programme.
	NE Partnership	<ul style="list-style-type: none"> ➤ Frank McGrogan. Welcomed plan and encouraged greater partnership to deliver outcomes. 	Noted by panel.
	TextHelp Systems	<ul style="list-style-type: none"> ➤ Mark McCusker. Would the plan result in policy changes on i) pref. share investment and ii) additionality. 	Addressed by panel.

Consultee	Reference	Comment	Invest NI Response
<p>Open Consultation – Belfast Friday 18 April 2008</p> <p>47 attendees</p>	Carvill Construction	➤ Are we (NI) qualifying enough students?	Addressed by panel.
	Carvill Construction	➤ Is there scope to develop Hotel and Catering industry?	Addressed by panel and will be dealt with as an operational issue.
	Glen Dimplex	➤ N Stewart. What is Invest NI's selection criteria for backing winners?	Addressed by panel. This is linked to the importance of scaling businesses.
	Enterprise Equity	➤ A Langan. Encourage more management teams to consider M&A as a route to scaling businesses.	Noted and agreed by panel.
	Finn Engineering	➤ J Leckey. Will the role of the client executive change in order to implement new strategy?	Addressed by panel.
	Clarehill Plastics	➤ B McCann. R&D&I most important route to company growth.	Noted by panel.
	Gray & Adams	➤ W Dougan. Believed that smaller companies still needed capital and employment grant rather than softer forms of assistance. How does Invest NI model compare with agencies in ROI?	Addressed by panel. Invest NI cannot not subsidize business costs. Similar models exist in both jurisdictions.
	Doubleband Films	➤ D Lavery. Why is Creative Industries not mentioned in Draft Corporate Plan?	Plan amended.
	Finn Engineering	➤ S Moore. Will maximum grant available under Compete Programme increase?	Addressed by panel. Ceiling will increase. Details to be published shortly.

CONSULTATION ON INVEST NI DRAFT CORPORATE PLAN 2008-2011: WRITTEN RESPONSES

ORGANISATION	COMMENT	INVEST NI RESPONSE
OFMDFM 19 March 2008	<ul style="list-style-type: none"> ➤ Suggest better indication of compatibility of Plan with PfG goal to halve private sector productivity gap by 2015. ➤ Greater links between INI targets and PfG productivity goal ➤ Development of frontier technologies may not align with 2015 goal. ➤ Clarify assistance toward safeguarding and new jobs promoted by FDI and locally owned businesses. ➤ Is decrease in expenditure in FDI not 8% (15% quoted)? 	<p>Addressed adequately in the document.</p> <p>Addressed adequately in the document.</p> <p>Noted.</p> <p>Addressed as an operational issue.</p> <p>Noted and Plan amended.</p>
Training for Women Network 20 March 2008	<ul style="list-style-type: none"> ➤ Encouragement of women's entrepreneurship is a major omission from the draft Plan. ➤ The absence of a gender perspective in draft Plan is a serious oversight. 	<p>Plan amended.</p> <p>Plan amended.</p>
NI Rural Women's Network 27 March 2008	<ul style="list-style-type: none"> ➤ Include a gender specific approach in the final Plan. ➤ "Investing in Women" initiative is continued. 	<p>Plan amended.</p> <p>Addressed as an operational issue.</p>
Limavady Borough Council 31 March 2008	<ul style="list-style-type: none"> ➤ Fully endorsed the draft Plan. 	<p>Noted.</p>

ORGANISATION	COMMENT	INVEST NI RESPONSE
<p>Derry City Council 3 April 2008</p>	<ul style="list-style-type: none"> ➤ Does plan recognise sub-regional economic disparities? ➤ What is Derry sub-region existing share of high growth potential clients, FDI and indigenous SMEs in higher value-added activities? ➤ How will plan deliver on Assembly's commitment to balanced regional development? ➤ How will Invest NI allocate resources to sub-regions that require most intervention? ➤ How does Invest NI's approach to industrial park dev. fit with "strategic employment locations"? ➤ Will any sustainable technology projects be located in Derry sub-region? ➤ What scope does plan envisage to develop sub-regional assets in the med-tech sector? ➤ Re: Skills. What early win investments in sub-region's education, research and re-skilling are envisaged? ➤ How proactive will Invest NI be in challenging regulatory frameworks (e.g. tax, planning, utility pricing)? ➤ What commitment is there to British Irish intergovt. NW Gateway Initiative? Will there be a phase II of the NW bus and tech. zone? ➤ Re: NW Action Plan. How much investment is envisaged to be levered in 08 to 11? Re: RPA. What early arrangements are in place? 	<p>Plan amended. We are, in the main, a demand-led organisation</p> <p>Information available in Invest NI Performance Information Report 2002-2006.</p> <div style="border: 1px solid black; width: 150px; height: 100px; margin: 20px auto; text-align: center; padding: 5px;"> <p>Addressed as operational issues</p> </div> <p>Responsibility for skills development lies with DEL.</p> <p>Invest NI supports efforts that seek to reduce the cost base of our clients.</p> <p>Addressed as an operational issue.</p> <p>Addressed as an operational issue.</p>
<p>Invest NI Joanne Best 10 April 2008</p>	<ul style="list-style-type: none"> ➤ Plan appears to infer focus on growth in R&D rather than growth in all forms of innovation? 	<p>Plan amended.</p>

ORGANISATION	COMMENT	INVEST NI RESPONSE
<p>NI Food and Drink Association (NIFDA) 11 April 2008</p>	<ul style="list-style-type: none"> ➤ Plan makes no reference to the agri-food sector. ➤ Support efforts to address high level of economic inactivity. ➤ Support actions to reduce bureaucracy in R&D programmes. ➤ Invest NI to encourage take up of R&D tax credits. ➤ Invest NI needs to genuinely share risk with client companies. NIFDA is supportive of portfolio approach to risk. ➤ Acknowledge importance of skills development. ➤ Plan should emphasize desirable activity within every sector rather focus on higher value-added sectors. ➤ Suggest tension in system for supporting collaborative projects. Company wants to minimise expenditure. Research partner maximises income if whole budget is expended. ➤ Targets – would be interesting to see analysis of projections with/without intervention by Invest NI. What does Invest NI add? ➤ Do not believe there is a productivity gap between UK avg. and NI Food and Drink sector. ➤ Why was NIFDA not consulted during pre-consultation? ➤ The public sector should not attempt to pick winners in the private sector. ➤ Criterion for tradable services - “minimum gross margin of 20%”, takes no account of the market place or current trading conditions. ➤ Would be interested to know what TSOs Invest NI will work with in the Food and Drink arena. ➤ Question the fact that NI has few industries of scale. ➤ More detail on statement that Invest NI has a well established relationship with DARD. 	<p>Plan is not sector specific.</p> <p>Noted.</p> <p>Noted.</p> <p>Invest NI encourages all clients to seek professional advice to maximise their resources. Noted.</p> <p>Noted.</p> <p>“Realising client potential” does this.</p> <p>Collaborative projects are funded by identifying resources required and agreeing budgets at the outset of the project.</p> <p>Refer to Invest NI Performance Information Report 2002-2006</p> <p>Productivity gap relates to average across all industry sectors.</p> <p>We focussed on the main business organisations. We did not contact sector bodies. Invest NI reserves the right to select clients capable of making the greatest impact on increasing business productivity.</p> <p>Criterion relates to tradable services clients only and a proxy for client’s ability to compete in international markets. Addressed as an operational issue.</p> <p>NI is almost wholly an SME and micro-firm economy.</p> <p>Information can be provided by Invest NI Food Division.</p>

ORGANISATION	COMMENT	INVEST NI RESPONSE
NI Food and Drink Association (NIFDA) 11 April 2008	<ul style="list-style-type: none"> ➤ Use of Private Sector Median (PSM) salary is an attempt to use "one size fits all" across all sectors. 	Must benchmark against PSM if productivity gap is to be reduced.
The Wright Group 21 April 2008	<ul style="list-style-type: none"> ➤ Welcome single programme for R&D support. ➤ More support for international business development for larger companies of scale. Including assistance to recruit the best marketing talent. ➤ MATRIX initiative offers framework for better joined up thinking between government, industry and academia. Invest NI has an important role to play here. 	<p>Noted.</p> <p>Noted.</p> <p>Noted.</p>

ORGANISATION	COMMENT	INVEST NI RESPONSE
<p>ILEX the urban regeneration company derry-londonderry 24 April 2008</p>	<ul style="list-style-type: none"> ➤ No review of previous Corporate Plan. ➤ Supportive of realising potential pathway. INI should also include business development. ➤ Welcome continued support for innovative activities. Seek info on role of innovation advisers and Innovation Voucher Scheme. ➤ Support sectoral shift pathway. No ref. in Plan to digital media sector ➤ How will industry-led competence centres differ from existing centres of excellence? ➤ Welcome need for programmes to enhance management and leadership skills. ➤ Will new Enterprise Strategy see continuation of SBP? ➤ Welcome focus on skills. No ref to Invest NI links with Workforce Dev. Forums. ➤ Risk that support is skewed to R&D based projects at expense of small indigenous businesses. ➤ Should be greater emphasis on INI links with Universities and FE colleges. ➤ No ref to further speculative build projects such as Timber Quay. ➤ Welcome commitment to sustainable development. Seek more detail on type and level of support for capital demonstration projects. 	<p>Formal exercise undertaken by Invest NI and lessons learned from previous Corporate Plan. Also, DETI carried out an independent review on its Corporate Plan and those of its Non Departmental Public Bodies (NDPBs). Refer to Performance Information Report 2002-2006</p> <p>Addressed as an operational issue.</p> <p>Noted.</p> <p>Plan amended.</p> <p>These proposed centres will seek to stimulate greater and broader industrial engagement through the establishment of company consortia. The goal being the commercialization of intellectual property.</p> <p>Plan amended.</p> <p>Yes.</p> <p>Addressed as an operational issue.</p> <p>We will skew resources toward support for companies to innovate at all levels.</p> <p>Plan acknowledges this.</p> <p>Addressed as an operational issue.</p> <p>Addressed as an operational issue.</p>

ORGANISATION	COMMENT	INVEST NI RESPONSE
<p>CBI 25 April 2008</p>	<ul style="list-style-type: none"> ➤ Strong support for overall strategy. ➤ Adequate performance measures must be developed to monitor implementation of strategy. Absence of baseline figures that put targets in context. ➤ Not clear how increased resources for indigenous companies will be used. ➤ Concern that leadership and management development does not feature as a strategic issue. ➤ Little reference to all-island dimension and opportunities for enhanced all-island co-operation. ➤ Disappointed at lack of pay related performance for client facing staff. More information at Section 4 on addressing staff capabilities would be welcomed. 	<p>Noted.</p> <p>Invest NI has published detailed performance statistics in its Performance Information Report 2002-2006. Addressed as an operational issue.</p> <p>Plan amended</p> <p>Plan amended.</p> <p>Plan amended.</p>
<p>Women's Support Network 25 April 2008</p>	<ul style="list-style-type: none"> ➤ Plan is well structured and accessible. Gender neutral in composition. ➤ How will Invest NI reduce levels of women who are economically inactive? ➤ The promotion of equality is important to increasing business productivity. ➤ How will Invest NI work with DEL to challenge gender stereotyping and promote equality of opportunity? ➤ Invest NI should target companies that promote equality of opportunity between men and women as potential sources of FDI. ➤ Welcomes the section on Equality of Opportunity but notes this is positioned at the end of the document; WSN believes there needs to be more systematic reference to promoting equality of opportunity between men and women throughout the plan. 	<p>Plan has been amended to reflect our responsiveness to structural inequalities in the labour market, particularly in relation to gender, race and disability.</p> <p>Addressed as an operational issue. Primarily a DEL responsibility.</p> <p>Noted and agreed.</p> <p>Addressed as an operational issue</p> <p>All companies establishing in NI are required to meet all the requirements of the law as it relates to their business, including equality issues.</p> <p>Invest NI has produced a robust and concise strategic document. We believe the section on Equality of Opportunity sets out our approach to this important aspect of our work in a coherent manner. The section has been amended to reflect our responsiveness to structural inequalities in the labour market, particularly in relation to gender, race and disability. Reference is also</p>

	<ul style="list-style-type: none"> ➤ Detail steps Invest NI will take to ensure women, especially those with caring/child caring responsibilities, can access programmes. ➤ How will Invest NI work with DEL to ensure women have opportunities to develop skills. ➤ Under client definition, consider that a business must be able to demonstrate good practice with respect to equality of opportunity between men and women. 	<p>made in the Foreword to carrying out our duties in full compliance with our Equality Scheme and Section 75 commitments.</p> <p>Addressed as an operational issue</p> <p>Addressed as an operational issue</p> <p>Any international company that is attracted to set up in Northern Ireland is subject to the same UK legislation as indigenous businesses. This is outside the remit of Invest NI and is the responsibility of the Equality Commission.</p>
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University of Ulster 28 April 2008	<ul style="list-style-type: none"> ➤ Welcomes draft Corporate Plan. ➤ Believe better methods of analysing skills requirements are needed. Should be informed by MATRIX. ➤ Technology commercialisation and transfer of IPR are not well understood across the NI economy. ➤ Welcome meeting with Invest NI to discuss how above can be taken forward. 	<p>Noted.</p> <p>Invest NI will consider fully the recommendations from MATRIX.</p> <p>Noted. Invest NI is playing its part here and has already developed programmes such as Proof of Concept and is supporting the establishment of the NI Spin Out Funds.</p> <p>Invest NI welcome opportunity to meet our stakeholders at any time to discuss matters of mutual interest.</p>
Londonderry Chamber of Commerce 28 April 2008	<ul style="list-style-type: none"> ➤ Draft Plan written in very general terms. Awaiting publication of annual operating plans. ➤ Agrees with underlying structural weaknesses. ➤ Lack of continuity between corporate plans. No reference to achievements of previous plan. ➤ Too many departments and agencies in NI involved in inputs into econ dev in NI. ➤ Govt. should become more focussed and less fragmented. ➤ Invest NI plans should recognise Regional Development Strategy and issues of spatial planning, balanced regional development and Strategic Employment Locations. ➤ No reference to cross-border co-operation. 	<p>Draft Corporate Plan is a strategic document. Noted.</p> <p>Noted.</p> <p>Invest NI releases performance statistics on an annual basis. We have also prepared a detailed Performance Information Report 2002-2006, available on our website. DETI has completed a detailed evaluation of its Corporate Plan and those of its NDPBs.</p> <p>Outside the remit of Invest NI.</p> <p>Outside the remit of Invest NI.</p> <p>Outside the specific remit of Invest NI.</p> <p>Plan amended.</p>
Agri-Food & Biosciences Inst. 28 April 2008	<ul style="list-style-type: none"> ➤ Broadly welcome strategic response. ➤ Plan should recognise fully and support non-university R&D co-operation and public sector research base. ➤ Highlighted issues to be resolved in order to maximise funding, given AFBI is NDPB. 	<p>Noted.</p> <p>Plan amended.</p> <p>Meeting arranged to discuss.</p>

ORGANISATION	COMMENT	INVEST NI RESPONSE
P White, Belfast Metropolitan College 28 April 2008	<ul style="list-style-type: none"> ➤ Welcome Memorandum of Understanding with DEL. ➤ Initiatives between FE and Invest NI to promote entrepreneurship should continue. 	<p>Noted.</p> <p>Addressed in operating plans.</p>
Armagh City and District Council 29 April 2008	<ul style="list-style-type: none"> ➤ Council welcomes the strategic focus on the priorities proposed in the plan. ➤ Invest NI support to its clients should not overlap with local authority economic development activity that is proposed. ➤ Encourage RON to continue to work closely with local councils. ➤ Welcomes increase in Property budget and focus on Armagh region as area to acquire land. 	<p>Noted.</p> <p>Will be addressed in new Enterprise Framework.</p> <p>Noted.</p> <p>Noted.</p>

ORGANISATION	COMMENT	INVEST NI RESPONSE
<p>Disability Action 29 April 2008</p>	<ul style="list-style-type: none"> ➤ Commend Invest NI for textphone no. on its headed notepaper. ➤ More info on access to website for those with disabilities. ➤ Request publication of record of meetings during pre-consultation. ➤ Land acquisition target commendable but recommends associated targets on awareness and training. ➤ Plan should include some statement about harder to reach groups (e.g. people with disabilities twice as likely to be economically inactive as non-disabled peers). ➤ Recognise need to reduce level of economic inactivity. ➤ Disappointed that Community and Voluntary sectors omitted from consideration of specialist strengths in research bases. ➤ Commend development of new Enterprise Strategy. ➤ Invest NI Business Health Check should include all relevant compliance issues including anti-discrimination and equality legislation and sources of help for client companies. ➤ Welcome info on more accessible formats. Advise this should be in a more prominent in all future documents. 	<p>Noted.</p> <p>The website is currently accessible according to W3C Guidelines and this is being reviewed in line with our Disability Action Plan.</p> <p>These meetings were conducted under normal business guidelines, as a means to provide Invest NI with a wide range of information and views before drafting of the Corporate Plan commenced. An eight week public consultation period was provided.</p> <p>The Corporate Plan 2008-2011 is a high level, strategic document. This aspect of our work will be addressed as an operational issue.</p> <p>The Corporate Plan 2008-2011 is a high level, strategic document. This aspect of our work will be addressed as an operational issue.</p> <p>Noted.</p> <p>The Corporate Plan 2008-2011 is a high level, strategic document. It does not seek to detail all areas of specialist strengths in our public and private research bases.</p> <p>Noted.</p> <p>The Business Health Check is a diagnostic tool, designed to assess the competitive position of a business at the strategic level at a point in time. It aims to identify strengths and areas for improvements within the client's business. Equality issues are considered under the section on Human Resources. Where deficiencies are highlighted, using an Integrated Action Plan, the client will be signposted to relevant sources of help, either within or out with Invest NI.</p> <p>Noted.</p>

ORGANISATION	COMMENT	INVEST NI RESPONSE
<p>Antrim Borough Council 29 April 2008</p>	<ul style="list-style-type: none"> ➤ Plan lacks specific detail around RPA and role of Councils. ➤ Councils should have a more direct role in assisting start-ups. ➤ No reference to how linkages will be developed between RON and local councils. ➤ Invest NI continues to tighten client definition criteria. Opportunity for Councils to assist companies to “bridge the gap”. Resource implications. ➤ Council proposes that Invest NI’s industrial property base is transferred to local authorities or managed jointly. ➤ Antrim Tech Park should be open to non Invest NI clients, to be managed by the Council as in GB and RoI. ➤ Council question focus on FDI given challenging global economic conditions. Propose Invest NI focus on starting and/or growing smaller indigenous businesses. 	<p>Corporate Plan is high level strategic document. This will be Addressed as an operational issue.</p> <p>Noted. Addressed as an operational issue.</p> <p>Addressed as an operational issue.</p> <p>Invest NI client definition criteria remains unchanged.</p> <p>Under RPA, this was considered fully and rejected by the Minister.</p> <p>Current Invest NI policy states that Invest NI land is available for its clients.</p> <p>Invest NI commits over half its budget to indigenous businesses. FDI is an important goal in order to achieve the targets as set out in our Corporate Plan.</p>
<p>Lisburn City Council 29 April 2008</p>	<ul style="list-style-type: none"> ➤ Enterprise Framework should take account of existing enterprise support offered by local councils. ➤ Invest NI should avoid any duplication of effort with local councils. ➤ Desirable that Invest NI work closely with local authorities to ensure smooth transfer of resources and activities under RPA. ➤ No mention of Rural Development Programme (RDP) in Plan and how Invest NI programme can complement RDP. 	<p>Noted.</p> <p>Noted and agreed.</p> <p>Noted and agreed.</p> <p>Addressed as an operational issue.</p>

ORGANISATION	COMMENT	INVEST NI RESPONSE
<p>Omagh District Council 29 April 2008</p>	<ul style="list-style-type: none"> ➤ Generally welcomes draft Plan. ➤ Under RPA, Council supports transfer of “economic development powers and functions” to local government. ➤ Welcome reference to greater support for R&D. ➤ Acknowledge importance of exporting but contend that creation of additional workspace in the region is critical. ➤ Welcome target of 70% of new FDI to be in areas of economic disadvantage. ➤ Council believes the Plan should include declaration to provide publicly zoned land for industrial use in areas where there is demonstrable market failure. ➤ Invest NI to give serious consideration and financial assistance toward development of St Lucia and Lisanelly military sites. ➤ Responsibility for skills development should be transferred to local government. ➤ Invest NI to ensure the West gets its fair share of increased employment opportunities, including a large proportion of the 6,500 FDI jobs target. ➤ ODC would welcome opportunity to be a pilot area for delivery of new initiatives to help reduce economic inactivity. 	<p>Noted.</p> <p>Noted.</p> <p>Noted.</p> <p>Addressed as an operational issue.</p> <p>Noted.</p> <p>Invest NI endorses the Regional Development Strategy's aim of promoting a balanced spread of economic development opportunities across Northern Ireland. It will continue to work with Planning Service, assisting it to meet its obligations under the RDS to provide a generous and continuous supply of land in Development Plans for employment purposes.</p> <p>Invest NI will work with all stakeholders to consider how best to develop these sites.</p> <p>Outside the remit of Invest NI.</p> <p>Refer to Performance Information Report 2002-2006</p> <p>Noted.</p>
<p>Northern Ireland Tourist Board 29 April 2008</p>	<ul style="list-style-type: none"> ➤ Disappointed that no reference to tourism in the document. ➤ Would welcome Invest NI recognising in the Plan that the Tourism Development Scheme is the primary means of public sector intervention in stimulating private sector investment. ➤ Would welcome tourism specific targets being incorporated within the Plan. 	<p>Plan amended.</p> <p>Plan amended.</p> <p>Addressed as an operational issue.</p>

ORGANISATION	COMMENT	INVEST NI RESPONSE
<p>Institute of Directors 30 April 2008</p>	<ul style="list-style-type: none"> ➤ Re: Productivity Gap. Should compare levels with those in Rol as a benchmark. ➤ Concerned about discrepancy with jobs target in PfG (6,500 FDI) and the 140,000 jobs by 2015 identified by Business Alliance. ➤ Concern that no mention made in Plan of relationship between Invest NI and NITB. ➤ Would like assurance that Invest NI liaising closely enough with DEL on skills issues. ➤ Invest NI should take account of a client's commitment to health and safety when considering support. ➤ Concern that departments and agencies are still operating in silos when it comes to developing the economy. ➤ Welcome high level of early consultation with Invest NI prior to publication of draft Plan. 	<p>Noted, however, not practicable, owing to difficulties in comparing country-specific data.</p> <p>Invest NI target links directly to Programme for Government and associated Public Service Agreements.</p> <p>Plan amended.</p> <p>Invest NI is committed to fulfilling the terms of its Memorandum of Understanding with DEL.</p> <p>Addressed in Business Health Check.</p> <p>Outside remit of Invest NI.</p> <p>Noted.</p>
<p>John Brady Invest NI Board Member 30 April 2008</p>	<ul style="list-style-type: none"> ➤ Plan should articulate clearly that Invest NI seeks to encourage innovation in all its forms, not just R&D. 	<p>Plan amended.</p>
<p>Social Economy Network 30 April 2008</p>	<ul style="list-style-type: none"> ➤ Neither high quality FDI nor domestic investment is likely to tackle challenge level of economic inactivity. ➤ Recommend an objective to reduce economic inactivity rate through social enterprise schemes. ➤ Invest NI should ensure adequate support is provided to SMEs and social enterprises. ➤ Welcome targets relating to invest in areas of economic disadvantage. ➤ For disadvantaged communities to benefit, Invest NI should set objectives to ensure its clients work closely with local social enterprises. ➤ Welcomes development of new Enterprise Strategy. 	<p>Outside the remit of Invest NI.</p> <p>Outside the remit of Invest NI.</p> <p>SBP will continue. A new Enterprise Framework is also being developed.</p> <p>Noted.</p> <p>Addressed as an operational issue.</p> <p>Noted.</p>

ORGANISATION	COMMENT	INVEST NI RESPONSE
PriceWaterhouse Coopers 1 May 2008	<ul style="list-style-type: none"> ➤ Given reduced levels of public expenditure in the future, imperative that strategies are developed to regenerate, enlarge and create outward focus in private sector. ➤ There is a tension between PSA1 and PSA3, which has effect of lowering average productivity. ➤ Re: Skills. Division of responsibility across Govt. Depts. is a constraining factor to growth of private sector. ➤ Targets in Plan should be more ambitious. ➤ Surprised that tourism not recognised as a sector where Invest NI can help realise greater potential. ➤ NI could be promoted more aggressively and professionally in target markets. ➤ Welcome debate on whether attracting FDI could be best handled by a dedicated agency. ➤ Welcome support for frontier technologies, however, Invest NI should enjoy greater freedom to operate a portfolio approach to risk. ➤ Disappointed that Plan does not refer to opportunities linked to the all-island economy. 	<p>Outside remit of Invest NI</p> <p>Outside the remit of Invest NI.</p> <p>Outside remit of Invest NI</p> <p>Rejected. Targets are challenging, given instability in global economic climate.</p> <p>Plan amended.</p> <p>Invest NI has a clear strategic direction in pursuing FDI and carries this out in professional and robust manner.</p> <p>Outside remit of Invest NI.</p> <p>Noted.</p> <p>Plan amended.</p>
NI Chamber of Commerce & Industry 1 May 2008	<ul style="list-style-type: none"> ➤ Record thanks to Chairman and Chief Executive for meeting NICCI Council to discuss the draft Plan. ➤ Commend efforts to engage in pre-consultation with main industry bodies. ➤ Congratulate Invest NI on clarity of draft Plan and strategic objective to increase business productivity. ➤ Acknowledge a number of targets, especially FDI and first time export starts, will be a challenge in current global economic climate. ➤ Welcomes overall direction of strategy. ➤ Support drive to secure £120m R&D. Important that "new players" in field are identified. 	<p>Noted.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted.</p>

Invest NI Draft Corporate Plan 2008-2011

<p>NI Chamber of Commerce & Industry 1 May 2008</p>	<ul style="list-style-type: none"> ➤ Welcome proposals to better co-operate with Enterprise Ireland, especially in area of all-island cluster/network development. ➤ More work needs to be done by Invest NI and DEL to develop a reliable skills profile. ➤ Encourage Invest NI to build on the developing partnership it has established with the business bodies. 	<p>Noted.</p> <p>Memorandum of Understanding signed with DEL.</p> <p>Noted.</p>
<p>Irish Congress of Trade Unions 2 May 2008</p>	<ul style="list-style-type: none"> ➤ ICTU requested a meeting with Invest NI to discuss aspects of the draft Corporate Plan 2008-2011. 	<ul style="list-style-type: none"> ➤ During the meeting, Invest NI acknowledged ICTU's broad support for the strategic direction of the Corporate Plan. ➤ Invest NI confirmed our sales proposition to potential inward investors was a value proposition, not a low cost proposition. ➤ Reference made to tourism sector. Plan amended to reflect this. ➤ Discussion around RPA. Will be addressed as an operational issue.
<p>Queen's University Belfast 2 May 2008</p>	<ul style="list-style-type: none"> ➤ Draft Plan is a well balanced and ambitious document, endorsed by the university. ➤ Objectives of increasing business productivity and GVA per employee is fully supported. ➤ University keen to work with Invest NI to realise potential of the science base and contribute to and provide "technology push" to promoting business innovations. ➤ Shifting the sectoral focus will allow niche marketing and the exploitation of the unique advantages of NI. ➤ Support for Frontier Technologies is a significant and welcome change. ➤ University shares commitment of Invest NI to increase commercial outcomes from its research base. Proof of Concept and NISPO fund will be of great value here. ➤ Fully support establishment of industry-led competence base centres. 	<p>Noted.</p> <p>Noted.</p> <p>Noted. Invest NI will meet main stakeholders on a regular basis.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted.</p>

<p>Craigavon Industrial Development Organisation (CIDO) 2 May 2008</p>	<ul style="list-style-type: none"> ➤ Endorse strategic direction of draft Plan. ➤ Welcome continuing support for SBP. ➤ Agree high quality mentoring and business advice is required. ➤ Request to engage with Invest NI on how to promote CIDO Innovation Centre as hub for development of early stage technology. ➤ Welcome the "Transform Incubation Programme". 	<p>Noted.</p> <p>Noted.</p> <p>Noted.</p> <p>Invest NI is happy to discuss areas of mutual interest with stakeholders.</p> <p>Noted.</p>
<p>Federation of Small Business 8 May 2008</p>	<ul style="list-style-type: none"> ➤ Extremely disappointed at lack of focus on support to SMEs in draft Plan. ➤ Recommend final draft includes detailed objectives in relation to this sector. ➤ Welcome plans to increase business productivity, attract inward investment and increase export growth. ➤ Urge Invest NI to consider practical measures to encourage the expansion and development of local business. ➤ Seek particular focus on small businesses in "second" stage of growth (after start-up and before they become Invest NI clients). ➤ Welcome proposal that Invest NI work closely with DETI to develop Enterprise Framework. ➤ Pre RPA, important that Start a Business Programme continues and is effective. 	<p>Around 90% if Invest NI clients are SMEs.</p> <p>Addressed as an operational issue.</p> <p>Noted.</p> <p>In order to increase business productivity, Invest NI will focus on clients that can or have the potential to compete in export markets.</p> <p>Start a Business Programme has been revised to focus on "growth" in new businesses, with a view to securing a greater "pull-through" to Invest NI.</p> <p>Noted.</p> <p>Invest NI will continue to support SBP at current levels and evaluate, as necessary.</p>

<p>Newry & Mourne District Council 21 May 2008</p>	<ul style="list-style-type: none"> ➤ Plan lacks detail on how and when actions will flow from the Plan ➤ Council is developing programmes on innovation, R &D, etc under new EU Competitiveness Programme. Complementarities between our respective activities is essential and Council is keen to engage with Invest NI. ➤ Welcomes ambitious targets. ➤ Keen to work with Invest NI on FDI. ➤ Concern raised that currently Invest NI has no land available in the Newry Area. 	<p>Corporate plan is a high level strategic document. This will be addressed in annual Operating Plans.</p> <p>Noted. This will be addressed as an operational issue.</p> <p>Noted.</p> <p>Noted.</p> <p>Land acquisition strategy set out in Corporate Plan. Proposal to acquire land in four priority locations, one of which is in Newry.</p>
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