

Strategic Investment Board Limited

Final Screening Report

Drawn up in accordance with Section 75 of
the Northern Ireland Act 1998

June 2007

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CONTENTS

	<u>Page</u>
1 Introduction	4
2 Screening process	6
3 Preliminary results of the screening process	8
4 Responses to consultation	11
5 Programme of equality impact assessments	16
Appendix A – Stage 1 consultation responses	17
Appendix B – Stage 2 consultation responses	27
Appendix C – List of policies	31
Appendix D – Data on SIB workforce composition	39
Appendix E – SIB operating strategy	41
Appendix F – Information on supported projects	44
Appendix G – Results of the screening process	47

1. INTRODUCTION

1.1 In response to Section 75 of the Northern Ireland Act 1998, the Strategic Investment Board Limited (SIB) developed an Equality Scheme which was approved by the Equality Commission in November 2005. The Equality Scheme includes a commitment to screening all policies by a process of systematic review to determine whether there are any implications for equality of opportunity. If so, the Equality Scheme requires that consideration should be given to undertaking an Equality Impact Assessment (EQIA) of the policy.

1.2 This is the draft final screening report including details of –

- the screening process (Section 2)
- the results of the screening process (Section 3)
- summaries of the responses received to the Stage 1 and Stage 2 consultation processes (Section 4)
- the programme of equality impact assessments (Section 5)
- the third stage consultation process (Section 6).

1.3 The report circulated as part of the Stage 2 consultation process indicated that SIB intended to undertake EQIA of two policies –

- criteria for the selection of supported projects
- equal opportunities policy.

1.4 Following further consideration, the approach to the selection of supported projects has been extensively revised and it is now considered that it would not be appropriate to include this policy in the EQIA Programme. Full details of the reasons for this conclusion are set out in Section 3 below.

Background information

1.6 SIB was established in March 2003 as a company limited by guarantee wholly owned by the Office of the First Minister and Deputy First Minister (OFMDFM). SIB's functions are defined under the legislation (The Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003). In summary, they are –

- advising the Minister/Executive in relation to the formulation and implementation of its programme of major investment proposals, including advising and assisting with the planning and prioritisation of programmes/ projects and the funding and implementation of projects
- advising and assisting bodies carrying out major investment projects including providing research, consultancy, advisory and other services and, in some cases, participating in the carrying out of the projects.

1.7 SIB has formulated 3 initial objectives in respect of these functions –

- The Investment Strategy for Northern Ireland (ISNI) – a strategy to determine the future of strategic investment in Northern Ireland and how it may be funded
- The Strategic Investment Programme (SIP) – a programme of major projects that in itself is part of the ISNI but represents those projects where SIB provides support and expertise given their critical nature to the ISNI
- Reform – SIB will work closely with existing reform initiatives and drive some specific reform agendas to ensure that the

ISNI works effectively and that public sector procuring authorities get the best out of their investment programmes.

1.8 By acting in accordance with its Equality Scheme, SIB will contribute to the process of ensuring that statutory equality duties are complied with when Government's programme of major investments for Northern Ireland is implemented. SIB is an advisory body that will assist Government Departments, Non-Departmental Public Bodies (NDPBs) and other agencies to make informed decisions on major investments. When formulating such advice, SIB will follow best practice as defined by the Treasury and will have due regard to the need to promote equality of opportunity in the context of major infrastructure development.

1.9 Although SIB will not be responsible for investment decisions and therefore will not be responsible for developing any policies required or assessing the equality implications, it will be in a position to pass on the lessons learned from each project to subsequent projects, including those relating to the promotion of equality of opportunity. SIB's contribution to the promotion of equality of opportunity will be drawing attention to best practice in relation to the equality implications of investment decisions.

2. SCREENING PROCESS

2.1 In its Equality Scheme SIB set out a commitment to carrying out a systematic review of all its policies to determine whether there are any equality of opportunity implications. The screening process was being carried out in two stages –

Stage 1 – A report was circulated for consultation in January 2006 setting out all current policies and those being developed. Consultees were invited to comment on whether all policies had been identified, how they might affect the groups being consulted

in terms of equality of opportunity and the factors to be used to determine and prioritise equality impact assessments. Comments were received from six organisations and these are set out in Appendix A and discussed in Section 4 below.

Stage 2 – A second report, which had been prepared taking into account the comments made during the Stage 1 consultation, was circulated in September 2006. This report set out the results of applying the screening criteria to the policies, preliminary conclusions on the policies to be subjected to equality impact assessment and the proposed timetable for these assessments. Consultees were invited to comment on the findings of the screening process, the methodology for prioritisation of equality impact assessments and the timetable for assessments. Comments were received from three organisations and these are set out in Appendix B and discussed in Section 4 below.

2.2 The rationale for this multi stage process is to ensure that any groups affected by SIB policies have sufficient time to engage and respond so that the screening process achieves the necessary level of transparency, involvement and understanding, allowing affected groups to have confidence in the consultative process.

2.3 The screening process involves applying the following criteria to each policy –

- is there any evidence of higher or lower participation or uptake by different groups within any of the nine categories as a result of the policy?
- is there any evidence that different groups have different needs, experiences, issues and priorities in relation to the particular policy?

- is there an opportunity to better promote equality of opportunity and/or good relations by changing the policy or working with others in government or the community at large?
- have consultations with relevant representatives, organisations or individuals within groups indicated that particular policies create problems that are specific to them?

2.4 In order to ensure consistency, SIB developed a standard screening form which was completed in respect of all existing policies and will be used to screen any policies which are developed in the future.

2.5 The full list of policies which have been screened in accordance with this process is set out at Appendix C, together with a short explanation of each.

3. PRELIMINARY RESULTS OF THE SCREENING PROCESS

3.1 The Stage 2 report set out the preliminary conclusions on the policies to be subjected to equality impact assessment. At that stage it was proposed that two policies should be subjected to the full EQIA process. It was also expected that an EQIA would be undertaken in respect of the iteration of the Investment Strategy for Northern Ireland (ISNI 2), which is currently being developed.

1. Supported projects

3.2 It is acknowledged that a project supported by SIB is more likely to be developed and implemented within a shorter period of time than a similar project without SIB support. The selection of supported projects therefore has implications for the delivery of

services which directly affect the public, some of which will have significant equality implications.

3.3 Projects are supported either because there is a directive from a Minister or as a result of a request from a Permanent Secretary. To date all requests have been acted upon. The only situation in which SIB might be faced with any form of selection is where there are insufficient resources to support all projects. In 2003 SIB established a number of criteria to be applied if this situation ever arose and, when undertaking screening in 2006, the criteria were identified as a policy and the preliminary conclusion was that the policy should be subjected to EQIA.

3.4 However, following further discussion with the OFMDFM, it has been agreed that, if this situation ever arises, SIB should seek direction from the appropriate Minister, rather than make a unilateral decision. This position supersedes the criteria established in 2003.

3.5 SIB has therefore concluded that the preliminary finding of the screening process should be revised to acknowledge that SIB has no decision making ability in respect of the selection of supported projects and that it would therefore be inappropriate for SIB to conduct an EQIA.

2. Equal opportunities

3.6 SIB has an extensive list of internal policies, most of which are contained in a Staff Handbook. (The full list of policies is set out in Appendix C.) The majority of these apply to all staff without having a differential effect on any group and have no impact in terms of equality of opportunity or good relations.

3.7 However, as part of the screening process, an analysis of the current workforce was carried out, including applicants and appointees to new/vacant posts over the last three years. The analysis was based on Fair Employment monitoring returns and therefore was restricted to perceived religious belief and gender only. The data is summarised in Appendix D.

3.8 The data shows that SIB has a very small workforce (11 in total on 1 January 2006, although 7 additional appointments have been made since then). There are also a small number of officers seconded from Government Departments. Such a small workforce is unlikely to reflect the working population in terms of community background and gender, but there is a significant differential in terms of the male/female ratio. 10 of the 11 staff in post on 1 January 2006 were male and 6 of the new appointments are also male. It should also be noted that 85.7% of the applicants for these posts were male.

3.9 SIB therefore considers that it would be beneficial to explore the reasons for this differential, and the steps that could be taken to influence it, through an EQIA of the Equal Opportunities Policy (which includes provision for an affirmative action programme). Consideration was given to conducting an EQIA of the Recruitment and Fair Employment policy, but SIB applies the NICS policies and procedures which were recently subjected to an EQIA (by the Department of Finance and Personnel). The results of the EQIA were published in September 2005 and can be accessed on www.dfpni.gov.uk/eqia-sep05.pdf. It therefore seems unnecessary to conduct a further EQIA of the same policy at this time.

3.10 In order to provide additional data for an EQIA and further monitoring, SIB has already introduced a revised monitoring form for applications which, in line with NICS procedures, includes questions relating to racial group and disability. Consideration is

also being given to obtaining further monitoring information about current staff.

3. ISNI

3.11 The Investment Strategy for Northern Ireland (ISNI) sets out priorities for investment in public sector infrastructure over a 10 year period. The first ISNI – covering the period 2005-2015 – was published in December 2005. Although equality implications were considered during the development of the first ISNI, a full EQIA was not carried out as SIB did not have an approved Equality Scheme at that time.

3.12 Later this year, the Executive will set a renewed course for the Investment Strategy reflecting its priorities for the period 2008-18; this will be treated as a developing policy and screened in the usual way. It is expected that the screening will result in a decision to subject the draft strategy to a full EQIA. It would not therefore be appropriate to include the first ISNI in the EQIA Programme.

4. RESPONSES TO CONSULTATION

4.1 Most of the comments received during each stage of the consultation process related to SIB's proposal to screen out certain policies, with particular reference to the external ones.

Stage 1

4.2 Responses to the report circulated at Stage 1 of the screening process were received from six organisations – the Prosthetic User Forum Northern Ireland, Disability Action, NICVA, Unison, CAJ and NIC-ICTU. The responses are set out in detail in Appendix A together with SIB comments. There were three specific points made by a number of organisations –

(a) Functions of SIB

4.3 It was suggested that SIB should give a more detailed explanation of its functions. The SIB Operating Strategy, which sets out its high level approach to delivering its objectives and outcomes was therefore included in the Stage 2 report; a copy is attached to this report at Appendix E.

4.4 It was also suggested that more information should be provided about supported projects and this was set out in the Stage 2 report; a copy is attached to this report at Appendix F.

(b) Advice giving

4.5 Several organisations commented on the list of policies included in the Stage 1 consultation report, highlighting the fact that there was no specific policy on the giving of advice, which is one of SIB's main functions. SIB does not have a single policy on the giving of advice but the policies on supported projects, SoPCNI and economic appraisal together direct the way in which SIB gives advice.

4.6 It was also suggested that, when giving advice, SIB should include an outline of the equality implications for the various options and should undertake an EQIA in order to determine whether the "advice given" in each instance is consistent with Section 75. SIB agrees that the equality implications of the options must be evaluated but considers that this is best carried out as part of the overall process of screening (and EQIA where necessary) of the project as whole. It is the responsibility of the contracting Department, Agency or Non-Departmental Public Body (NDPB) to evaluate the equality implications of the various options when making decisions; the options are developed by taking account of advice from various sources (including organisations

concerned with Section 75 issues). SIB considers that it is more effective to assess the potential equality implications of a major project holistically rather than to evaluate each separate strand of advice.

(c) Policies to be included in the EQIA Programme

4.7 Various suggestions were made regarding policies which could have significant implications for equality of opportunity including –

- Strategic planning (ISNI)
- Supported projects
- Economic appraisal
- Procurement of services for projects
- Market making
- Promotion of shared services
- Equal opportunities
- Procurement and contracting
- Recruitment and fair employment
- Training and development.

4.8 These suggestions were taken into account when applying the screening criteria to the policies.

Stage 2

4.9 Responses to the report circulated at Stage 2 of the screening process were received from three organisations – NIPSA, NICVA and the CAJ. The responses are set out in detail in Appendix B together with SIB comments. There were three main points –

(a) External policies

4.10 All three organisations indicated that they wished to see all external policies subjected to EQIA.

4.11 SIB agrees that it is important that all the equality implications of ISNI 2 are thoroughly explored. As stated in paragraph 3.12 above, ISNI 2 will be treated as a developing policy and screened in the usual way. It is expected that the screening will result in a decision to subject the draft strategy to a full EQIA .

4.12 However, SIB is not convinced that there would be any benefit in subjecting the remaining external policies to EQIA. The policies on the standardisation of PFI contracts (SoPCNI) and economic appraisal are purely statements of best practice processes which have minimal implications for equality of opportunity. SoPCNI already contains advice on Section 75 which SIB considers is sufficient to ensure that due regard is given to the need to promote equality of opportunity.

4.13 The policies on market making and promotion of shared services have been developed to ensure that information is shared and that attention is drawn to possible future opportunities. The outcomes from these activities may lead to specific initiatives in the future and it is these initiatives which will need to be assessed for equality implications within the parameters of Section 75.

4.14 The policy on procurement of services for projects directs the way in which professional advice services for projects are obtained. The SIB policy reflects the NICS guidelines on procurement which have been developed by the CPD and the standard NICS procedures are followed in all cases. SIB

considers that the policy has no significant implications for equality of opportunity.

4.15 It is clear that consultees' main concerns are in respect of the equality implications of projects within ISNI. SIB considers that the EQIA of ISNI 2 will comprehensively address SIB's role in the development and implementation of major investment initiatives. However, SIB would re-iterate that the responsibility for screening and assessing the impacts of each individual project rests with the Department, Agency or NDPB responsible for it.

(b) Internal policies

4.16 One organisation indicated that internal policies, such as sickness and absence, recruitment and fair employment, harassment, working time and grievance, should be subjected to EQIA because they could have a disproportionate impact on a particular group of staff (i.e. women who are in the minority within the permanent workforce.)

4.17 SIB acknowledges this point but considers that the EQIA of equal opportunities will adequately address any potential impacts on women arising from any aspect of SIB's terms and conditions.

(c) Prioritisation criteria

4.18 One organisation commented that the prioritisation criteria should include "effect of the policy for equality of opportunity" and that they considered that targeting social need had a high significance for the two policies addressed.

4.19 The prioritisation criteria are based on those recommended by the Equality Commission and approved by them in the SIB Equality Scheme. The criteria are designed to prioritise between

policies which have already been determined to have significant effects on equality of opportunity so the additional criterion suggested would not add to the decision making process.

5. PROGRAMME OF EQUALITY IMPACT ASSESSMENTS

5.1 The results of applying the screening criteria to existing policies are set out in Appendix G. This includes the results of the two consultation processes in relation to Question 4.

5.2 Having taken into account all the comments made during the two consultation processes and the further discussions with the OFMDFM, SIB has concluded that the equal opportunities policy should be subjected to EQIA as soon as possible.

5.3 In addition, SIB will screen and assess the equality impacts of ISNI 2 as a developing policy during 2007.

5.4 The need for further EQIA may be identified as a result of analysing monitoring information on a regular basis, should trends emerge when further information becomes available.

Appendix A

STAGE 1 – CONSULTATION RESPONSES

Respondent	Respondent's Comments	SIB Comments
Question 1 : Do you think we have identified our policies satisfactorily?		
Prosthetic User Forum Northern Ireland	The outlines of the policies appear at this stage to be sufficiently comprehensive.	Noted.
NICVA	The document provides little idea about the extent of SIB's work. We welcome the outline of the 42 internal policies, some of which are progressive, but we question the brief listing of only 7 external policies.	In the light of this comment, SIB has reviewed the list of policies but considers it to be comprehensive. More information on the way in which SIB operates has been included in subsequent reports.
NICVA	Supported Projects – the criteria for support are listed but there is no attempt to explain what the policy means, what projects have been supported and the learning from earlier EQIA and from the projects. We would argue the need for more detail about the policies and for information about the anticipated/actual impact of the policies on the 9 categories.	More information on supported projects has been included in subsequent reports.
UNISON	The report fails to identify the policies satisfactorily. In particular, it fails to identify clearly the advisory role of SIB.	In the light of this comment, SIB has reviewed the list of policies but considers it to be comprehensive. More information on the way in which SIB operates has been included in subsequent reports.

Respondent	Respondent's Comments	SIB Comments
CAJ	One of our concerns is the failure to identify clearly the policies of the SIB and the way in which these may impact on equality of opportunity. CAJ recommends that SIB re-examine the document to ensure that there is an adequate explanation of the functions of SIB.	More information on the way SIB operates and gives advice has been included in subsequent reports.
NIC-ICTU	There are clear and extensive equality implications associated with the work of SIB. For this reason, it would be helpful to set out in the initial section of the document fuller details of the nature of the work of SIB.	More information on the way SIB operates and gives advice has been included in subsequent reports.
NIC-ICTU	Congress has concerns that this screening report does not fully identify the full range of policies of SIB. Principally the SIB's policy in relation to its advisory capacity is not identified for screening.	In the light of this comment, SIB has reviewed the list of policies but considers it to be comprehensive. More information on the way SIB operates and gives advice has been included in subsequent reports. SIB does not have a single policy on the giving of advice but the policies on supported projects, SoPCNI and economic appraisal together direct the way in which SIB gives advice.
NIC-ICTU	There appears to be no reference to internal policies on work-life balance and flexible working in this report.	SIB has no current policies on these subjects but may develop them in future.

Respondent	Respondent's Comments	SIB Comments
Question 2 : Do you have any comments on the potential implications of the policies for equality of opportunity?		
Disability Action	There is a danger that policies may appear at first sight devoid of equal opportunity implications but we believe that such an assumption may be open to challenge if in their application they have a disproportionate or an adverse impact on affected groups.	SIB has applied the four screening criteria thoroughly and objectively and considers that all equality implications have been identified.
Disability Action	SIB must ensure that all major policy reviews are included in the full impact assessment process. Example – ISNI.	SIB considers that the equality implications of ISNI were fully taken into account during the development of and consultation on the current strategy.
Disability Action	SIB should identify and remove any barriers that may restrict or inhibit members of designated groups from being employed, advanced or developed. Examples – Equal Opportunities, Recruitment and Fair Employment, Training and Development.	Noted. The equal opportunities policy has been included in the draft EQIA Programme. However, SIB follows the NICS policies and procedures with respect to recruitment and these have recently been subjected to EQIA by the DFP. In relation to training, all employees have equal access to training opportunities and SIB does not consider that this policy needs to be subjected to EQIA.
Disability Action	SIB should put in place best practice processes to ensure their message is received or disseminated in the formats and to the locations best suited to the individual needs of	SIB procures only a small amount of goods and services, generally office supplies, using NICS agreed contracts. There is no evidence that

Respondent	Respondent's Comments	SIB Comments
	the disabled person. SIB should therefore examine all policies which contain an information-giving or directional concept to ensure the needs of disabled people are fully catered for. Examples – Economic Appraisal, Procurement and Contracting.	different groups have particular needs which have not already been addressed. The NICS standard approach to procurement already addresses the need to ensure that information is disseminated in the formats and to the locations best suited to the companies and individuals who need access to it.
Disability Action	We strongly believe that public authorities should disability proof services provided by contracted out service providers. Example – Market Making.	SIB suggests that there may have been some misunderstanding as to what is encompassed by the policy. It is designed to direct how SIB will undertake activities to draw attention to opportunities for suppliers to be involved in strategic investment projects, in terms of providing information. The policy does not involve any kind of evaluation of the services which the suppliers might provide at some stage in the future.
Disability Action	Determination of policy decision making processes, which dictate expenditure patterns, service provision, contract tendering and SLAs is a primary concern to the disability sector. Examples – Supported Projects, Procurement of Services for Projects.	Noted. The policy on supported projects has been included in the draft EQIA Programme. However, the policy on procurement of services for projects reflects the standard CPD guidelines on procurement and SIB considers that the policy has no significant implications for equality of opportunity.

Respondent	Respondent's Comments	SIB Comments
NICVA	Notwithstanding SIB's caveat that it is not responsible for final decisions, NICVA would argue that its advisory role is very powerful and that its procurement advice could undermine the importance of Section 75 in the eyes of public authorities. We suggest that the business case for Section 75 could be articulated more clearly – for example, that promoting equality of opportunity from the earliest stage of policy making and programme design alerts public authorities to potential problems in advance and contributes to better decisions.	SIB acknowledges the comment but considers that this is an issue for the Government Department, Agency or NDPB which takes primary responsibility for the project. It is the responsibility of the contracting body to evaluate the equality implications of the various options when making decisions. SIB considers that it is more effective to assess the potential equality implications of a major project holistically rather than to evaluate each separate strand of advice.
NICVA	SIB's advice about the potential conflict between EU procurement law and Section 75 duties is not in keeping with the reassurances in the SIB Equality Scheme.	The advice referred to concerns the use of social issues in the evaluation of tenders. The SIB Equality Scheme states that, when giving advice, SIB will follow best practice as defined by the Treasury and will have due regard to the need to promote equality of opportunity. SIB does not consider that these statements are mutually exclusive and considers that the advice on Section 75 in SoPCNI is sufficient to ensure that due regard is given to the need to promote equality of opportunity.

Respondent	Respondent's Comments	SIB Comments
UNISON	The SIB role in structuring and advising on strategic planning, supported projects and modernisation/shared services has substantial implications across all 9 categories. Internal policies on training and development and equal opportunities are also relevant, particularly in respect of equal opportunities training and awareness.	Noted. The policies on supported projects and equal opportunities have been included in the EQIA Programme.
CAJ	Any advice given by SIB must be consistent with Section 75 requirements and therefore must include an outline of the equality implications for the various options. In this context, it is clear that each instance of “advice giving” vis a vis particular projects will require an EQIA in order to determine whether the “advice given” is consistent with Section 75.	SIB agrees that the equality implications of the procurement options must be evaluated but considers that this is best carried out as part of the overall process of screening (and EQIA where necessary) of the project as whole. It is the responsibility of the contracting Department, Agency or NDPB to evaluate the equality implications of the various options when making decisions. SIB considers that it is more effective to assess the potential equality implications of a major project holistically rather than to evaluate each separate strand of advice.
CAJ	CAJ would have welcomed a statement acknowledging that the ISNI will have huge implications for the promotion of equality of opportunity and that SIB will play its role in ensuring that this happens.	SIB acknowledges the comment but considers that the equality implications of ISNI were fully taken into account during the development of and consultation on the current strategy.

Respondent	Respondent's Comments	SIB Comments
CAJ	With regard to the policy on procurement of services for projects, the report states "A procedure for the award of such contracts has been established to ensure transparency, fairness and non-discrimination." This statement is wholly inappropriate given that Section 75 requires that public bodies have "due regard" to the need to promote equality of opportunity which significantly goes beyond the mere avoidance of discrimination.	SIB acknowledges that the policy could be revised to clarify that due regard should be given to the need to promote equality of opportunity. However, the SIB policy reflects the NICS guidelines on procurement which have been developed by the CPD and the standard NICS procedures are followed in all cases. SIB considers that the policy has no significant implications for equality of opportunity.
CAJ	There are clearly procurement and equality considerations relevant with regard to the policies on market making and promotion of shared services. It would be wrong for SIB to focus solely on economic benefits without considering the social impact of a particular project.	The policy on market making is designed to direct how SIB will undertake activities to draw attention to opportunities for suppliers to be involved in strategic investment projects, in terms of providing information. The policy does not involve any kind of evaluation of the services which the suppliers might provide at some stage in the future.
CAJ	CAJ recommends that SIB provide a commitment that all policies related to the core function of "giving of advice" be subject to full EQIA.	SIB agrees that the equality implications of all options must be evaluated but considers that this is best carried out by the responsible Department, Agency or NDPB.

Respondent	Respondent's Comments	SIB Comments
NIC-ICTU	Congress considers that in formulating its advice in relation to options for progressing these initiatives/programmes, this advice should be subject to equality impact assessment for the potential impact of that advice (and alternative advice) for Section 75 groups.	SIB agrees that the equality implications of all options must be evaluated but considers that this is best carried out by the responsible Department, Agency or NDPB.
NIC-ICTU	Public procurement is an important tool for the promotion of equality and economic appraisal should be linked with equality outcomes. Equally, market making activity and the promotion of shared services also carry responsibility to promote equality of opportunity.	These policies have not been included in the EQIA Programme. The policy on market making does not involve any kind of evaluation of the services which the suppliers might provide at some stage in the future and SIB considers that the policy has no specific equality implications. In relation to the policies on economic appraisal and the promotion of shared services, SIB agrees that the equality implications of individual projects/procurement options must be evaluated but considers that this is best carried out by the responsible Department, Agency or NDPB at the appropriate stage.

Respondent	Respondent's Comments	SIB Comments
Question 3 : Do you have any comments on the process we intend to use to screen our policies?		
Prosthetic User Forum NI	The process would appear to be satisfactory.	Noted.
NICVA	<p>The (Stage 1) screening document gives the impression that data collection and research have only just begun. NICVA would question how SIB envisages meeting the Equality Scheme commitment to provide views on how the policies might affect people in the 9 categories without any data collection.</p> <p>We suggest that SIB has a good opportunity to initiate benchmarking so that it can measure progress and provide some sense of outcomes for vulnerable groups.</p>	Some data is available and has been used in the screening process. In accordance with the SIB Equality Scheme, procedures will be put in place to monitor the impact of all policies on equality of opportunity. The monitoring form issued to applicants for posts has already been extended to include additional categories.
UNISON	The issue is policies linked to the giving of 'advice' and the outcomes of advice. Our evidence to date is that SIB advice has gone against the promotion of equality and lacked an equality framework. Therefore the screening of policies by SIB should not fragment its advisory role to avoid this critical equality issue.	SIB agrees that the equality implications of procurement options must be evaluated but considers that this is best carried out as part of the overall process of screening (and EQIA where necessary) of the project as a whole by the contracting Department, Agency or NDPB. SIB considers that it is more effective to assess the potential equality implications of a major project holistically rather than to evaluate each separate strand of advice.

Respondent	Respondent's Comments	SIB Comments
CAJ	CAJ believes that the “two-stage” approach which SIB has adopted is in line with “best practice” in this area.	Noted.
Question 4 : Do you have any comments on the criteria we intend to use to prioritise equality impact assessments?		
Prosthetic User Forum NI	These criteria would appear to be sufficient.	Noted.
UNISON	Our prioritisation of the advisory role is self evident.	Noted.
Question 5 : Do you have any comments on the proposed consultation process?		
Disability Action	The contacts details in the consultation document should include a textphone number.	Noted.
Prosthetic User Forum NI	Pending the Stage 2 report, the initial consultation process is sufficiently comprehensive.	Noted.
Question 6 : Any other comments?		
Disability Action	Personnel should be trained to meet the practical requirements of meeting information supply deficits or demands.	Noted.
NICVA	NICVA would like to emphasise the importance of a future vision for Northern Ireland, which would enable SIB to consider aims, targets and outcomes. At present ISNI looks like a collection of actions by individual departments.	Noted.

Appendix B

STAGE 2 – CONSULTATION RESPONSES

Respondent	Respondent's Comments	SIB Comments
1. Comments on the screening process		
NICVA	We are disappointed by the decision to screen in only supported projects and equal opportunities. For the external policies, the responses to the four screening questions include at least one “yes”. There should be evidence (qualitative and quantitative) and analysis in order to give reasons for the answers to the four questions. This would enable an understanding of the reasons to exclude policies from the EQIA programme.	The “yes” responses in relation to policies 3-7 result from the comments of consultees. There is no further evidence to indicate that any of these policies has significant implications for equality of opportunity. All available evidence has been taken into account and the reasons for screening out these policies were clearly explained in the Stage 2 report. Further explanations are included in the final report.
2. Comments on the policies to be subjected to EQIA		
NIPSA	We note that the Strategic Investment Programme (SIP) is part of ISNI. It is not clear to us why the SIB's provision of advice and support for this Programme should not be subject to separate screening and EQIA. Similarly it is not clear why policies or advice advocated by SIB on Reform should not also be subject to screening and EQIA.	The three policies which direct the way in which SIB provides advice and support (supported projects, SoPCNI and economic appraisal) apply to ISNI, the SIP and reform initiatives.

NIPSA	Para. 1.5 states that SIB will not be responsible for developing any policies on investment decisions. Our information is that SIB has been instrumental in insisting that privatisation routes should be applied for the eHR and Workplace 2010 projects. We therefore submit SIB’s role and advocacy of policies on these and similar projects should be subject to Section 75 consideration.	In February 2003 the OFMDFM and DFP published a policy framework determined by NIO Ministers for the use of Public Private Partnerships in Northern Ireland Departments. An EQIA of the draft policy framework had been undertaken and identified no negative differential impacts. When advising on procurement options, SIB is required to take this policy into account.
	We question the screening out of the policies on procurement of services for projects and promotion of shared services. We believe SIB policies and advice on these matters could have significant equal opportunity implications.	SIB does not agree that these policies have significant equality implications for the reasons set out in paragraphs 6.17, 6.18 and 6.20 of the Stage 2 report and paragraphs 4.14 and 4.15 of the final report.
	With regard to the Equal Opportunities Policy, we accept that the relatively small numbers involved create difficulties in assessing fair participation. Nevertheless there is evidence of chill factors in respect of gender and we support further exploration of these points.	Noted.
	In relation to internal policies, there could be a disproportionate impact on a particular group which would be indirect discrimination. For example, sickness and absence, recruitment and fair employment, harassment, working time and grievance.	SIB acknowledges this point but considers that the EQIA of equal opportunities will adequately address any potential impacts on women arising from any aspect of SIB’s terms and conditions.

NICVA	<p>NICVA would recommend that all the external policies should be subject to assessment because, despite their high level nature, their assessment will alert policy makers to potential adverse impacts and help in the development of proposals at the implementation stage.</p>	<p>SIB considers that the proposed EQIA of ISNI2 will identify potential adverse impacts and help in the development of future projects in the manner suggested. The remaining external policies are specific to SIB and do not lend themselves to this approach.</p>
	<p>NICVA would prioritise the need to include the investment strategy. It iteration and the recent announcement of additional funding underscore the importance of screening in ISNI and undertaking an integrated assessment. SIB's leadership role in infrastructure investment and in the area of PFI and PPPs puts it in an ideal position to guide development and NICVA would therefore recommend an assessment of the nTSN/equality/good relations implications of the external policies, including ISNI, guidance on the standardisation of PFI contracts (SoPCNI) and procurement of services for projects.</p>	<p>As outlined above ISNI2 will be subjected to comprehensive screening and EQIA. The comments on the need for integrated assessment, taking account of the Anti-Poverty Strategy and other related strategies, are noted.</p>
CAJ	<p>Many of our concerns (from Stage 1) remain outstanding. The view of CAJ is that all external policies, particularly those relating to advice giving, should be subject to EQIA.</p>	<p>See comments above.</p>

3. Comments on the prioritisation criteria		
NIPSA	It is not clear why the criteria do not include “the effect (or significance) of the policy for promoting equality of opportunity”.	The prioritisation criteria are based on those recommended by the Equality Commission and approved by them in the SIB Equality Scheme. The criteria are designed to prioritise between policies which have already been determined to have significant effects on equality of opportunity so the additional criterion suggested would not add to the decision making process.
	We question the scoring of the significance for targeting social need as “medium” – we believe it should be “high”.	With regard to the significance of the two policies in the EQIA Programme for targeting social need, SIB acknowledges that consultees may hold differing views of the level of impact (i.e. whether it is medium or high). However, the result of the prioritisation would be the same, regardless of the level assigned. SIB intends to carry out EQIA of both assessments within the next 12 months, in parallel with the assessment of ISNI2, and so the prioritisation process in this case does not have major significance.

Appendix C**LIST OF POLICIES****External policies****1. Strategic planning (ISNI)**

One of the key responsibilities of SIB is to build a long term Investment Strategy for Northern Ireland (ISNI) to ensure that a co-ordinated approach is taken to identifying priorities and investment needs. The investment strategy, which was published in December 2005, sets out the Government's plans for investment across the public sector over the next 10 years, with the priorities focused on health, education, transport and water. It provides the framework to develop an efficient, cost-effective and high quality public service infrastructure and offers a platform for the stimulation of the regional economy.

The Investment Strategy for Northern Ireland can be accessed on the SIB website at www.sibni.org/isnifulldocument141205.pdf

2 Supported projects

The policy was established to identify the PPP projects which will be supported by SIB through the implementation phase. The criteria SIB uses to select supported projects are –

- of strategic or economic importance to Northern Ireland, i.e. the projects are innovative, replicable, cross departmental or politically sensitive, or
- involve substantial expenditure, and
- SIB can add value to the procurement.

3. SoPCNI (Standard contract)

SIB has developed guidance on the Standardisation of PFI Contracts (SoPCNI) to promote the achievement of commercially balanced contracts and enable public sector procurers to deliver best value for money. The guidance includes a chapter explaining equality legislation, including Section

75. SoPCNI can be accessed on the SIB website at www.sibni.org/downloads/sopc.pdf

4. Economic appraisal

A comprehensive range of information and practical guidance addressing key policy and technical issues arising from the implementation of PPP has been developed by HM Treasury. SIB applies these standards whenever its advisors are providing advice and guidance on PPP projects. Economic appraisal is designed to assist in defining problems and finding the solutions which offer the best value for money. The basic steps include the determination of needs and objectives, the identification of options, and the consideration of their costs and benefits together with any other relevant factors.

5. Procurement of services for projects

SIB has limited internal resources and needs to supplement them by buying in specialist skills from the private sector. A procedure for the award of such contracts has been established to ensure transparency, fairness and non-discrimination.

6. Market making

SIB undertakes various activities designed to draw attention to opportunities for suppliers to be involved in strategic investment projects, in order to ensure a good standard of competition among suppliers and achieve value for money.

7. Promotion of shared services

SIB advises Government on opportunities to package the supply of goods and services across departments where there are economic benefits to be gained, for example, by procuring from a single supplier rather than seeking tailored solutions in each case.

Internal policies

The internal policies which direct the way business is carried out are grouped together in a Staff Handbook, a copy of which is provided to every member of

staff. The Handbook forms part of the provisions governing the employment of SIB staff and certain provisions are applied to secondees or consultants where applicable. The following policies are contained within the Handbook.

8. Standards in public life

The policy requires that all SIB staff comply with the seven principles of public life set out by the Nolan Committee in its first report, namely selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

9. Code of conduct

The Code of Conduct includes principles relating, among other things, to acting in a politically neutral manner, complying with legal requirements, being courteous, maintaining an appropriate level of expertise, avoiding conflicts of interest and maintaining confidentiality. The code also includes a requirement to avoid acting arbitrarily to the detriment of any person.

10. Budget procedures

The policy sets out procedures for controlling and reporting on the allocation and expenditure of budgets.

11. Communications

The policy sets standards for verbal and written communications and provides for adequate records to be kept.

12. Company information

The policy deals with confidentiality requirements and intellectual property rights.

13. Data Protection and Freedom of Information

The policy states that the Data Protection Act applies to all computer and paper information used by SIB and sets out the principles of protection of personal data. It also provides for staff to be made aware of information retained on them and the provisions of the Freedom of Information Act.

The SIB Publication Scheme provides guidance on finding information according to its type and does not refer solely to printed material. Publication has been interpreted as broadly as possible to include information on the website, one-off printed documents from a desktop PC, electronic documents, printed books, reports and leaflets. Much of the material covered by the scheme is available on the SIB website at www.sibni.org/publicationscheme.pdf

14. Declarations of interest

The policy sets out the procedure for declaring and recording personal interests which may have a bearing on the work of SIB.

15. Disciplinary procedure and dismissal

The policy sets out the procedure for disciplining staff for misconduct.

16. Equal opportunities

The policy sets out the principles of equality of opportunity in employment and advancement within SIB, including maintaining a good and harmonious working environment.

17. Fraud

The policy sets out principles and procedures for ensuring that fraud does not occur.

18. Gifts and hospitality

The policy sets out the circumstances under which staff can accept minor gifts and conventional hospitality and includes a procedure for recording information on a central register.

19. Grievance procedure

The policy outlines a three stage procedure for investigating and dealing with any problems staff encounter in respect of their work, working environment or relationships.

20. Harassment procedure

The policy sets out every staff member's right to be treated with dignity and respect and includes a procedure for addressing complaints of harassment.

21. Health and safety

The policy sets out the procedures for communicating health and safety issues to staff, assessing display screen equipment on an annual basis and recording accidents.

22. Independence and objectivity

The policy sets out principles relating to staff influencing or being influenced by others in the course of their work.

23. Internet/ e-mail

The policy sets out rules with respect to the personal use of e-mail and the Internet.

24. Leave

The policy sets out entitlement to annual leave and statutory and customary holidays.

25. Mobile phones

The policy determines that mobile phones can be allocated to staff provided that a business use is deemed applicable.

26. Parental leave

The policy sets out entitlements to maternity leave, paternity leave and adoption leave.

27. Official Secrets Act

The policy states that staff are subject to the Official Secrets Act 1989 and sets out the main principles.

28. Pension arrangements

The policy sets out the contributions which SIB will make to private pension schemes.

29. Performance management

The policy sets out a system of formal annual appraisal of staff linked to bonus payments and the annual pay award.

30. Personal conduct

The policy covers alcohol and drugs, smoking and private telephone calls.

31. Preferential treatment

The policy forbids staff from giving preferential treatment or privileged access to former SIB staff.

32. Probationary period

The policy requires all staff to complete a 3 month probationary period on commencement of employment.

33. Protection of privacy

The policy sets out SIB's commitment to taking all necessary steps to ensure that staff privacy is appropriately respected.

34. Private property

The policy specifies that staff who leave personal belongings in SIB offices do so at their own risk.

35. Procurement and contracting

Procurement and contracting procedures, in line with Central Procurement Directorate's practices, are set out in the Appendices A and B to SIB's Financial Memorandum. These purchasing arrangements reflect the need to

be openly and demonstrably fair and impartial in awarding public contracts and should be such as to secure best value for money in terms of quality (ie fitness for purpose), delivery, whole-life costs, etc.

36. Recruitment and Fair Employment

The policy requires that appropriate checks be carried out in relation to candidates for recruitment, promotion or posting. SIB follows the NICS policies and procedures in regard to recruitment.

37. Remuneration and expenses

The policy sets out the procedure for payment and review of salaries.

38. Requests for information

The policy sets out standards for responding to correspondence.

39. Risk management

The policy sets out SIB's risk management process which is designed to enable confident decision taking.

40. Security

The policy relates to security procedures at SIB offices including the conduct of searches.

41. Sickness and absence

The policy sets out the requirements regarding notification and recording of sickness absence. SIB has provisions in regard to "excessive sick absence", the value of this is determined on a case by case basis taking into account personal circumstances.

42. Termination of employment

The policy deals with notice periods and requires staff who leave the employ of SIB to refrain from acting for bodies with an interest in SIB work for a reasonable period of time.

43. Training and development

The policy states SIB's commitment to the ongoing development of staff and sets out the procedure for approval of attendance on courses, etc.

44. Travel and subsistence

The policy sets out the procedure for claiming and authorisation of travel and subsistence expenses.

45. Use of resources

The policy sets out a commitment to ensuring the proper, economical, effective and efficient use of all resources.

46. Whistle blowing

The policy sets out a requirement for staff to report any evidence, allegation or suspicion of unlawful or criminal activity to the proper authorities and gives a commitment to ensuring that no prejudice will be caused to staff who do so on reasonable grounds and in good faith.

47. Working hours

The policy sets out the hours in a standard working week.

48. Working time

The policy sets out a procedure for staff, on a voluntary basis, to complete an opt-out agreement where their work schedule exceeds 48 hours per week.

49. Customer Charter

SIB is currently developing a Customer Charter which will include standard service levels and complaints procedures. This will be screened separately as a new policy.

Appendix D

Data on SIB Workforce Composition

Taken from the Fair Employment Monitoring Returns for the periods ending 1 January 2004, 2005 and 2006

A. Community background

Staff (at 1 January)

		Protestant			Roman Catholic			Non-determined			Total		
		04	05	06	04	05	06	04	05	06	04	05	06
Total	No.	5	3	3	2	5	5	5	3	3	12	12	11
	%	41.7	25.0	27.3	16.7	41.7	45.4	58.4	33.3	27.3			
Male	No.	2	2	2	1	5	5	5	4	3	8	11	10
	%	25.0	18.2	20.0	12.5	45.5	50.0	62.5	63.7	30.0			
Female	No.	3	1	1	1	0	0	0	0	0	4	1	1
	%	75.0	100	100	25.0	0	0	0	0	0			

Applicants (12 months ending 1 January)

		Protestant			Roman Catholic			Non-determined			Total		
		04	05	06	04	05	06	04	05	06	04	05	06
Total	No.		18	51		20	52		17	23		55	126
	%		32.7	40.5		36.4	41.3		30.9	18.2			
Male	No.		18	43		17	44		15	21		50	108
	%		36.0	39.8		34.0	40.7		30.0	19.5			
Female	No.		0	8		3	8		2	2		5	18
	%		0	44.4		60.0	44.4		40.0	11.2			

Note: There were no recruitment exercises in the period ending 1 January 2004.

Appointees (12 months ending 1 January)

		Protestant			Roman Catholic			Non-determined			Total		
		04	05	06	04	05	06	04	05	06	04	05	06
Total	No.		1			3			2			6	
	%		16.7			50.0			33.3				
Male	No.		1			3			2			6	
	%		16.7			50.0			33.3				
Female	No.		0			0			0			0	
	%		0			0			0				

Note: There were recruitment exercises for 8 posts during the 12 month period ending 1 January 2006 and appointments were made to 7 of the 8 posts in early 2006 as follows –

Male Roman Catholic 3 Male Protestant 3
 Female Roman Catholic 1

B. Gender**Staff (at 1 January)**

		Male			Female			Total		
		04	05	06	04	05	06	04	05	06
Total	No.	8	11	10	4	1	1	12	12	11
	%	66.7	91.7	90.9	33.3	8.3	9.1			
Protestant	No.	2	2	2	3	1	1	5	3	3
	%	40.0	66.7	66.7	60.0	33.3	33.3			
Roman Catholic	No.	1	5	5	1	0	0	2	5	5
	%	50.0	100	100	50.0	0	0			
Non-determined	No.	5	4	3	0	0	0	5	4	3
	%	100	100	100	0	0	0			

Applicants (12 months ending 1 January)

		Male			Female			Total		
		04	05	06	04	05	06	04	05	06
Total	No.		50	108		5	18		55	126
	%		90.9	85.7		9.1	14.3			
Protestant	No.		18	43		0	8		18	51
	%		100	84.3		0	15.7			
Roman Catholic	No.		17	44		3	8		20	52
	%		85.0	84.6		15.0	15.4			
Non-determined	No.		15	21		2	2		17	23
	%		88.2	91.3		11.8	8.7			

Note: There were no recruitment exercises in the period ending 1 January 2004.

Appointees (12 months ending 1 January)

		Male			Female			Total		
		04	05	06	04	05	06	04	05	06
Total	No.		6			0			6	
	%		100			0				
Protestant	No.		1			0			1	
	%		100			0				
Roman Catholic	No.		3			0			3	
	%		100			0				
Non-determined	No.		2			0			2	
	%		100			0				

Note: There were recruitment exercises for 8 posts during the 12 month period ending 1 January 2006 and appointments were made to 7 of the 8 posts in early 2006 as follows –

Male Roman Catholic	3	Male Protestant	3
Female Roman Catholic	1		

Appendix E**SIB OPERATING STRATEGY**

1. SIB's operating strategy describes its high level approach to delivering its objectives and outcomes. SIB's concept of operations is –

- to deploy resources in support of projects and the development of public sector delivery capabilities; and
- to deploy resources to encourage a well-informed market capable of delivering projects at competitive prices.

2. SIB will deploy staff and expert advisors to work in partnerships with Departments, representative bodies and the private sector to draft annual versions of the ISNI. It will consult widely on these drafts and take proper account of the responses it receives. It will monitor progress with the implementation of the strategy and will publish regular reports to inform the decisions of Ministers and officials. SIB will fund research to monitor the capabilities of the public and private sector and will recommend amendments to the strategic investment profile where such research indicates these are necessary.

3. SIB will deploy staff in support of individual projects and programmes. It will agree the terms of engagement of its advisors with its partners and express these in formal Operational Partnership Agreements. Where this will accelerate delivery and reduce risk, SIB will use its enabling budget to part-fund expert consultancy employed by Departments (see policy on the procurement of services for projects).

4. SIB will continue to identify opportunities where its staff can usefully fill project and programme director posts.

5. In furtherance of the Government's reform programme, SIB will work to improve the delivery capabilities of Departments by supporting the development of Programme Delivery Support Units. It will continue to offer secondment opportunities both to senior civil servants and to more junior staff. It will work closely with the Central Procurement Directorate (CPD) to implement best practice in procurement across central government. SIB will continue to promote the use of standard contracts where these reduce costs and lead times.

6. SIB will inform the market place of the flow of projects arising from the ISNI. It will identify opportunities for public private partnerships where these offer best value.

7. SIB will continue to support the "Wider Markets" initiative by providing public sector organisations with expert advice and access to specialist support from external consultants.

8. SIB will act as a bridge between the public and private sectors to promote mutual beneficial understanding. It will continue to inform the market of the likely flow of projects and develop contacts in private firms with the aim of encouraging their interest in Northern Ireland as a place to do business. It will do this through a marketing mix that includes sponsored conferences, sector briefings, personal meetings, magazine and newspaper articles, the SIB website and media interviews.

9. SIB will continue to develop its organisational capabilities. It will recruit and retain high-quality advisory staff by offering appropriate remuneration packages. It will invest in new IT systems where these will improve its efficiency and effectiveness. It will deploy sufficient administrative staff to ensure it meets the high standards of financial management and record keeping

required by the public sector. It will develop its reporting processes to meet the need of OFMDFM and DFP. It will continue to fulfil its obligations under the Freedom of Information Act.

10. In undertaking all of the above, SIB will have due regard to the need to promote equality of opportunity and good relations. In particular, consultation processes will include organisations representing groups in the nine Section 75 categories and views on the equality implications of the issues under consultation will be invited and taken into account. Monitoring procedures will include arrangements for assessing the equality impacts of policies and the implementation of best practice in procurement will incorporate those elements identified as capable of better promoting equality of opportunity.

Appendix F

INFORMATION ON SUPPORTED PROJECTS

1. SIB has adopted a policy setting out the criteria for selection of supported projects. However, in practice, SIB supports as many projects as possible within the resources available, where there is agreement that SIB can add value. Typically requests for SIB support are made by Ministers or senior civil servants. To date it has not been necessary to refuse any request for support.
2. SIB support is tailored to the needs of the project and may be significant or minimal, depending on the type of project and the expertise of the project team. SIB works in partnership with the Department, Agency or NDPB which is responsible for the project and the level of support is agreed in advance.
3. A full list of supported projects in 2006/07 is set out in the Annex to this Appendix. Projects are classified for administrative purposes under the following subject areas –
 - e-Workplace (eg. Workplace 2010)
 - Environment (eg. water reform)
 - Emergency Services
 - Transportation
 - Enterprise (eg. wider markets initiative)
 - Education
 - Sites (eg. NI sports stadium)
 - Health
 - Other projects (eg. public sector skills survey).
4. There are 59 supported projects currently in progress. SIB monitors its involvement in terms of advisor input (expressed in monetary terms) and enabling budget input. As at June 2006, the highest level of support is being provided to education and e-workplace projects.

Annex to Appendix F

SIB Supported Projects 2006/07

Sector	Project	Client
e-Workplace	Workplace 2010	DFP
	e-HR	DFP
	Broadband aggregation	DFP
	Accounting services programme	DFP
	Local government shared services	DOE
Environment	Waste management	DOE
	Water reform	DRD
	Water – Alpha	DRD
	Water – Omega	DRD
Emergency Services	Emergency services investment programme	DHSSPS
	PSNI training centre	NIO
	Joint fire & ambulance provision (Downpatrick)	DHSSPS
	NI fire and rescue service	DHSSPS
	Fleet	DHSSPS
Transportation	City of Derry airport	DRD
	Port of Belfast	DRD/DCC
	Roads package 2	DRD
	Rail	DRD
	Belfast e-way	DRD
Enterprise	Wider markets initiative	DFP
Education	Accounting for schools	DE
	BELB	DE
	BIFHE phase 2	DEL
	Education initiative	DE
	Education legacy projects	DE
	Drumglass High School	DE
	Future FE projects	DEL
	Schools estate – new procurement and delivery arrangements	DE
	Libraries strategy	DE
	Higher education study	DEL

Sector	Project	Client
Sites	Strategic sites support	OFMDFM
	Maze	OFMDFM
	Sports stadium	DCAL
	NI Olympic task force	DCAL
	Titanic Quarter	DCAL
	Facilities capital funding competition	DCAL
Health	Altnagelvin Hospital redevelopment	DHSSPS
	Antrim Batch	DHSSPS
	RVH managed equipment	DHSSPS
	RVH Women's & Children's Hospital	DHSSPS
	Ulster Hospital redevelopment	DHSSPS
	Knockbracken site regeneration	DHSSPS
	Musgrave Park Hospital redevelopment	DHSSPS
	Craigavon Area Hospital redevelopment	DHSSPS
	Daisy Hill Hospital redevelopment	DHSSPS
	South West hospitals	DHSSPS
	Enniskillen acute hospital	DHSSPS
	Belfast City Hospital redevelopment	DHSSPS
	HPSS estate asset management	DHSSPS
	Downshire site regeneration	DHSSPS
	Mater Hospital regeneration	DHSSPS
	Omagh local hospital	DHSSPS
	Primary care infrastructure programme	DHSSPS
	Belvoir Park site regeneration	DHSSPS
	Department of Health support	DHSSPS
Other projects	Public sector skills survey	OFMDFM
	Social housing	DSD
	Support to ILEX	OFMDFM
	Lisanelly	OFMDFM

Appendix G

RESULTS OF THE SCREENING PROCESS

	Policy	Q1	Q2	Q3	Q4	EQIA	Reasons for decision
A. EXTERNAL POLICIES							
1	Strategic planning (ISNI)	✓	✓	✗	✓	No	See para. 3.12 above
2	Supported projects	✓	✓	✓	✓	No	See para. 3.5 above
3	SoPCNI	✗	✗	✗	✓	No	See para 4.12 above
4	Economic appraisal	✗	✗	✗	✓	No	See para 4.12 above
5	Procurement of services for projects	✗	✗	✗	✓	No	See para 4.14 above
6	Market making	✗	✗	✗	✓	No	See para 4.13 above
7	Promotion of shared services	✗	✗	✗	✓	No	See para 4.13 above
B. INTERNAL POLICIES							
8	Standards in public life	✗	✗	✗	✗	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
9	Code of conduct	✗	✗	✗	✗	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
10	Budget procedures	✗	✗	✗	✗	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
11	Communications	✗	✗	✗	✗	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
12	Company information	✗	✗	✗	✗	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
13	Data Protection and Freedom of Information	✗	✗	✗	✗	No	The policy is based on statutory requirements and all reasonable steps have been taken to ensure that information is accessible to all. The Equality Scheme contains a commitment (in para. 7.3) to conducting a review of arrangements for providing information in alternative formats such as Braille, large print, disk, audio cassette and minority ethnic languages. The

							review will aim to identify improvements to the arrangements so that SIB can better ensure public access to information and will be conducted within one year of approval of the Scheme. It is therefore considered unnecessary to undertake an EQIA of this policy.
14	Declarations of interest	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
15	Disciplinary procedure and dismissal	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
16	Equal opportunities	✓	✓	x	✓	Yes	See para. 3.9 above
17	Fraud	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
18	Gifts and hospitality	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
19	Grievance procedure	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
20	Harassment procedure	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
21	Health and safety	x	x	x	x	No	The policy applies to all staff and visitors and has no impact in terms of equality of opportunity.
22	Independence and objectivity	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
23	Internet / e mail	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
24	Leave	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
25	Mobile phones	x	x	x	x	No	The policy applies to all staff and has no impact in

							terms of equality of opportunity.
26	Parental leave	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
27	Official Secrets Act	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
28	Pension arrangements	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
29	Performance management	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
30	Personal conduct	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
31	Preferential treatment	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
32	Probationary period	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
33	Protection of privacy	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
34	Private property	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
35	Procurement and contracting	x	x	x	✓	No	SIB procures only a small amount of goods and services, generally office supplies, using NICS agreed contracts.
36	Recruitment and Fair Employment	✓	✓	x	✓	No	See para 3.9 above
37	Remuneration and expenses	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
38	Requests for information	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.

39	Risk management	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
40	Security	x	x	x	x	No	The policy applies to all staff and visitors and has no impact in terms of equality of opportunity.
41	Sickness and absence	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
42	Termination of employment	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
43	Training and development	x	x	x	✓	No	SIB has a very small workforce (12 people) and training opportunities are equally available to all.
44	Travel and subsistence	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
45	Use of resources	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
46	Whistle blowing	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
47	Working hours	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.
48	Working time	x	x	x	x	No	The policy applies to all staff and has no impact in terms of equality of opportunity.