



 **InterTradelreland**

2021 Annual Review of
Activities and Accounts

Revamping our online offering with help from InterTradelreland's E-Merge programme has been a stepping stone to the next generation



Willie Cremen, Director
Filligans, Co. Donegal



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Chairman's Foreword

Last year saw the resilience of businesses across the island of Ireland tested further as they adjusted to the dual challenges of Covid-19 and the changes brought about by Brexit. The team at InterTradelreland has been proud to rise to these challenges by evolving the delivery of our programmes to ensure that we continued to meet the needs of businesses and provided the right supports, funding, and advice to allow them to focus on recovery and growth.

I had the honour of being appointed Chairman of the InterTradelreland board at the start of 2022 and when reflecting on the achievements of the past year, I am continually impressed by the strength, creativity, and adaptability of businesses. These traits are also evident in the range of practical services InterTradelreland provides as we continue to empower enterprises across the island of Ireland.

Richard Kennedy
Chairman



When reflecting on the achievements of the past year, I am continually impressed by the strength, creativity, and adaptability of businesses.

Last year we saw demand for these services grow as firms sought to innovate while they emerged from the pandemic and the end of the Brexit transition period. As an organisation, I am pleased that we were swift and agile in our response, pivoting many of our support services to ensure they were accessible online. As the number of companies benefiting from InterTradelreland's trade and innovation activities rose to over 4,000, we also saw an additional 2,400+ take part in online events. It has been rewarding to see the tangible impact of our programmes. For example, the Brexit Advisory Service, which provides access to fully funded consultancy support to help cross border traders adapt to the new trading relations, has received incredible feedback from participants. Of those surveyed who availed of our Brexit Voucher scheme, 98 per-cent said they are now better equipped to manage the potential impacts of Brexit as a result.

Our E-merge and Emergency Business Solutions programmes, established in 2020 to quickly assist businesses to tackle the impact of Covid-19 pandemic restrictions, have acted as a lifeline for many firms, providing much needed innovation and strategic support at this critical time for many businesses. Over 1,000 companies have benefited from E-merge funding alone to implement digital marketing and e-commerce solutions with a further 1,000+ benefiting from Emergency Business Solutions support such as emergency cash flow and risk assessment advice.

While we continue to help SMEs focus on recovery and build resilience, our core trade and innovation programmes are also successfully nurturing growth and yielding impactful results. Business development through our trade and innovation programmes increased in 2021 and generated more than £109.3 million / €125.6 million, directly helping over 4,000 businesses and supporting the creation and protection of over 1,860 jobs. Against an exceptionally challenging backdrop we also continued to emphasise the value of cross border trade activity, an opportunity that more businesses are eagerly embracing. Encouragingly we doubled our first-time exporter target, with support programmes such as Elevate and Acumen that nurture cross border trade and export, receiving hundreds of applications from businesses across the island.

As we continue to exceed our performance indicators and targets, I'm very appreciative of the strong collaborations and partnerships that are fundamental to our shared success and the all-island ecosystem, and that facilitate significant cross border opportunities for businesses. We are grateful to Enterprise Ireland, Invest NI, local councils, and enterprise offices, as well as industry and business organisations for their continued co-operation and collaboration, which deepens year on year.

As I step further into my first year as Chairperson, I'm also extremely grateful for the support and leadership of those who came before me. In particular, Ken Nelson whose dedication and outstanding contribution to economic co-operation embodies the ethos of InterTradelreland. I extend this appreciation to my fellow board members and the talented Senior Leadership Team at InterTradelreland who enthusiastically champion innovation, integrity and collaboration each day.

We would also like to give special thanks to the three outgoing chairs of the US-Ireland R&D Partnership. We are incredibly thankful for the special relationships forged by Dr Rosemary Hamilton CBE (Northern Ireland), Jonathan Margolis (USA) and Feargal O'Moráin (Ireland) who skilfully progressed a tri-jurisdictional alliance during unprecedented times.

InterTradelreland is a uniquely placed organisation, able to quickly pivot its support services at critical times to foster and encourage business growth, whatever the challenge. As we surpass the halfway point of our 2020 – 2022 corporate plan, our latest results demonstrate that our strategic pillars continue to drive productivity, jobs, and business growth. As we move forward, I can assure everyone that we will remain responsive to new trends and new challenges that businesses face. Equally our focus remains clear, to deliver focused and collaborative supports and initiatives that deliver for all businesses across the island.



Margaret Hearty
Chief Executive Officer

Chief Executive Officer's Foreword



In 2021 our primary focus was to continue supporting businesses across the island of Ireland as they adapted to a new post Brexit trading environment and adjusted to the unprecedented challenges of the pandemic, assisting over 6,000 businesses.

Against this challenging backdrop however, cross-border trade was remarkably robust in 2021 and was a major factor in driving growth and recovery for many businesses, with those exporting businesses again faring better than non-exporting counterparts. Cross border exporting is a crucial first time export market for many small businesses and with cross-border trade now valued at €7.7 billion/£6.8 billion and growing, we continue to focus our efforts on promoting opportunities for increased trade and collaboration for businesses across all sectors.

Throughout the year, InterTradelreland continued to focus on the strategic priorities outlined in our 2020-2022 corporate plan, helping businesses to increase their productivity, adapt to the low carbon economy, explore the opportunities of Industry 4.0 and encourage participation in clusters. These megatrends all offer significant growth potential for businesses here and we continue to facilitate opportunities in these key strategic areas.

One of the major challenges facing businesses and society as a whole is the climate crisis, and many firms are finding innovative ways to make products and processes more sustainable, with many even developing new products and technologies that have a net positive impact on the environment. Given the importance of innovation in this area to investors, we introduced a Sustainability / Low Carbon category to our flagship Seedcorn Investor Readiness Competition, recognising the start-ups innovating within the green space.

Promoting and facilitating the growth and development of an all island approach to cluster development policy is a key strategic priority, and we are pleased to see that our Synergy programme has continued to go from strength to strength. Synergy aims to scale cross-border collaboration using cluster and network development supports and has contributed to building a sustainable cluster landscape in Ireland and Northern Ireland through research and upskilling initiatives. In 2021 Synergy supported the Cluster Research Network, a partnership founded by researchers and practitioners from the Cluster Centre, Ulster University, University College Cork and Munster Technological University to identify the current needs, challenges and opportunities in building sustainable clusters on the island of Ireland.

Through Synergy, the Ireland-Northern Ireland-NCI cancer consortium was reinvigorated with the signing

of a memorandum of understanding between the health ministers in Northern Ireland and Ireland, and the Director of the UK National Cancer Institute in March 2021. This collaboration has had a tremendous impact on thousands of lives across this island and I am thrilled that the agreement was re-signed in 2021, with the personal backing of then newly elected US President Joe Biden. Research is key to ensuring we continuously monitor business trends and identify the challenges facing firms across the island, and our quarterly Business Monitor remains the largest and most comprehensive business survey of its kind. Alongside these ongoing surveys, two larger major research projects kicked off in 2021, namely a review of the equity finance ecosystem on the island of Ireland, and research into the medium-term potential growth of cross-border trade. We look forward to analysing the trends this research points us towards, and the recommendations of each project.

Like the businesses we serve, InterTradelreland embraces adaptability and flexibility and we continue to explore and identify key opportunities for SMEs. Going forward we are focusing on extending our outreach and support to important strategic sectors for Ireland and Northern Ireland where there are particular opportunities for cross-border collaboration and growth, including Bio Economy, Advanced Manufacturing & Materials, Life Science sectors. We also look forward to playing our part in the delivery of the Northern Ireland Department for the Economy's 10x strategy, encouraging transformative innovation.

Looking to the future, our focus remains on supporting SMEs across the island of Ireland and fostering economic growth, by facilitating cross-border cooperation, nurturing an all-island economic ecosystem and ensuring SMEs can embrace the opportunities of cross-border trade.

Having been appointed officially as CEO in April 2021, I want to take the opportunity to thank my colleagues at InterTradelreland, our Board and all of our partners. It is an honour to be part of such a dedicated and supportive team, and I am very grateful for the commitment shown by everyone in the organisation over the past year. I look forward to taking InterTradelreland forward with a talented Senior Leadership Team and our new Chairman, as we continue the vital work of supporting innovation across the island and encouraging further growth in cross-border trade and collaboration in this new era.

InterTradelreland were beneficial, reassuring and supportive. Not only did we develop sales cross-border but we formed partnerships which led to new products and services further afield.



Colm Gribben, MD
Viltra, Co. Down



Board Members

At the end of 2021 InterTradelreland had an Executive Board consisting of eight full members appointed by the North South Ministerial Council.

Two board members' terms expired on 12 December 2021 – Chairman Ken Nelson MBE and Mr Tim Cairns.

Richard Kennedy was appointed InterTradelreland's Chairman on 13 December 2021.

Ms Kim Ashton resigned from the board on 31 May 2021 and David Simpson has been a non-attendeo since 1 January 2021.





● **Richard Kennedy**
Chairman (Appointed 13/12/21)

Richard Kennedy is Chairman of InterTradelreland and former Chief Executive of agri-tech company Devenish. In 2019, he was the winner of EY Entrepreneur of the Year Ireland and a finalist for EY World Entrepreneur of the Year.

Richard began his commercial life growing up on the family-owned Livestock Mart in Aclare. He went on to secure a B.Agri.Sc from University College Dublin.

Richard's passion for farming and food was at the core of Devenish's One Health, from Soil to Society strategy. Having held several senior roles within the company, he drove a forward-thinking vision and attitude throughout the business. This saw Devenish transform from a trading company focused on the Northern Ireland market to an international research, development and innovation business trading in over 50 countries.

Richard became an InterTradelreland Board member in December 2020. He was appointed InterTradelreland's Chairman in December 2021. He is a purpose-driven entrepreneur with a desire to innovate for the greater good, while providing an environment for the people around him to express their ability and be the best they can be.

● **Ken Nelson MBE**
Chair (Term expired 12/12/21)

Ken Nelson has extensive involvement in economic development, business start-up and growth as chief executive of Local Economic Development Company (LEDCOM) Ltd. Ken has over 29 years' experience working as a business advisor, mentor and trainer with entrepreneurs, start-up companies, small businesses and social enterprises. He has wide ranging experience in designing and delivering support initiatives for economic development, business incubation, managed workspace development, social entrepreneurship and small business growth.

Ken was one of the founding directors and former Chairman of Enterprise Northern Ireland, the association of NI's local enterprise centres. In 2010 he was the sole Northern Ireland recipient of the Queen's Award for Enterprise Promotion and in 2018 was awarded an MBE in the New Year's Honours List.

● **Martin McVicar**
Vice-Chair

Martin McVicar is the CEO and co-founder of Combilift Ltd., a manufacturer of materials handling solutions, with its global HQ based in Co. Monaghan, Ireland. Starting with just a handful of employees in 1998 when Martin established Combilift with Technical Director Robert Moffett, he now heads up a workforce of around 650 and the company exports to more than 85 countries.

Martin's career in engineering began when he was just a teenager and his skill and insight over the years in identifying exactly what customers need from handling equipment has resulted in the customised approach to the company's range of products, over 60,000 of which are now in operation. In spite of the recent constraints of the pandemic, Martin has succeeded in spearheading the company to further growth, with 2021 being the best ever year for sales and orders on record.

Martin has a strong commitment to the education and training of future engineers and together with the Monaghan Institute he initiated the OEM in Engineering Traineeship.

In 2001, Martin was named Ernst & Young Entrepreneur of the Year at the age of just 29.

● **Micheál Briody**

Micheál Briody, FCMA is the CEO of Silver Hill Duck which is the Irish owned leading producer of premium duck worldwide. The company has operations north and south of the border and exports to 24 countries and employs over 200 people.

Micheál is also Chairman of the GAA's Club Player Association which acts as the voice for all GAA club players in the 32 counties.



● Florence Bayliss

Florence Bayliss has worked in the Financial Services sector for most of her working life. She began her banking career in Ulster Bank Retail before moving to Nat West Operations and later to Project Management, where as Senior Manager she played a leading role in the successful implementation of a number of high value projects for NatWest UK.

In more recent years and up until 2019, Florence was employed as CEO of Ballyconnell Credit Union, a cross-border business providing financial services to individuals and SMEs and a business which grew significantly during her tenure, with assets increasing from seven to thirty eight million euro.

Florence has served in a voluntary capacity on a number of local boards and committees and currently serves as a director and committee member on a regional Board of Money Advice & Budgeting Services (MABS) and is a member and treasurer of a local school Board of Management.

● Adrienne McGuinness

Adrienne McGuinness co-founded and manages The Nest Box Egg Company, one of Ireland's largest egg packing and processing operations. Based in Castleblayney, the company grades, pasteurises and boils in excess of four million eggs per week, supplying leading retailers, food manufacturers and food service companies in Ireland, the UK and the Middle East.

Growing up on her parents' poultry farm, Adrienne is passionate about the egg industry and proud to represent, support and promote the many Irish family farms that supply Nest Box with eggs. Her family egg production company Rockfort Eggs has been in business since the mid-sixties and is one of the longest surviving egg companies on the island of Ireland.

Active in her rural community and an advocate for early learning and equal opportunities she is proud to be associated with Art Mooney Community Childcare Ltd where she holds a non-executive director position.

● Michael Hanley

Michael Hanley is Group CEO of Lakeland Dairies. A highly experienced dairy industry figure, he previously held various senior management positions with Lakeland Dairies since its formation in 1990, including deputy chief executive, general manager of Northern Ireland operations, general manager of dairy operations and manager of member relations. He is originally from a farming background and is an Agricultural Science graduate of University College Dublin. He is also Chairman of County Cavan Enterprise Fund.

Lakeland Dairies is a farmer owned dairy co-operative processing 2bn litres of milk annually into a wide range of dairy foodservice, food ingredients and consumer products for export to 80 countries globally. The co-operative has eight dairy processing centres and collects milk from 3,200 family farms across 16 counties on a cross-border basis.

● Dr Conor Patterson

Dr Conor Patterson is the CEO of Newry and Mourne Co-operative and Enterprise Agency. He is also a director and past president of Newry Chamber of Commerce and Trade, a member of the Maze Long Kesh Development Corporation, a director and former Chairman of Enterprise Northern Ireland, the company secretary of Binnian Developments, the company secretary of Oriel Developments Ltd and a co-opted advisor to the Board of the Newry Confederation of Community Groups.

Conor manages four Business Parks in Newry, South Armagh and South Down which host 130 businesses together employing 800 people. He has extensive experience of delivering central and local government and EU-funded economic and business development programmes. Between 2001 and 2021 his team assisted 2,830 business start-ups and co-ordinated the provision of support to 1,400 growth companies.

At international level, Conor has been involved in the development of enterprise initiatives across the European Union as well as in Kosovo and Egypt. He has also co-ordinated several trade missions to the USA and Canada and has spoken on 'innovation in business' at a number of international conferences.



● Cllr Pete Byrne

Pete Byrne is the company director of Byrne Monumental Works Ltd, a family-run memorial business established in 1946 and based in Crossmaglen, South Armagh. Through his business he has well established import links with India and China for granite products and operates cross-border on the island.

Pete has a BSc (Hons) in Mathematics and continues to deliver private tuition to schools and students, with over a decade's experience.

He currently serves as a local Councillor for Slieve Gullion DEA on Newry, Mourne and Down District Council where he sits on the political advisory group for the Belfast City Deal Panel. In addition, he is the current chairperson of the Belfast-Dublin Economic Corridor Oversight Board.

Pete is involved in several voluntary community roles, working with young people, and tackling rural inequalities.

● Tim Cairns (Term expired 12/12/21)

Tim Cairns was previously Director of Policy and Nations at the Community Transport Association UK. Having served as a Special Advisor in the Office of the First Minister and at the Department for the Economy, Tim's background is in policy and public affairs.

Tim also served as Director of Policy for the Democratic Unionist Party and has worked in the voluntary sector, both in Northern Ireland and Canada, for over 15 years. A non-practising barrister, Tim has been widely engaged in development, implementation and advocacy, across a range of diverse policy areas.

● Kim Ashton (Resigned 31/05/21)

Kim Ashton is an Office Manager for one of the largest wholesalers of animal health equipment in the UK and Ireland.

Kim has served as a local Councillor on Dungannon and South Tyrone Borough Council and currently serves on Mid Ulster District Council. Kim has previously held the position of Chair of the Council and serves on the Policy and Audit Committees of the Council.

● David Simpson

David Simpson was the Member of Parliament (MP) for Upper Bann from 2005 to 2019. He had previously been a Member of the Northern Ireland Assembly (MLA) for Upper Bann, from 2003 to 2010.

David was a member of the Parliamentary Joint Committee on Statutory Instruments, the Commons Select Committee on Statutory Instruments (2005–2009) and the Transport Select Committee (2007–2008). He joined the Northern Ireland Affairs Committee in 2008. He has been DUP Spokesperson on Trade and Industry (2005–2007), Transport (2007–2009), International Development (2007–2010), Education (2007–2010), Business, Innovation and Skills (2009–2017), Communities and Local Government (2010–2015) and Business, Energy and Industrial Strategy (2017–2019).



● **Margaret Hearty**
Chief Executive Officer

Margaret Hearty was appointed to the role of Chief Executive of InterTradelreland in April 2021. InterTradelreland is the cross-border body established to provide leadership advice and support to maximize export growth opportunities through greater cross-border collaboration, innovation, entrepreneurship and trade.

Margaret is an experienced Business Leader. Before being appointed to the role of CEO, Margaret worked with InterTradelreland for over 20 years leading the development and delivery of its range of innovative business supports. She was a member of the organisation's Senior Management Team for 11+ years.

Margaret's career spans 20+ years' experience working with entrepreneurs, small & medium sized enterprises and start-up businesses. She has extensive experience designing innovative solutions and supports for business.

Margaret is highly networked within the all island economic policy and business eco-system and has extensive experience of working collaboratively with multiple partners.

Margaret is a business and marketing graduate and has an MBA.



● **Martin Agnew**
Director of Corporate Services

Martin joined InterTradelreland in 2013 and was appointed Corporate Service Director in April 2018. Martin leads the Corporate Services team to support and promote InterTradelreland's wide range of business supports for small businesses across the island.

Martin is a Fellow of Chartered Accountants Ireland and is a graduate of the University of Ulster and Queens University, Belfast.

His previous employment included financial management roles within an advertising company and a large accountancy practice.



● **Alison Currie**
Director of Innovation & Entrepreneurship

Alison Currie is the Director of Innovation & Entrepreneurship at InterTradelreland, leading an experienced team to enhance opportunities for cross-border trade and innovation co-operation.

Alison has significant experience working in strategic management roles within the economic development & innovation ecosystem in Northern Ireland, Ireland and Scotland. Previously she was the Co-Innovate Programme Director, an EU Interreg funded programme delivering cross-border collaboration & innovation projects. Prior to this, Alison was an Operations Manager in InterTradelreland leading on the delivery of cross-border trade supports.

Alison holds a Post Graduate Degree in Local Economic Development from University of Glasgow.

Organisation Profile

Senior Leadership Team



● **Martin Robinson**
Director of Strategy

Martin joined InterTradelreland in April 2022 as the new Strategy Director. He is responsible for leading the Strategy and Communications teams, developing the corporate strategy and promoting InterTradelreland's wide range of business supports for small businesses across the island.

Martin is a business graduate and has an MBA, as well as over 25 years' experience working with entrepreneurs, small & medium sized enterprises and start-up businesses in various roles within Invest NI, most recently, as head of Invest NI's Strategy Team.



● **Colin McCabrey**
Director of Trade

Colin joined InterTradelreland in May 2022 as the new Director of Trade. He is responsible for developing trade solutions for businesses across the island.

Colin has 20+ years' experience in economic development working within local authority partners. Most recently, Colin led initiatives in the Greater Belfast Area, which concentrated on generating wealth and shaping spaces through investment, international relations, regeneration, talent development, business growth and entrepreneurship.

Colin has extensive experience of working collaboratively with multiple partners to bring about positive change.

Having had early exposure to a range of family businesses, Colin is committed to helping all businesses unlock their trading potential.

The Go-2-Tender programme gave us the confidence and practical skills required to bid for public works contracts. It got the business focused in terms of what bids we really wanted to pursue, like the NI Water contract

Serena Hylands,
Business Development Director
CTS, Co. Down



Organisational Structure



Trade Team

The Trade Team assist businesses that want to increase their profitability through exploitation of the all-island market and through collaborative ventures into international markets. This includes direct financial support, access to customised buyer-supplier events and developing an awareness of public procurement opportunities North and South.

Additionally, it offers a range of services to help businesses to improve their capabilities through collaboration including reducing their distribution costs, improving their ability to tender successfully for public sector business on an all-island basis and navigating their business through Brexit and Covid.



Innovation & Entrepreneurship Team

The Innovation & Entrepreneurship team is responsible for the delivery of a range of business programmes in the areas of Science, Technology and Innovation, Trade and Business Capability Improvement. The Science, Technology and Innovation programmes help create partnerships between businesses (that are working to create new products and processes) and the third-level institutions and other commercial partners that have the knowledge and expertise required for success.

The team also directs businesses on how to raise equity finance, establishes and develops business networks to help companies pool their knowledge and resources, share costs and risks and achieve competitive advantage faster, cheaper and with less disruption to their operations base.

InterTradelreland is the lead partner of the Co-Innovate Programme and oversees the day-to-day implementation and delivery of the entire programme in partnership with the Programme Management Committee. The Co-Innovate Programme is supported by the European Union's INTERREG VA Programme, managed by the Special EU Programmes Body (SEUPB), and was awarded up to €14.7m European Regional Development Funding in order to support over 1,400 SMEs and micro-businesses in Northern Ireland, the Border Region of Ireland, and Western Scotland.



Strategy Team

The Strategy Team is responsible for the definition of the organisation's strategic plans and its programme policies and informs the future strategic direction of the Body, ensuring access to relevant information and intelligence/policy insights to inform strategic alignment/direction and strategic messaging. The team manages close working relationships with external business and policy organisations and with the other economic development agencies on the island.

The Strategy Team also provides strategic professional and proactive marketing, public relations, public affairs and media management services and co-ordinates a range of communications, relationship management and promotional services for the organisation.



Corporate Services Team

The Corporate Services Team consistently adds value to InterTradelreland through building and maintaining the confidence and support of key internal and external stakeholders. It develops and implements key strategies around information technology, financial and human resource management, business planning and performance management in support of the Body's business objectives and unique standing as an Implementation Body.

Business Plan 2021



Strategy and Key Performance Indicators



Vision, Mission and Strategic Goals

InterTradelreland's vision is to create a connected ecosystem in which Ireland and Northern Ireland co-operate to ensure businesses are making full use of cross-border opportunities to drive competitiveness, growth and jobs.

Our mission is to support businesses, through our innovation and trade initiatives, to take advantage of North South co-operative opportunities to improve capability and connectivity with vital resource providers, driving competitiveness, jobs and growth.

The approach of InterTradelreland is to identify and realise co-operative opportunities that will enable trade and business development and have a key impact on job creation, business and economic performance in Northern Ireland and Ireland; identify and help eliminate the barriers to cross-border trade and business development, both general and sectoral, by bringing these where appropriate to government policy makers, and/or pioneering relevant, flexible and responsive programmes and services.

We have developed a strategic framework built on the basic principle embodied in our vision, that there are mutual benefits in co-operating to optimise the island's economic resources, and that the critical impediment to the achievement of these benefits remains the imperfect flow of relevant information and knowledge across the border. The framework identifies priority areas of activity within a broad competitiveness agenda and captures the importance of impact over outputs.

The Strategic Framework shows two core goals:

1. Drive job creation
2. Deliver a Return on Investment of 12.5:1

Key Performance Indicators

InterTradelreland has defined Direct Impact Measures to ensure that the public resources that we utilise, deliver value for money in ways which align with the organisation's legislative remit and strategic goals.

Key Performance Indicators (KPIs) for 2020-2022 are:

Key Performance Indicator 1
Companies engaged in North South Business

Key Performance Indicator 2
Total Jobs Impact

Key Performance Indicator 3
First Time Exporters

Key Performance Indicator 4
First Time Innovators

Targets against these Strategic and Key Performance Indicators above are set within the organisation's Annual Business Plans and reported each year. The 2021 Business Plan Performance Report in the next section provides quantitative and qualitative data on our operational programmes and our business and economic research reports, work within the North South policy and operational secretariats with which we are engaged and the online services that we have created and are delivering.

Indirect Impact Measures reflect the medium to longer term impact of InterTradelreland's programmes and initiatives. These include improved co-operation-driven business capability and competitiveness, increased business flows, increased knowledge flows and innovation, and increased levels of North South trade.

Performance Report

InterTradelreland Business Plan Targets 2021

Strategic Performance Indicator 1 [Total Business Value Achieved]

Target: £98m/€112m total value of reported trade and business development activity generated by firms engaged with our co-operative North South Trade and Innovation programmes.

Strategic Performance Indicator 2 [Impact of Expenditure]

Target: 12.5:1 the ratio of Business Value generated by InterTradelreland programmes against the cost of delivering those programmes.

Key Performance Indicator 1 [Companies engaged in North South Business]

Target: 4,000 companies engaged in developing their North South business capabilities through the utilisation of our business information and advice services and through participation on our Trade and Innovation programmes.

Key Performance Indicator 2 [Total Jobs Impact]

Target: 1,500 new jobs created plus existing jobs protected as a direct result of participation on an InterTradelreland programme.

Key Performance Indicator 3 [First Time Exporters]

Target: 77 companies to become first time exporters through participation on an InterTradelreland programme.

Key Performance Indicator 4 [First Time Innovators]

Target: 77 companies to become first time innovators through participation on an InterTradelreland programme.



Seedcorn has been an amazing journey for us. This was our third time entering the competition, and each time the process and feedback we have received has been a brilliant learning experience.

Shana Chu, CEO
STYL Wrap, Co Waterford

Key Performance Figures



87 First Time Innovators



1866 Jobs Created / Protected



137 First Time Exporters



£109.3/€125.6m²
Total Business Value Achieved



4033
Companies engaged with North South Trade / Innovation Programmes*

Performance Review

InterTradelreland's (ITI) performance against 2021 Business Plan Targets to date is shown in Table 1 below, together with summary highlights for the period from Trade, Innovation and Business Research and Policy Development Activities.

Table 1: 2021 Performance against Business Plan Targets

Balanced Scorecard Reference	Measure	2021 Target	2021 Achieved
Stakeholder Value Contribute to Sponsor Department economic policy objectives in Ireland and Northern Ireland.	Impact of Expenditure ¹	12.5:1	12.6:1
	First Time Innovators	77	87
	First Time Exporters	77	137
	Total Jobs Impact	1,500	1,866
Customer Value Increase the number of companies benefiting from North South business.	No. of companies engaged in North South business through ITI Trade and Innovation Activities & Services	4,000	4,033*
	Total Business Value ² achieved through ITI Trade and Innovation Activities & Services.	£98m/€112.6m	£109.3m/€125.6m

¹Impact of expenditure is the ratio of Business Value Generated by ITI programmes against the cost of delivering those programmes.

²Business Value is reported as an aggregation of impacts from our portfolio of programmes and incorporates Additional Revenue Generated, Efficiency Savings and Investments made as a direct result of a company's participation on an ITI programme. Business Value is captured through ITI monitoring activities and independent evaluations and is based on business values reported directly by individual companies that have previously completed our programmes. €1=£0.87 Guidance from DPER (Ireland) & DoF (Northern Ireland).

*This figure does not include ITI online events where the registration process did not collect sufficient information to import the attendees to our CRM system. There were an additional 2,431 attendees of online events in 2021.

Table 2: Performance against Business Plan Targets: 2019-2021, 3 year summary

Balanced Scorecard Reference	Measure	2019 Target	2019 Achieved	2020 Target	2020 Achieved	2021 Target	2021 Achieved
Stakeholder Value Contribute to Sponsor Department economic policy objectives in Ireland and Northern Ireland.	Impact of Expenditure	12.5:1	15:1	12.5:1	11.3:1	12.5:1	12.6:1
	First Time Innovators	62	63	67	63	77	87
	First Time Exporters	55	91	67	78	77	137
	Total Jobs Impact	1,450	1,546	1,500	1,626	1,500	1,866
Customer Value Increase the number of companies benefiting from North South business.	No. of companies engaged in North South business through ITI Trade and Innovation Activities & Services	2,918	3,605	3,000	3,353	4,000	4,033
	Total Business Value achieved through ITI Trade and Innovation Activities & Services.	£86m/€95.5m	£122m/€136m	£84m/€93m	£90.1m/€100.1m	£98m/€112.6m	£109.3m/€125.6m

Impact of expenditure is the ratio of Business Value Generated by ITI programmes against the cost of delivering those programmes. Business Value is reported as an aggregation of impacts from our portfolio of programmes and incorporates Additional Revenue Generated, Efficiency Savings and Investments made as a direct result of a company's participation on an ITI programme. Business Value is captured through ITI monitoring activities and independent evaluations and is based on business values reported directly by individual companies that have previously completed our programmes.

2019 €1=£0.90, 2020 €1=£0.90, 2021 €1=£0.87, Guidance from DPER (Ireland) & DoF (Northern Ireland).

Highlights from Trade and Innovation Activities

Trade

Acumen

Acumen is InterTradelreland's flagship trade programme which supports SMEs to develop cross-border business. Participant SMEs can access funding for either part-time or full-time sales salary support for new sales and marketing staff engaged in cross-border trade development.

In 2021, 117 applications were received for the Acumen programme. This has resulted in 115 approvals – of which 98 were for full-time support and 17 part-time support. During the period, in total, 91 projects commenced and 108 Acumen projects completed.

In the first quarter of 2021, Covid-19 and the subsequent restrictions had a significant impact on the number of applications submitted to the programme, resulting in a significant decline in the programme pipeline. However, as restrictions eased during Q2 and Q3, there was a notable increase in the number of applications received and the programme not only met, but exceeded the target of 110 approved applications by 31st December 2021.

InterTradelreland delivered a series of webinars in June and November for active participants on the programme. As businesses continued to recover from the impacts of Covid-19, the aim of the webinars in June was to help businesses focus on preparing and implementing an effective sales plan to grow business in the cross-border market in the current trading environment. November's webinar provided an introduction to doing business and building export sales in the opposite jurisdiction. Exceptional feedback has been received on both workshop series.

In 2021, companies that had previously completed an Acumen project reported a business development value of £21.3m/€24.5m and a jobs impact of 656.

Elevate

Elevate is a programme focused on helping micro-enterprises to take the first steps in exporting and exploring opportunities in a new cross-border market. The programme also supports businesses to look at key areas such as competitor analysis, pricing and specific market opportunities.

The programme has adapted to the new business environment and largely continues via remote delivery with consultants providing online sales prospecting, virtual meetings and expert guidance. The eligibility criteria were adjusted to allow for the exceptional pandemic circumstances. During 2021, InterTradelreland received 112 applications of which 82 were approved, exceeding our annual target.

Furthermore, in 2021, companies that had previously completed Elevate projects reported a business value of £1.7m/€1.95 m and a jobs impact of 148.

Trade Accelerator Voucher (TAV)

The TAV programme provides businesses with financial assistance of up to £1,000/€1,200 plus VAT towards obtaining professional advice concerning cross-border issues such as sales, marketing, and technical business advice. This service provides support to businesses at a relatively early stage, helping them to explore if there is a viable market opportunity for their business in the cross-border market. Following a suspension due to budget constraints the programme re-opened in August 2020 with eight projects being supported by the year end. In 2021, 28 projects were approved as micro-enterprises adjusted to the new UK/EU trading relationship.

Tendering

Go-2-Tender provides businesses with the confidence, knowledge, and skills to tender successfully for public sector contracts. The Public Procurement market, on the island, is worth c.£12.5bn/€14.7bn annually and provides important business opportunities for SMEs.

All programme mentoring support is now delivered remotely in response to the pandemic. During 2021, 304 participants attended Go-2-Tender online workshops. Three advanced construction-specific workshops were held in partnership with the Construction Industry Training Board and Construction Industry Federation, with 43 participants attending. Under Phase Seven of the programme, six online workshops were delivered, which were attended by 121 participants.

During this period, the Executive team appointed Envision as the training delivery agent for Phase Eight. This new contract has a changed delivery model and key activities have been brought in-house. InterTradelreland delivered a further six online workshops, which were attended by 140 participants.

The Supplier Engagement/Meet the Buyer events programme were impacted by the Covid-19 pandemic. All large-scale events were initially postponed, but InterTradelreland delivered a highly successful virtual event with NI Water on 24th March 2021. The Contracting Authority was keen to raise awareness and promote opportunities for SMEs to compete for new contracts either directly or through subcontracting opportunities with Tier 1 suppliers.

Data collected from companies that had undertaken Go-2-Tender workshops in 2020 identified a business net value of £24.3m/€27.9m, 513 companies engaged, a jobs impact of 44, three First Time Exporters, and six First Time Innovators.

Brexit

In 2021, the Brexit Advisory Service successfully completed its final year of a £6.2m, three year programme delivering £2k/€2,250 voucher support that provided the cross-border trader access to fully-funded consultancy to help address their Brexit issues and enable them to adapt to the new trading relationship. The offering also provided support by way of digital content hosted on brexit2020.intertradeireland.com, as well as the dedicated Brexit team and significant stakeholder engagement via events and webinars.

Voucher Activity: During 2021, the service received 885 voucher applications. In total, between 2019 and 2021, 3,209 voucher applications were received. Including the pilot inception in 2017, the overall total number of voucher applications received was 4,028.

The voucher support continues to receive much positive feedback and 98% of businesses surveyed to date reported that they are better equipped to manage the potential impact of Brexit as a result of using the voucher. The service fully met all voucher targets and budget requirements in line with the Economic Appraisal and the 2021 annual spend for the service was £2.02m.

Digital Activity: The Brexit website grew in content during this period and continues to be key in supplementing the voucher. The user engagement increased month on month during 2021 and total users to the site are now at 35,000 and continuing to grow. The most popular topics are commodity codes and Incoterms.

Business and Stakeholder Engagement continued to be a key strategy for the service in 2021, hosting six events and engaging with multiple stakeholders, chambers of commerce and local councils and businesses. The total engagement stats for the year are 2,126. In total (2019-2021) the service has engaged with 11,439 and since its pilot inception in 2017 total engagement is 17,900.

Covid-19

In March 2020, InterTradelreland responded quickly to assist businesses during the Covid-19 pandemic by establishing two new programmes E-merge and Emergency Business Solutions.

The E-Merge programme provides £2,500/€2,800 fully-funded consultancy support to help businesses develop online sales, marketing, and eCommerce solutions. In 2021, the programme received 756 applications with 538 approvals made. In total, since April 2020, E-Merge has approved 1,086 applications and provided support to 1,001 businesses.

The Emergency Business Solutions programme provided £2,000/€2,500 fully-funded consultancy support to help businesses address key challenges related to Covid-19 such as emergency cash flow, lending applications, furlough and HR advice and Health & Safety risk assessments. In 2021, a further 722 applications were received and 580 approvals were made. In total since April 2020, Emergency Business Solutions has approved 1,126 applications and provided support to 947 businesses.

Supply Chain Resilience Programme

To address the issue of making cross-border supply chains more resilient, InterTradelreland issued a formal CPD managed competition to appoint a service provider to develop an online Supply Chain tool and mentor programme, to support thirty companies to make their supply chains more resilient and develop cross-border supply chain capacity. Winning Moves were appointed in late October to deliver the programme and development of the online tool is underway.



Science, Technology & Innovation

Innovation Boost

InterTradelreland's flagship technology transfer programme provides companies who have new product or process development needs with access to a three-way partnership that includes a third-level research institution with specialist expertise and a high-calibre science or technology graduate. Innovation Boost, previously known as FUSION is helping companies to lead their sector and industry through innovations. Over 80% of companies supported offer the graduate project manager a full-time role with many continuing to lead innovation projects in the business.

In 2021 companies that had previously completed FUSION projects reported a business value of £49.5 /€56.9m and a jobs impact of 482.

Demand for the programme has continued, with InterTradelreland assessing and awarding support to 63 collaborative partner projects. The Career Boost portal developed and delivered by InterTradelreland to access high calibre qualified graduates has been very successful to date. The portal is an effective tool that helps differentiate the recruiting businesses in a very competitive job market. The portal facilitates the targeted promotion of all job roles approved for Innovation Boost amongst the graduate community across the island, and the efficient administration of elements of the recruitment process on behalf of the partnerships.

To support the participating graduate's personal development, InterTradelreland, following a competitive tender has developed, in conjunction with the William Clinton Institute at Queen's University, a new Postgraduate Diploma in Innovation Management. This element of Innovation Boost is available to graduate participants on the programme and company participants who wish to self-fund study in conjunction with the graduate to accelerate the knowledge transfer resulting from the project.

Innovation Boost Business-2-Business commenced in January 2021 with full projects starting during the year.

Challenge

Aimed at MDs and CEOs of ambitious SMEs, the Challenge Programme allowed business owners to transform their company's prospects by learning and applying the most effective methods of generating, marketing, and launching new products and services. It aimed to provide a cost-effective opportunity to embed a process that helped create, evaluate, and commercialise ideas and delivered a step-change in company performance.

The current 3-year phase of Challenge was completed at the end of 2021 with a validation of outputs from participating businesses.

Impact

The Impact programme facilitates company to company innovation aiming to bring 'game-changer' companies together to work on projects of significance at an industry level. Impact is reaching out to SMEs in the bioeconomy, advanced manufacturing and materials, and life sciences sectors particularly. The project will deliver long-term commercial benefits to the partners involved and create wider economic benefits both North and South. InterTradelreland will facilitate collaboration and provide funding to solve industry challenges. The maximum available grant is £250k (at a grant rate of 50% i.e. project costs of £500k) split between companies contributing their expertise, sharing the risk and the benefits.

The development of several collaborative business-to-business partnerships has been ongoing. This has resulted in the approval of two full projects with a further project anticipated for submission before year-end.

Funding for Growth

The Funding for Growth programme offers a range of supports to help both start-ups and established companies improve their ability to raise finance by improving their understanding of the current funding landscape and developing their investor/funding readiness.

In 2021, online Seed Finance I, II & III workshops were held in association with Enterprise Ireland on two occasions, Nova UCD, New Frontiers, Tangent, Queen's University Belfast (QUB) and others. In total 337 companies joined at least one of the sessions.

The 20th InterTradelreland Venture Capital Conference took place on Thursday 4th March 2021, 1,001 registered for the event with 702 in attendance. Feedback from the event has been extremely positive in terms of the balance between pre-recorded and live content, how it was delivered, and the range of informative keynote speakers and panellists.

The Halo Business Angel Network (HBAN) had a busy and successful 2021 despite the ongoing challenging environment.

At year-end, they reported the completion of 71 deals across the island of Ireland, with an angel investment total of €18.2m. This leveraged third party investment of €100.1m giving a total funding figure of €118.3m.

The HBAN all-island annual conference took place as a full virtual event in February with the theme of the Business Angel Life Cycle: Start – Grow – Exit – Repeat. Throughout the year HBAN has continued to recruit new angels, manage and support deal closure as well as maintain, further structuring and growing all angel groups with a focus on the early-stage groups (Kerry Angel Network (KAN) & International). There was also an ongoing push on Angel Education with a webinar series and the Female Angel Education initiative, all of which have contributed to the success of the year.

Through the delivery of 31 Equity Advisory Clinics, 161 companies availed of the expertise of InterTradelreland's Lead Equity Advisor over the course of 2021. Due

to Covid, these were successfully delivered online. Feedback from the clinic participants was excellent and the convenience of the online solution is proving very favourable. It is hoped that a hybrid delivery model will be adopted when it is appropriate to do so. Business Planning Workshops continued to be delivered as 5 two hour sessions (Monday – Friday) and were delivered on three occasions during June and July 2021. Over 160 companies attended these now well-established sessions.

The 2021 Seedcorn Investor Readiness Competition was launched at the Venture Capital Conference in March. The competition attracted 204 registrations, with 140 submitting an application. Following the assessment of the initial applications, 134 companies were invited to submit a full business plan. From these, 25 companies were invited to present at the regional finals. Six investment pitch masterclasses took place online in October to prepare companies for their regional final. The regional finals took place in Clontarf Castle Hotel, Dublin with the awards ceremony taking place in person on the same evening to a much restricted audience. Overall winners of the competition were GasGon Medical from Cork with their novel invention for removing bubbles from intravenous drip lines, while the best category winner was Styl.Wrap from Waterford with their unique garment measuring and sizing system for clothing manufacturers.

In addition to the regional finalists, special award, category awards and overall winner award, a new category with a prize fund of €20k was introduced to the 2021 Seedcorn competition. The Low Carbon / Green award was won by Glasport Bio from Galway who developed a feed additive to reduce methane gas produced by farm livestock. The total prize fund for 2021 was €300,000.

Phase Three of InterTradelreland's Funding Advisory Service for Established SMEs began in September 2020. In 2021 ten workshops were held virtually. Over 600 companies from across the island attended these informative sessions with input from a number of SME case studies and a range of existing, new & alternative active SME funders.

Edition 11 of A Guide to Equity Funding was collated in the autumn of 2021 and is due for launch in early 2022.



Horizon 2020/Europe

In the period 2014-2020, InterTradelreland helped companies and researchers from Ireland and Northern Ireland to collaborate in Horizon 2020, the European Commission's seven year, €80 billion, Research and Innovation programme designed to boost jobs and growth across Europe. Horizon Europe (HEU) is the new EU Research and Innovation Framework Programme which runs from 2021-2027 with a budget of €95.5 billion.

There have been ongoing delays to the UK association to Horizon Europe and the UK remains a third country in regards to participation in Horizon Europe. To provide reassurance, the UK government has guaranteed funding for the first wave of eligible, successful applicants to Horizon Europe, but who have been unable to sign grant agreements with the EU.

All-island steering committee meetings were held in January, April and September 2021. At the steering committee meetings, a number of potential actions to increase North South collaboration under HEU, subject to UK association to HEU were agreed. These include: Irish NCPs to be invited to the NI HEU launch event, dedicated meetings of the Irish National Contact Point for Ireland and Northern Ireland Contact Point (NICP) networks followed by themed cluster meetings between the two networks, North South Focus.

The Horizon 2020 data analysis of North South participation as of October 2021 revealed that just over €110m funding had been secured by partnerships that had partners from both Ireland and Northern Ireland. A total of €40.6m or 36.9% was secured by partners from Northern Ireland and €69.5m or 63.1% for Ireland partners. The drawdown to date exceeds the total drawdown under the previous research and innovation framework programme, FP7 by almost €12m.

In 2021, given that HEU was in launch mode and UK association had not progressed, there were some limitations on North South collaborative activities however, during this time InterTradelreland facilitated a series of workshops between the Northern Ireland HEU Contact Point Network and the new Irish Technological Universities (TUs) and existing Institutes of Technology (IOTs) including TU Dublin (Technological University Dublin), MTU (Munster Technological University), DkIT (Dundalk Institute of Technology) and Letterkenny IT with plans for further workshops in 2022 with the remaining TUs and IOTs. InterTradelreland also participated in an NICP HEU launch event in January 2021 and a North South HEU Cluster 1 Health event in October 2021.

US-Ireland R&D Partnership

The US-Ireland R&D Partnership is a tri-jurisdictional alliance that was officially launched in 2006. It aims to promote collaborative innovative research projects which create value above and beyond individual efforts. InterTradelreland facilitated the annual partnership steering group meeting which was held virtually on 10th June 2021. A midterm virtual meeting also took place on 2nd December 2021.

As of December 2021, a total of 73 projects have been approved representing \$140m/£99m/€118m. The number of projects funded under each priority area is 23 Nanotechnology, 14 Health, 13 Energy & Sustainability, 12 Sensors, six Agriculture, and five Telecommunications with 10 of these projects falling under the centre to centre mechanism. The portfolio continues to perform well with National Institutes of Health (NIH) applications achieving a success rate of 15%, National Institute of Food and Agriculture (NIFA) applications 15.4% and National Science Foundation (NSF) applications showing a particularly healthy success rate of 32%.

Key areas to note from both the 2021 annual and midterm updates include the continued progress of the partnership in a difficult working environment including the additional administrative burdens due to Covid, the 100% success rate of centre to centre applications, the National Science Foundation/Science Foundation Ireland/Department for the Economy Memorandum of Understanding between NSF, Science Foundation Ireland and Department for the Economy which will be renewed in 2022, work progressing on a new online survey to capture impacts and feedback on the partnership from researchers involved in projects funded under the partnership, and the increase in opportunities for collaboration in the agricultural area.

Special thanks were paid to the three outgoing co-chairs, Jonathan Margolis (USA), Feargal O'Moráin (Ireland) and Dr Rosemary Hamilton CBE (Northern Ireland). The new interim US co-chair is Reece Smyth, Director of the Office of Science and Technology Cooperation in the US Department of State.

All Island Innovation Programme (AIIP)

The AIIP is a partnership between InterTradelreland and four universities from across the island: University College Cork (UCC), Dublin City University (DCU), National University of Ireland, Galway (NUIG), and Queen's University Belfast (QUB). The partnership was established to promote and encourage innovation through a cross-border innovation programme consisting of the delivery of a series of free masterclasses, innovation lectures and seminars on an annual basis organised by the universities.

Due to Covid-19 restrictions, AIIP delivered online webinars aimed at supporting SMEs across the island. InterTradelreland has grown this into a dedicated suite of online supports on InterTradelreland's website including webinars, blogs and illustrated content. This suite of supports is marketed as the 'Innovation Content Hub'.

In 2021, the AIIP partners delivered 15 online webinars, including some of the following highlights: a series jointly delivered by all partners exploring Industry 4.0 and its impact on SMEs; a series delivered by UCC exploring the Entrepreneurial Ecosystem; Open Innovation with Henry Chesbrough delivered by NUIG and QUB delivered a lecture and interactive workshop by Dermot Tierney, QUB IP and Licencing Manager, titled 'Ideas to IP'.

Synergy

The Synergy initiative aims to scale cross-border collaboration among SMEs and other ecosystem players using cluster and network development supports which increase the reach and impact of programmes resulting in mutual economic benefit to both Ireland and Northern Ireland. It works by trying to solve common problems or to capitalise on joint opportunities with partners who have been identified from both jurisdictions.

InterTradelreland is currently facilitating a number of cross-border projects under its Synergy initiative including projects in the Bioeconomy and Fintech sectors. Synergy has recently supported a project with the Irish Nutrient Sustainability Platform (INSP). The INSP is an all-island cluster delivered in conjunction with National University Ireland Galway, Queen's University Belfast (QUB) and the Environmental Protection Agency in Ireland and it is led by the Institute for Global Food Security at QUB with industry representation. The purpose of the project is to promote cross-border waste recycling and waste valorisation to create new, cross-border value streams for the bioeconomy and to enable the creation of new business opportunities. More recently, through Synergy, InterTradelreland sponsored the Irish Bioeconomy Summit held during the bioeconomy week. This included a presentation on the cross-border opportunities for funding the bioeconomy on the island of Ireland.

Synergy continues to provide pivotal support to The Fintech Corridor (TFC), a Dublin to Belfast cross-border fintech cluster. Recent outputs from investment in the TFC include a new QQI (Quality and Qualifications Ireland) blockchain course which has been developed through collaboration between Dundalk Institute of Technology, Dundalk Chamber Skillnet and TFC. Further digital skills programmes are

targeted to begin in 2022, including 'Fintech Academy' – a partnership proposed between TFC and a number of academic institutions on the island (TBC). A mentoring programme has also been set up through TFC. Through this offering businesses within the cluster, and on either side of the border, can access expertise from within the leadership at TFC member PayPal. It is hoped this project will facilitate further cross-border knowledge sharing.

Clusters feature in both the Northern Ireland '10x' economic vision and in Ireland through the 'Report of the SME taskforce'. Through Synergy activities, InterTradelreland has established itself in the cluster development space, inputting into the cluster policy for both the 10x report and in the Cluster Development Strategy in Ireland. InterTradelreland has also had follow up discussions with sponsoring departments and development bodies (Enterprise Ireland, IDA Ireland and Invest NI) to enable a joined-up approach to cluster supports in Ireland and Northern Ireland.

In September 2021 InterTradelreland commenced a Synergy project supporting the Cluster Research Network (CRN). The CRN is a cross-border partnership comprising The Cluster Centre, Ulster University, University College Cork and Munster Technological University. The project delivered six workshops with all-island stakeholders including policy makers, Development and Regional Agencies, local Government, cluster researchers/academics, all-island Cluster Managers and their SME membership across the island. Completion of the project has led to an all-island Cluster Gap Analysis that has established the policy, programme and knowledge challenges associated with clustering. The gap analysis includes a report detailing a set of recommendations to improve and strengthen clustering efforts in Ireland and Northern Ireland, both for strategic/policy makers and cluster organisations identifying all-island opportunities. The project also hopes to lead to the growth of the CRN, thus building a community of best all-island practice in clustering.

Business & Economic Research

Business Monitor

InterTradelreland's quarterly Business Monitor Survey remains the largest and most comprehensive business survey covering business owners' views in both Northern Ireland and Ireland with interviews conducted with 750 SME owner/managers across the island. The Business Monitor has built up over 14 years of data, tracking all-island economic indicators such as sales, employment, business outlook and engagement in cross-border trade and exporting with continuing issues around Brexit and recovery from the effects of Covid-19.

Q2 2021 revealed companies on both sides of the border were firmly in recovery mode, as Covid-19 restrictions began to ease. This indicated a return to economic momentum with three-quarters of all businesses operational, while over half of SMEs in the tourism and leisure sectors re-opened their doors.

Growth started to move on the path of pre-pandemic levels - 71 per cent of firms reported they were stable or growing. An uplift in sales was visible across all sectors and sizes of firms. However, the standout performers were businesses that exported off the island and those that traded across the border.

The twin impacts of both Brexit and Covid-19 continued to ripple through the economy, particularly affecting supply chains. InterTradelreland's survey revealed more firms were sourcing components locally, within their own jurisdiction. This shift was most prevalent for firms in manufacturing and construction, with nearly a quarter of businesses in these sectors opting to buy from suppliers nearby. Across all the firms surveyed, 15 per cent of companies were buying from a local source.

Q3 2021 – showed the vast majority of firms were in stable or growth mode (81 per cent), with cross-border traders, in particular, leading the way forward. Businesses that traded with the opposite jurisdiction were seeing a quicker return to profitability than those with no export sales, and they were experiencing faster sales growth. Close to half of SMEs (46 per cent), that

traded across the border were reporting sales increased this quarter compared to 35 per cent of their non-exporting peers.

While Covid-19 was still casting a long shadow, in particular for pockets of the leisure sector, the impact of the pandemic had lessened slightly as both economies had started to open up again. 65 per cent of firms cited the pandemic as the main issue this quarter, compared to 78 per cent in the previous quarter.

For all businesses surveyed, there were a number of issues that were starting to weigh heavily on firms: the rising costs of overheads, increasing energy bills, the impact of Brexit, recruiting the correct skills, and concerns over logistics.

This quarter more businesses reported they were sourcing supplies across the border from the opposite jurisdiction, with close to a third in this bracket (32 per cent), compared to 19 per cent in Q3 2019. The Business Monitor also revealed that 60 per cent of firms sourced outside their locality generally compared to 42 per cent in 2019.

Post-Brexit, over 80 per cent of businesses who reported they had been impacted by Brexit, stated they had adapted to some extent to the new trading relationship – in fact, within that figure over a quarter said they had adjusted in full.

Q4 2021 - revealed firms across the island were clawing back ground as the pandemic loosened its grip. The fresh figures showed 41 per cent of firms were in growth mode while 44 per cent said they were stable. This is similar to pre-pandemic levels reported in Q4 2019. A further bright spot was that profitability had increased for many businesses, with well over half of firms (58 per cent) reporting they had remained in the black for the last 12 months.

However, there were three main concerns that businesses reported they were continuing to grapple with over repeated quarters. Not surprisingly, Covid-19 topped the list with 69 per cent of firms citing it was an issue, but hot on its heels was energy bills (68 per cent) and third - the cost of overheads (62 per cent). The latter two have surged as concerns that firms were increasingly keeping an eye on.

It was certainly positive to see that so many firms were stable in Q4, but the impact of the pandemic and in particular higher operating costs continued to weigh heavily on firms.

Another concern that businesses reported was the issue of recruitment. In particular, for those working in the construction sector and those in larger firms, it was a problem. It remains to be seen if, in the long run, the inability to attract staff will continue to be a thorn in the side of businesses, which could constrain growth.

Meanwhile, the impact of Brexit was being felt by a similar number of businesses on either side of the border, with 49 per cent of firms in Northern Ireland and 46 per cent of businesses in Ireland reporting it as an issue. However, in terms of the post-Brexit trading arrangements, less than one in ten (8 per cent) of those with cross-border sales had not adapted yet in any way. This is a drop from the previous quarter.

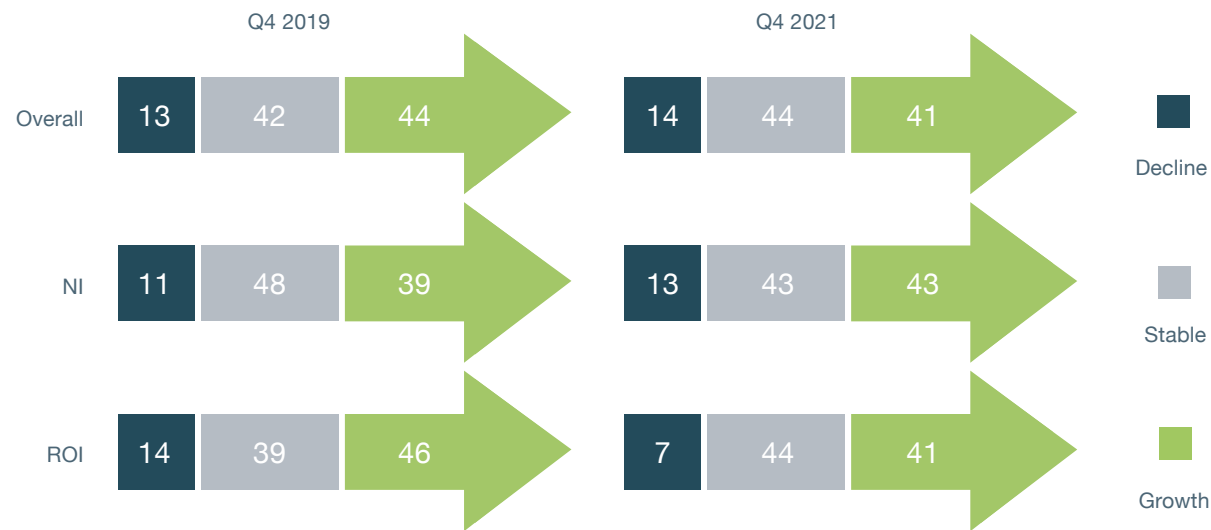
Asked in the Business Monitor about future plans, 41 per cent of businesses wanted to focus on recovery, while just over a fifth (22 per cent) wanted to maintain their current position. However, there was still 22 per cent of businesses that are seeking to find new customers in order to expand - in this cohort, over a third were looking to the cross-border market to grow sales.



Q4 2021 Business Monitor

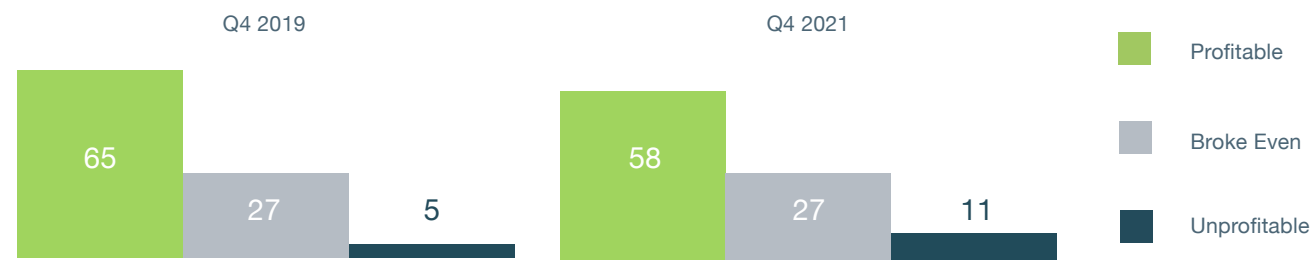
Percentage responses from businesses to the following:

Business position (%)



Profitability (%)

Similar to growth, profitability is also beginning to return to pre-pandemic levels

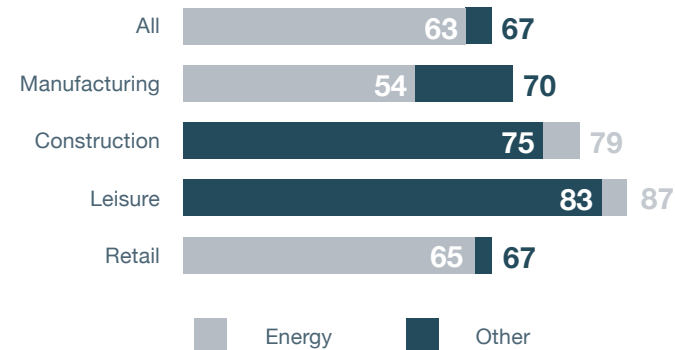


Negative impact of Covid-19 (%)

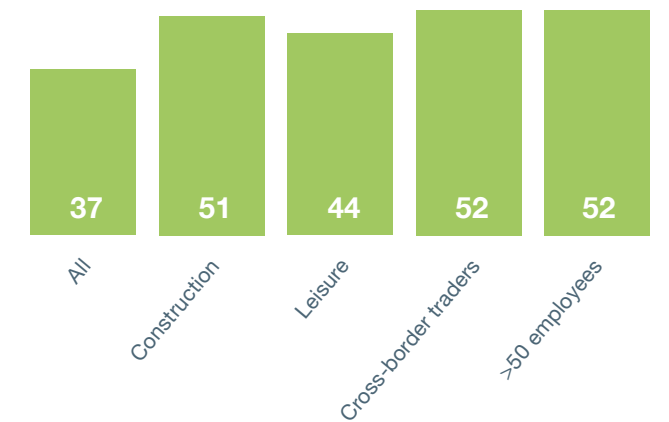


Issues affecting businesses (%)

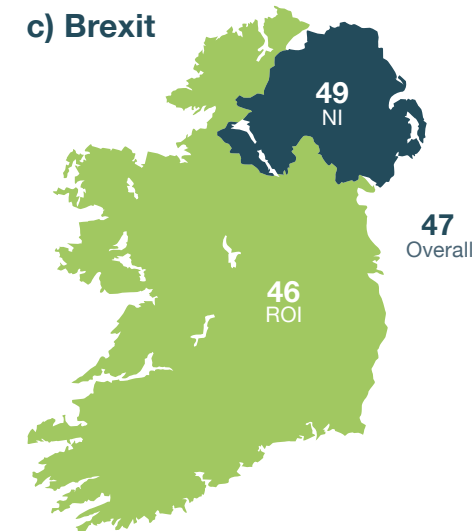
a) Rising costs of overheads



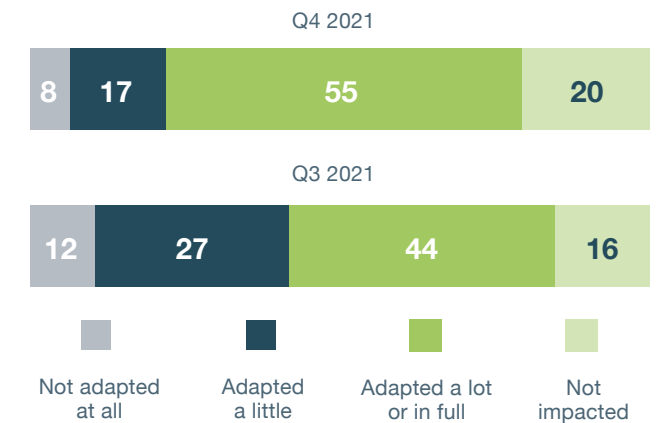
b) Recruiting appropriate skills



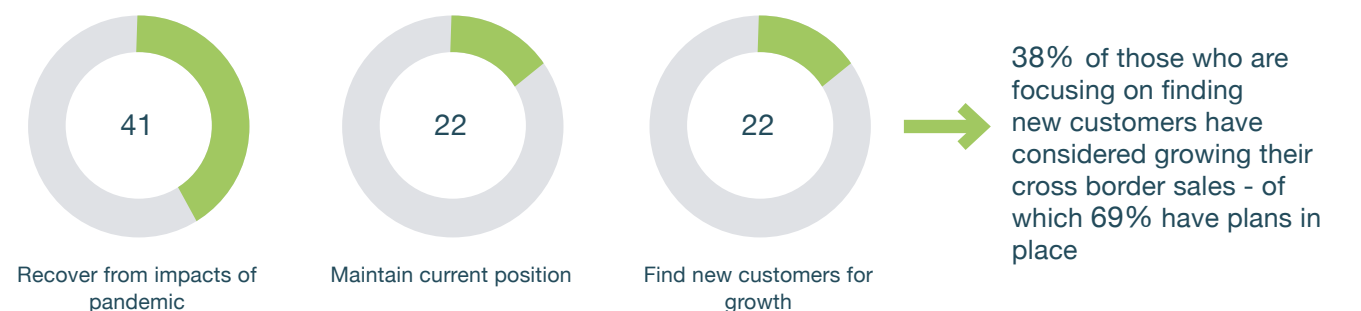
c) Brexit



d) Cross-border trader adaptation to post-Brexit trading conditions



Business focus for the coming year (%)



Quarterly Research Reports Q1-Q4

This quarterly report tracks cross-border retail volumes in both jurisdictions. During the course of 2021, the reporting reflected the changing restrictions in relation to the pandemic and the impact of these on willingness to shop across the border.

Research Publications

InterTradelreland carries out business and economic research activities to identify the opportunities and barriers affecting increased levels of trade and business development co-operation between Northern Ireland and Ireland.

A number of larger research projects were initiated during 2021 with completion dates in early 2022. These include:

A review of the equity finance ecosystem on the island of Ireland. This work was initiated in 2021 and will complete in early 2022. In order to determine the future needs of SMEs seeking equity finance funding, this research report will provide a review of the equity finance ecosystem and an analysis of the needs of SMEs with regards to investor readiness support on the island of Ireland. The ultimate aim is to provide information and make recommendations which will help to inform the strategic direction of InterTradelreland's suite of equity finance advisory support programmes.

Medium term potential growth of cross-border trade: The central aim of the research is to identify the potential extent of growth in cross-border trade over the medium-term. It does this at a detailed sectoral level in order to identify areas with particularly strong growth potential. The approach used draws together a range of sources of data on current trade patterns, both cross-border and internationally, and combines these with macroeconomic forecasts and scenarios to project forward the potential path of overall cross-border trade and how the broad composition of this trade is most likely to evolve.



Corporate Plan 2020-2022



Year 2 Summary Performance Report

This Annual Report focuses on the performance of the second year of InterTradelreland's Corporate Plan for 2020-2022.

InterTradelreland's key strategic goals for the period 2020-2022 are:

- To drive competitiveness, jobs and growth
- To develop a connected ecosystem

The performance of each of our Trade and Innovation programmes is aggregated and reported against the following Key Performance Indicators defined for the period 2020-2022:

Strategic Performance Indicator 1
Impact of Expenditure - Business value generated through InterTradelreland's North South Programmes

Strategic Performance Indicator 2
Impact of Expenditure - Ratio of business value generated through InterTradelreland's North South Programmes

Key Performance Indicator 1
Companies engaged in North South Business

Key Performance Indicator 2
Jobs Impact

Key Performance Indicator 3
First Time Exporters

Key Performance Indicator 4
First Time Innovators

Key Achievements of the 2020 - 2022 Corporate Plan:



8 Business Monitor reports published.



150 First Time Innovators



3492 Jobs Created / Protected



215 First Time Exporters



£199.4/€229.2m⁶
Total Business Value Achieved⁵ [$\&$ Impact of Expenditure] [12:1]



7386
Companies engaged with North South Trade / Innovation Programmes



Key Achievements of the 2020-2022 Corporate Plan (continued):

- We introduced two new Covid-19 supports to help firms address the key challenges related to the pandemic. The E-Merge programme - which provides companies with £2,500/€2,800 fully funded consultancy support to develop their online sales – was crucial in helping businesses continue trading as lockdown measures were implemented. Our second initiative ‘Emergency Business Solutions’ offered Covid-19 related professional advice to the value of £2,000/€2,250. Together, the programme supports were availed of by over 1,900 companies during this period.
- We continue to support micro businesses and SMEs in the development of innovation and export capability. We have delivered a range of trade and innovation programmes that use cross-border collaborative opportunities to enhance a firm’s growth prospects: Innovation programmes such as Innovation Boost, Impact, Challenge and Funding for Growth, and Sales and Marketing programmes such as Acumen, TAV, Elevate and Go-2-Tender.
- Our Brexit Service, established in 2017, is continuing to provide ongoing support to businesses preparing for the new trade deal. With the creation of our new digital hub, the Brexit 2020 website allowed us to provide more knowledge to firms than ever before - dedicated to specific advice on supply chain, customs and people with total users to the site now at 35k and continuing to grow. Additionally, we continued to offer funding to help SMEs develop a bespoke Brexit plan, providing support to companies in areas such as supply chain mapping, customs, finance, people, GDPR, regulation & general Brexit risk mitigation.
- The US Ireland R&D Partnership continues to promote collaborative innovative research projects with the reporting of 73 projects that have been awarded funding which represents a combined investment value of \$140m/£99m/€118m.
- Our Synergy initiative continued to enhance cross-border collaborative partnerships. Key highlights were the creation of the All-island ‘CovidBizMap’ to promote health innovations created by the island’s businesses in response to the Covid-19 crisis. The All-island map has promoted over 340 business innovations. We also facilitated the re-invigoration of the All-island Cancer Consortium between the Northern Ireland Cancer Trials Network, Cancer Trials Ireland and National Cancer Institute in the US. Synergy recently supported a project with the Irish Nutrient Sustainability Platform (INSP) to promote cross-border waste recycling and waste valorisation to create new, cross-border value streams for the bioeconomy and to enable the creation of new business opportunities.
- All our activities continue to be based on sound economic research.

⁴ Impact of Expenditure is the ratio of Business Value Generated by InterTradelreland programmes against the cost of delivering those programmes. Business Value is captured through InterTradelreland monitoring activities and independent evaluations and is based on business values reported directly by individual companies that have previously completed our programmes

⁵ Business Value is reported as an aggregation of impacts from our portfolio of programmes and incorporates Additional Revenue Generated, Efficiency Savings and Investments Made as a direct result of a company’s participation on an InterTradelreland programme.

⁶ €1=£0.87 as per Business Planning Guidance from DPER (Ireland) & DoF (Northern Ireland).



Audited Accounts

for the year ended
31 December 2021



Foreword to the Accounts

Background Information

InterTradelreland - The Trade and Business Development Body (the Body) - is a North/South implementation body sponsored by the Department for the Economy in Northern Ireland and the Department of Enterprise, Trade and Employment in Ireland. InterTradelreland was established on 2nd December 1999 under the Belfast Agreement 1998 and the British-Irish Agreement 1998 establishing implementation bodies, which is underpinned by the North/South Co-operation (Implementation Bodies) (Northern Ireland) Order 1999 and the British-Irish Agreement Act 1999. InterTradelreland's principal functions are to exchange information and co-ordinate work on trade, business development and related matters, in areas where the two administrations specifically agree that it would be in their mutual interest. Specific areas include amongst others - co-operation on business development opportunities North and South, devising new approaches to business development and competitiveness, promotion of North-South trade supply chains and other areas when tasked jointly to do so.

These accounts have been prepared in accordance with the accounts direction attached in Appendix A.

Business Review

A full review of InterTradelreland's activities is given in the Annual Review of Activities.

Results for the Financial Year 1 January 2021 - 31 December 2021

The results of InterTradelreland are set out in detail on pages 70-93. The deficit for the period was £1,197,883 (€1,393,494) (2020: surplus £2,330,198 (€2,619,145)).

Fixed Assets

Details of movement of fixed assets are set out in Note 8 and Note 9 to the accounts. During 2021 expenditure on Fixed Assets related to IT.

Research and Development

Evidence based research underpins the development of the Body's activities. The Body researches and advises on cross-border and economic issues in Ireland and Northern Ireland through the development of the all-island Business Monitor and specific research projects.

Future Developments

BREXIT

Following the UK's withdrawal from the EU, InterTradelreland is continuing to provide a range of supports to SMEs. The Body will continue to work closely with both of its Sponsor Departments and has developed operational plans to ensure that it can effectively and efficiently meet the demand from SMEs.

Future Commitments

As at 31 December 2021, the Body has future programme expenditure commitments potentially amounting to £13,602,893 (€16,188,803) (2020: £14,171,814 (€15,763,309)). These commitments relate to Letters of Offer and delivery agent contracts of varying durations, which were issued in 2021 or previous years, and which relate to future years. The commitments indicate the level of demand for the InterTradelreland suite of programmes.

Charitable Donations

There were no charitable donations made by InterTradelreland during 2021.

Corporate and Business Plans

The Body prepares Corporate Plans for a three year period, with the most recent approved Plan being the 2020-2022 Corporate Plan. This refers to the Body's mission to deliver focussed, collaborative all island trade and business development initiatives that drive productivity, jobs and growth. The Body's 2021 Business Plan was approved by the North South Ministerial Council on 16 December 2020.

Important Events Occurring After the Year End

COVID-19 PANDEMIC

During 2021, InterTradelreland followed government and public health advice by working remotely to deliver services. The Body's response to the Covid-19 situation aimed to ensure that whilst working remotely, it would continue to maintain a high level of corporate governance and compliance with existing policies and procedures. The Body has implemented a partial return to the office from April 2022 and is developing a hybrid working policy to facilitate future working practices.

Board Members

The functions of the Body are exercised by the Board. The following served as Board members during the period:

Mr Ken Nelson (Chairman)

(term completed 12 December 2021)

Mr Richard Kennedy

(appointed Chairman from 13 December 2021)

Mr Martin McVicar (Vice-Chair)

Mr Micheál Briody

Mr Timothy Cairns

(term completed 12 December 2021)

Ms Adrienne McGuinness

Ms Florence Bayliss

Mr Michael Hanley

Mr Pete Byrne

Dr Conor Patterson

Mr David Simpson

Ms Kim Ashton

(resigned 31 May 2021)

The Chief Executive is responsible for the management and control generally of the administration of the Body. Due to the absence of a Northern Ireland Executive, the Body was not in a position to recruit a replacement for the previous Chief Executive. As an interim measure, Mr Aidan Gough was appointed Designated Officer, with the agreement of the Sponsor Departments. Following Mr Gough's retirement, Ms Margaret Hearty was appointed as Designated Officer on 1 February 2021, and subsequently as Chief Executive on 22 April 2021 following a recruitment competition.

Equal Opportunities

InterTradelreland has continued to promote an Equal Opportunities Policy which sets out our commitment to provide employment equality to all, irrespective of religious belief, gender, disability, race, political opinion, age, marital status, sexual orientation, or whether or not they have dependants.

The Policy reflects model procedures and practices recommended by the Equality Commission. We are opposed to all forms of unlawful and unfair discrimination. All full-time and part-time employees and job applicants (actual or potential) will be treated fairly and selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. Our customers, suppliers and members of the public with whom we interact are also afforded equality of treatment in this regard.

Our building is fully compliant with the requirements of the Disability Discrimination Act 1995 and won the William Keown Access Award in 2002. Currently 5% of our employees have declared that they have a disability under the definitions of the Act.

Statement of Accountable Person's Responsibilities

Statutory Equality Scheme

InterTradelreland's original Equality Scheme was approved by the Equality Commission in March 2002. A revised Equality Scheme was approved in July 2012. The Body continues to be committed to implementation of its statutory responsibilities, by having regard to the need to promote equality of opportunity:

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

In carrying out its functions relating to Northern Ireland, the Body will have regard to the desirability of promoting good relations between persons of different religious beliefs, political opinion or racial group.

Employee Involvement

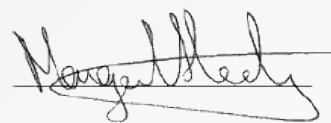
InterTradelreland formally recognises NIPSA for negotiation and consultation.

Payment to Suppliers

InterTradelreland is committed to the prompt payment of bills for goods and services received in accordance with the UK Late Payment of Commercial Debts (Interest) Act 1998, as amended by the Late Payment of Commercial Debts Regulations 2002, and the Late Payments in Commercial Transactions Regulations 2012. Unless otherwise stated in the contract, payment is due within 30 days of the receipt of the goods or services, or presentation of a valid invoice or similar demand, whichever is later as required by legislation. The total number of approved invoices paid during the year was 5,493 (2020: 3,508). 99.65% (2020: 98.2%) of these were paid within the relevant period.

Health and Safety Policy

InterTradelreland has a Health & Safety Policy and Procedures covering the organisation and its premises. Procedures for evacuation and security arrangements are in place for the Body and regular drills and tests are carried out. First aiders and fire wardens have been appointed and received necessary training.



Margaret Hearty
Chief Executive

Date: 21 September 2022

The Finance Departments have directed InterTradelreland to prepare a statement of accounts for each year ended 31 December in the form and on the basis set out in the accounts direction at the appendix to these financial statements. The accounts are prepared on an accruals basis and must give a true and fair view, in accordance with the accounts direction, of the Body's state of affairs at the year-end and of its income and expenditure, changes in equity, and cash flows for the calendar year.

In preparing the accounts InterTradelreland is required to:

- Observe the accounts direction issued by the Sponsor Departments, including the relevant accounting and disclosure requirements, and apply accounting policies on a consistent basis;
- Make judgments and estimates on a reasonable basis;
- State whether applicable accounting standards have been followed and disclose and explain any material departures in the financial statements; and
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that InterTradelreland will continue in operation.

Chief Executive's Responsibilities

The Chief Executive's responsibilities as the accountable person for InterTradelreland, including responsibility for the propriety and regularity of the public finances and the keeping of proper records, are set out in the Financial Memorandum of the Body.

Statement of Internal Control / Governance Statement

Governance Framework

Due to the absence of a Northern Ireland Executive, the Body was not in a position to recruit a replacement for the previous Chief Executive, who resigned in October 2017. As an interim measure, Mr Aidan Gough was appointed as Designated Officer, and therefore Accountable Person, with the agreement of the Sponsor Departments. Following Mr Gough's retirement, I was appointed as Designated Officer from 1 February 2021, and as Chief Executive from 22 April 2021, following a recruitment competition. As Accountable Person, I have responsibility for maintaining a sound system of internal control that supports the achievement of InterTradelreland's policies, aims and objectives, set by the Board, North South Ministerial Council and Ministers, whilst safeguarding the public funds and InterTradelreland's assets for which I am responsible, in accordance with the responsibilities assigned to me.

InterTradelreland is a North/South implementation body sponsored by the Department for the Economy in Northern Ireland (DfE) and the Department of Enterprise, Trade and Employment in Ireland (DETE). The Departments' Accounting Officers are responsible for the propriety and regularity of all resources voted to the Departments by the respective legislatures. In line with existing custom and practice in both jurisdictions, it is the responsibility of the Accounting Officers of the Departments to inter alia:

- Ensure that the Body's strategic aims and objectives are set in accordance with the Financial Memorandum;
- Ensure that his/her Department applies financial and other management controls as appropriate to safeguard the public funds provided to the Body in support of its operations;
- Ensure that controls being applied by the Body conform to the requirements of economy, propriety and good financial management; and
- Monitor expenditure and any borrowing.

In accordance with the establishing legislation, the Body has a Board, with a complement of twelve members, six from each jurisdiction, who are nominated by Ministers and appointed by the North South Ministerial Council. The Board meets at least ten times each year, and is supported in its work by a number of sub-Committees derived from the Board membership, including an Audit and Risk Assurance Committee, and other sub-Committees relating to programme delivery and communications.

In 2021 there were ten Board meetings and four meetings of the Audit & Risk Assurance Committee. Attendance at the meetings was as follows:

Board	Number Attended
Ken Nelson	10
Richard Kennedy	8
Martin McVicar	10
Michael Briody	10
Tim Cairns	5
Adrienne McGuinness	9
Florence Bayliss	9
Michael Hanley	7
Pete Byrne	9
Conor Patterson	9
David Simpson	1
Kim Ashton (Resigned 31 May 2021)	1

Audit & Risk	Number Attended
Michael Briody	4
Tim Cairns	2
Pete Byrne	4

Risk and Control Framework

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of InterTradelreland's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised and to manage them efficiently, effectively and economically. The system of internal control has been in place in InterTradelreland for the year ended 31st December 2021 and up to the date of approval of the annual report and accounts, and accords with the Finance Departments' guidance.

Risk management has been incorporated into the corporate planning and decision making processes of InterTradelreland. The Body has adopted a formal policy on risk management, which allows for a proactive, on-going process of risk assessment, with the objective of prevention, control and containment of risk. A key element of the Guidance is the definition of roles and responsibilities for risk management, with the Board having a key role. Processes for setting a risk appetite and procedures for identifying, assessing and mitigating risks are in place.

The Body has ensured that procedures are in place for verifying that aspects of risk management and internal control are regularly reviewed and reported on. The Senior Leadership Team review the risk register on a regular basis. The Audit and Risk Assurance Committee meets at least four times each year and reports to the Board at the subsequent board meeting. A standing item on the Audit and Risk Assurance Committee agenda is the review of the risk register for accuracy, completeness and to ensure that all appropriate steps to control or mitigate risk are in place. The risk register is formally considered by the full board annually, and an updated policy was approved by the Board in October 2021.

Staff manage risk through a range of embedded procedures within the Body. These include financial and budgetary controls, documented systems and procedures around processes and activities, schemes of delegated authority, appropriate insurances, comprehensive procedures around evaluation and appraisal, the taking of legal advice when required, and appropriate training in such areas as fraud awareness, evaluations and financial management. Inter-departmental or cross-directorate working and learning is actively encouraged and facilitated with the objective of reducing risk through awareness.

InterTradelreland has defined Direct Impact Measures (Key Performance Indicators) to ensure that the public resources utilised by the Body deliver value for money in ways which align with the organisation's legislative remit and strategic goals. The Body uses a bespoke information system, which has been independently evaluated, to provide performance monitoring data in respect of these direct impact measures.

Key Issues

COVID-19 PANDEMIC

During 2021, InterTradelreland followed government and public health advice by working remotely to deliver services. The Body's response to the Covid-19 situation aimed to ensure that whilst working remotely, it would continue to maintain a high level of corporate governance and compliance with existing policies and procedures. The Body has implemented a partial return to the office from April 2022 and is developing a hybrid working policy to facilitate future working practices.

APPROVAL OF BUSINESS PLANS

The Body's 2021 Business Plan was approved by the North South Ministerial Council on 16 December 2020.

BREXIT

Following the UK's withdrawal from the EU, InterTradelreland is continuing to provide a range of supports to SMEs. The Body will continue to work closely with both of its Sponsor Departments and has developed operational plans to ensure that it can effectively and efficiently meet the demand from SMEs.

FINANCIAL MEMORANDUM

The Body operates within the context of a Financial Memorandum, which sets out the financial procedures and accountability arrangements, which govern financial relationships between the Body and the NSMC, the Sponsor Departments and Finance Departments. The Financial Memorandum was revised during 2021 by the Sponsor and Finance Departments and received approval on 8 September 2021.

BOARD APPOINTMENTS

In October 2019 the quorum required for Board decisions was reduced to address the fact that the Body was unable to appoint new Board members in

the absence of NSMC. The quorum is calculated as being 50% of the Board membership plus one. The appointment of four members by NSMC in December 2020 restored a full complement of twelve Board members. One Board member resigned in May 2021, and two members completed their terms in December 2021, such that the Body is awaiting the appointment of three Board members.

Review of Effectiveness

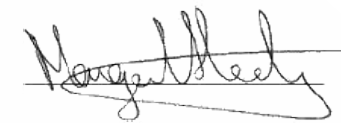
As Accountable Person, I have responsibility for reviewing the effectiveness of the system of governance and internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive directors and managers within InterTradelreland, who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their annual Report to Those Charged with Governance and other reports. In conducting this review I have also drawn on my experience as a member of the Senior Leadership Team of the Body over several years.

I have been advised on the implications of the result of the review of the effectiveness of governance and internal control by the Board and the Audit and Risk Assurance Committee. A process to address any weaknesses and ensure continuous improvement of the system is in place. Processes in place for maintaining and reviewing the effectiveness of the system of governance and internal control during the year ended 31st December 2021 included:

- The presentation of the Body's risk register to the Board;
- Review of the risk register at each meeting of the Audit and Risk Assurance Committee;
- Four meetings of the Audit and Risk Assurance Committee to consider and advise on matters arising around the system of governance and internal control and the risk register;

- An Annual Report of the Audit and Risk Assurance Committee to inform the Accounting Officer and Chairman of its work during 2021 was provided and considered by the Board;
- A review of the Assurance Statements provided by the Body's Directors and Managers in support of this Statement of Internal Control;
- The application of a risk-based three year internal audit programme. The internal auditors, Cavanagh Kelly, conducted audits on Programmes, Corporate Governance and Risk Management, and Financial Systems/Payroll, together with a follow-up review of previous recommendations.
- An annual statement of assurance from the Internal Auditors. They expressed the opinion that 'Overall there is a satisfactory system of governance, risk management and control. While there may be some residual risk identified, this should not significantly impact on the achievement of system objectives'.
- The application of delegated sanctions agreed by both the respective Sponsoring Departments (DfE and DETE) and Finance Departments (DPER and DoF);
- The application of the provisions of the Financial Memorandum in conjunction with the above Departments; and
- Taking cognisance of the recommendations and conclusions of evaluations around the Body's own programmes and those of other relevant agencies so as to continually strive for best practice in terms of programme delivery and propriety.

As a North/South Implementation Body jointly sponsored by the Department for the Economy and the Department of Enterprise, Trade and Employment, InterTradelreland is required to provide the Departments with such returns of information relating to its proceedings or undertakings as the Sponsor Departments may from time to time require. For such purposes the Body shall permit any person authorised by the Sponsor Departments to inspect and make copies of their accounts, books, documents, data and records and shall afford such explanation as that person or the Sponsor Departments may require.



Margaret Hearty
Chief Executive

Date: 21 September 2022

Report on the Remuneration of Senior Management

The senior management of InterTradelreland are considered to be the CEO, the Senior Leadership Team and the Board of the Body. The Chief Executive is the Accounting Officer as approved by NSMC and is responsible for the management and control generally of the administration of the Body. Due to the absence of a Northern Ireland Executive until 11 January 2020, the Body was not in a position to recruit a replacement for the previous Chief Executive. As an interim measure, Mr Aidan Gough was appointed as Designated Officer, with the agreement of the Sponsor Departments. Following Mr Gough's retirement, Ms Margaret Hearty was appointed as Designated Officer on 1 February 2021, and subsequently appointed as Chief Executive on 22 April 2021 following a recruitment competition.

Policy on the remuneration of senior managers for current and future financial years

The pay scales of the Senior Management mirror those of the NICS pay scales. The pay scales for each NICS grade contain a number of pay points from minima to maxima, allowing progression towards the maxima.

Service Contracts

InterTradelreland's Recruitment Policy aims:

To employ suitably qualified and experienced staff to deliver the Body's Corporate and Operational Plan.

The Body's Recruitment Policy has been defined by the legislative framework of the Good Friday Agreement which established the North South Implementation Bodies and by current employment legislation. It has been further defined by the Board & Management of InterTradelreland.

The Body adopts a best practice approach in recruitment and selection which aims to secure the best person for the job. A competency based interviewing process is used to select candidates whose experience best match the posts on offer. All appointments are then subject to a 6-month probationary period during which time performance will be closely monitored. Following satisfactory completion of this probation period permanent contracts are confirmed and open-ended with a notice period of up to three months. Termination payments are in accordance with contractual terms.

Salary and Pension Entitlements

The following sections provide details of the remuneration and pension interests of the senior management of the Body.

Remuneration (including salary) and pension entitlements of Senior Management Staff

	2021				2020 (restated)			
	Salary £	Salary €	Pension Benefits £*	Total £	Salary £	Salary €	Pension Benefits £*	Total £
Total senior management remuneration	£275,004	€319,912	£147,400	£422,404	£191,503	€215,249	£67,700	£259,203

Following the receipt of legal advice, a summary of senior management remuneration is presented, since disclosure of individual remuneration may represent a breach of the General Data Protection Regulations.

The senior management remuneration totals relate to the directors in post during 2021, Aidan Gough (until retirement in March 2021), Margaret Hearty, Martin Agnew, Alan Morrow and Kerry Curran. The current senior management team are as detailed on pages 16-18 of the Annual Report.

*The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation and any increase or decrease due to a transfer of pension rights.

Fair Pay Disclosure

The Body is required to disclose the relationship between remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

	2021 £	2021 €	2020 £ (restated)	2020 € (restated)
The highest paid Director (mid-point of salary band)	95,000	110,514	65,000	73,060
Median remuneration of staff	39,105	45,491	36,827	41,394
Ratio	2.43		1.77	
Range of staff remuneration				
Lowest paid	22,519	26,196	21,370	24,020
Highest paid	83,044	96,605	69,944	78,617

The ratio is calculated using the mid-point of the £10,000 salary band of the highest paid director in post at the reporting date of 31 December, in accordance with the North/South Implementation Bodies Annual Report and Accounts Guidance.

The ratio has increased due to the appointment of a Chief Executive on 22 April 2021. The difference between the remuneration paid to the highest paid director and the mid-point of their salary band is due to the appointment being made mid-year.

Salary

'Salary' includes gross salary and any other allowance to the extent that it is subject to UK/Irish taxation and any ex gratia payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated as a taxable emolument. There were no benefits in kind provided to senior management or staff in 2021 or 2020.

Bonuses

It is not the policy of the Body to make any bonus payments to members of the senior management team or staff. No bonus payments were made in 2021 or 2020.

Pension Benefits

	Accrued pension at pension age as at 31/12/21 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/12/21	CETV at 31/12/20	Real increase in CETV
	(£)	(£)	(£)	(£)	(£)
Director 1	Pension £22,900 Lump Sum £36,400	Pension £2,100 Lump Sum £700	377,000	342,000	35,000
Director 2	Pension £8,000 Lump Sum £2,400	Pension £1,400 Lump Sum £100	89,000	72,000	17,000
Director 3	Pension £ 12,700 Lump Sum £ 38,100	Pension £1,400 Lump Sum £4,300	301,000	261,000	40,000
Director 4	Pension £ 5,200 Lump Sum £ 0	Pension £ 1,100 Lump Sum £ 0	57,000	44,000	13,000
Director 5	Pension £ 30,000 Lump Sum £ 89,900	Pension £ 1000 Lump Sum £ 3000	710,000	686,000	24,000

Following the receipt of legal advice, senior management pension entitlements have been anonymized to ensure compliance with General Data Protection Regulations

Pension Arrangements - General Description of the Scheme

The pension scheme consists of a number of sections with different benefit structures. The main sections are:

The Core Final Salary section - this is a final salary pension arrangement with benefits modelled on the Classic section of the Principal Civil Service Pension Scheme in Northern Ireland. The scheme provides a pension (one eightieth per year of service), a gratuity or lump sum (three eightieths per year of service) and spouse's and children's pensions. Normal retirement age is a member's 60th birthday. Pensions in payment (and deferment) increase in line with general price inflation.

The Core Alpha section - this is a career averaged revalued earning pension arrangement or CARE scheme with benefits modelled on the alpha section of the Principal Civil Service Pension Scheme in Northern Ireland. The scheme provides a pension based on a percentage (2.32%) of pensionable pay for each year of active membership (the pension is increased at the start of each scheme year in line with general price inflation) and spouse's and children's pensions. Normal Retirement Age is a member's State Pension Age in the relevant jurisdiction, which is currently 67, 68 or between 67 and 68 in the UK and 68 in Ireland. Pensions in payment (and deferment) increase in line with general price inflation.

Most Core section members have benefits in both the Final Salary and alpha sections and new entrants who join the Scheme after 1 April 2015 will, in most cases, become members of the Core alpha section.

The valuation used for FRS 17 disclosures at 31 December 2021 has been carried out by a qualified independent actuary (Deloitte). The results this year have been prepared by carrying out a full valuation of the Scheme's liabilities incorporating market conditions and scheme data at 31 December 2021.

Cash Equivalent Transfer Values (CETV)

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The CETV figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Body's pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real Increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

The Certificate of the Comptrollers and Auditors General to the Northern Ireland Assembly and Houses of the Oireachtas

Board Members' Remuneration

	Fees 2021 £	Fees 2021 €	Fees 2020 £	Fees 2020 €
Total Board member remuneration	71,819	83,547	48,598	54,624

Following the receipt of legal advice, Board member fees have been summarised to ensure compliance with General Data Protection Regulations

Board Members expenses in 2021 were £320 (€372) (2020 - £3,744 (€4,208)).

The Chairman and Board Members did not receive any benefits in kind during 2021 or 2020.

Members of the Board do not receive pension benefits.

Salary Bands for all Employees

Number of employees, including Co-Innovate programme and fixed term contract employees, whose emoluments for the twelve months ending 31 December 2021 fell within the following bands:

Salary Bands (£)	2021 (Number of employees)	2020 (Number of employees)
Less than 40,000	37	32
40,000 – 49,999	11	16
50,000 – 59,999	4	-
60,000 – 69,999	1	3
70,000 – 79,999	-	-
80,000 – 89,999	1	-

Opinion on the accounts

We certify that we have audited the accounts of InterTradelreland (the Body) for the year ended 31 December 2021 pursuant to the provisions of the North/South Co-operation (Implementation Bodies) (Northern Ireland) Order 1999 and the British-Irish Agreement Act 1999 which require us to audit and certify, in co-operation, the accounts presented to us by the Body. The accounts comprise:

- the income statement;
- the statement of comprehensive income;
- the statement of financial position;
- the statement of cash flows; and,
- the statement of changes in equity; and
- the related notes including significant accounting policies.

These accounts have been prepared under the accounting policies set out within them.

In our opinion, the accounts:

- give a true and fair view of the state of the Body's affairs as at 31 December 2021 and of its income and expenditure for the year then ended; and
- have been properly prepared in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the accounts direction in the appendix to the accounts.

Opinion on Regularity

In our opinion, the expenditure and income recorded in the accounts have in all material respects been applied to the purposes intended by the Northern Ireland Assembly and the Houses of the Oireachtas and the financial transactions reported in the accounts conform to the authorities which govern them.

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the responsibilities of the auditors section of this certificate. We are independent of the Body in accordance with the ethical requirements of the Financial Reporting Council's Revised Ethical Standard 2019 and of the Code of Ethics issued by the International Organisation of Supreme Audit Institutions and have fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Information Other than the Accounts

The Body has presented certain other information together with the accounts. This comprises the annual report, the foreword to the accounts, the statement on the system of internal control/governance statement and the remuneration report. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained during the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on Which We Report by Exception

We have nothing to report in respect of the following matters which we report if, in our opinion:

- we have not received all the information and explanations we required for our audit, or
- the accounting records were not sufficient to permit the accounts to be readily and properly audited, or
- the accounts are not in agreement with the accounting records, or
- the statement on the system of internal control/ governance statement does not reflect compliance with applicable guidance on corporate governance.

Responsibilities of the Body and the Accounting Officer for the accounts

As explained more fully in the Statement of Responsibilities, the Body is responsible for the preparation of the accounts on the basis of the accounts direction included in the appendix to the accounts and for being satisfied that they give a true and fair view. The Designated Officer, as Accounting Officer, is responsible for the propriety and regularity in relation to the use of public funds.

Responsibilities of the auditors

Our responsibility is to audit the accounts in accordance with the provisions of the North/South Co-operation (Implementation Bodies) (Northern Ireland) Order 1999 and the British-Irish Agreement Act 1999 and to report thereon to the Northern Ireland Assembly and the Houses of the Oireachtas.

Our objective in carrying out the audit is to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether caused by fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

As part of an audit in accordance with the ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. In doing so

- We identify and assess the risks of material misstatement of the accounts whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.
- We conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Body's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the Body to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the accounts, including the disclosures, and whether the accounts represent the underlying transactions and events in a manner that achieves fair presentation.

Dorinnia Carville

Comptroller and Auditor General for Northern Ireland
Northern Ireland Audit Office
106 University Street
Belfast BT7 1EU



Dated 30 September 2022

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

In addition, we are required to obtain evidence sufficient to give reasonable assurance that expenditure and income recorded in the financial accounts have been applied to the purposes intended by the Northern Ireland Assembly and Houses of the Oireachtas and that the financial transactions recorded in the accounts conform to the authorities which govern them.

Seamus McCarthy

Comptroller and Auditor General, Ireland
3A Mayor Street Upper
Dublin 1, Ireland D01 PF72



Dated 30 September 2022

Income Statement for the Year Ended 31 December 2021

INCOME	Notes	2021 £	2020 £	2021 €	2020 €
Grant Receivable	2	17,269,427	16,518,258	20,089,524	18,566,522
Capital Grant Release	13.2	49,277	47,689	57,324	53,602
Other Operating Income	3	1,580,342	1,347,243	1,838,413	1,514,300
TOTAL INCOME		18,899,046	17,913,190	21,985,261	20,134,424

EXPENDITURE

Staff Costs and Board Remuneration	4	4,366,358	3,741,389	5,079,384	4,205,320
Depreciation	8 & 9	49,277	47,689	57,324	53,602
Other Operating Costs	6	829,754	749,717	965,251	842,680
Programme Costs	7	14,851,472	11,043,585	17,276,717	12,412,990
		20,096,861	15,582,380	23,378,676	17,514,592
(Deficit)/ Surplus before tax		(1,197,815)	2,330,810	(1,393,415)	2,619,832
Corporation Tax Payable	6 (b)	(68)	(612)	(79)	(687)
(Deficit)/ Surplus for the year		(1,197,883)	2,330,198	(1,393,494)	2,619,145
(Deficit)/ Surplus for year transferred to General Fund		(1,197,883)	2,330,198	(1,393,494)	2,619,145

Statement of Comprehensive Income for the Year Ended 31 December 2021

	Notes	2021 £	2020 £	2021 €	2020 €
(Deficit)/ Surplus for the year		(1,197,883)	2,330,198	(1,393,494)	2,619,145
Actuarial gains/(losses) on pension liabilities	15.3	412,542	(5,407,029)	479,910	(6,077,500)
Adjustment to Deferred Pension Funding		(412,542)	5,407,029	(479,910)	6,077,500
Total recognised (Loss)/ Surplus for the year		(1,197,883)	2,330,198	(1,393,494)	2,619,145

All amounts above relate to continuing activities.

The notes on pages 74 to 93 form part of these accounts, together with Appendix A on page 94.

Statement of Financial Position as at December 2021

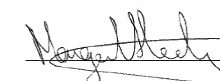
FIXED ASSETS	Notes	2021 £	2020 £	2021 €	2020 €
Intangible Assets	8	11,379	18,136	13,542	20,173
Property, Plant & Equipment	9	40,217	56,855	47,863	63,240
		51,596	74,991	61,405	83,413
CURRENT ASSETS					
Receivables due within one year	10	1,604,469	818,339	1,909,478	910,239
Cash and cash equivalents	14.2	3,228,673	5,914,714	3,842,443	6,578,936
		4,833,142	6,733,053	5,751,921	7,489,175
CURRENT LIABILITIES					
Payables - amounts due in less than one year	11	2,037,314	2,954,794	2,424,606	3,286,617
Provisions - amounts due in less than one year	12	437,322	221,870	520,457	246,786
		2,474,636	3,176,664	2,945,063	3,533,403
NET CURRENT ASSETS		2,358,506	3,556,389	2,806,858	3,955,772
TOTAL ASSETS LESS CURRENT LIABILITIES BEFORE PENSIONS					
		2,410,102	3,631,380	2,868,263	4,039,185
Pension Liabilities	15.2	(24,214,064)	(23,046,621)	(28,817,158)	(25,634,757)
Deferred Pension Funding	15.5	24,214,064	23,046,621	28,817,158	25,634,757
TOTAL ASSETS LESS TOTAL LIABILITIES		2,410,102	3,631,380	2,868,263	4,039,185
Financed By:					
CAPITAL AND RESERVES					
General Reserve	13.1	2,358,506	3,556,389	2,806,858	3,955,772
Capital Grant Reserve	13.2	51,596	74,991	61,405	83,413
		2,410,102	3,631,380	2,868,263	4,039,185

The notes on pages 74 to 93 form part of these accounts, together with Appendix A on page 94.

Margaret Hearty

Chief Executive

Date: 21 September 2022



Statement of Cash Flows for the year ended 31 December 2021

	Notes	2021 £	2020 £	2021 €	2020 €
Net cash generated from Operating Activities	14.1	(2,686,398)	2,950,017	(2,736,909)	3,094,265
Cash flows from investing activities					
Payments to acquire Intangible Assets, Property, Plant & Equipment	8,9	(25,882)	(19,080)	(30,109)	(21,446)
Cash flows from financing activities					
Grant Received for Capital Purposes	13.2	25,882	19,080	30,109	21,446
Interest Received	3	357	651	416	731
Net (decrease)/increase in cash and cash equivalents	14.2	(2,686,041)	2,950,668	(2,736,493)	3,094,996
Cash and cash equivalents at the beginning of the year		5,914,714	2,964,046	6,578,936	3,483,940
Cash and cash equivalents at the end of the year		3,228,673	5,914,714	3,842,443	6,578,936

The notes on pages 74 to 93 form part of these accounts, together with Appendix A on page 94.

Statement of Changes in Equity as at 31 December 2021

	Notes	2021 £	2020 £	2021 €	2020 €
General Reserve					
Balance at 1 January		3,556,389	1,226,191	3,955,772	1,441,265
(Deficit)/Surplus for year		(1,197,883)	2,330,198	(1,393,494)	2,619,145
Actuarial Gain/(Loss)	15.3	412,542	(5,407,029)	479,910	(6,077,500)
Deferred Pension Funding		(412,542)	5,407,029	(479,910)	6,077,500
Exchange Gain/(Loss)		-	-	244,580	(104,638)
Balance at 31 December	13.1	2,358,506	3,556,389	2,806,858	3,955,772
Capital Grant Reserve					
Balance at 1 January		74,991	103,600	83,413	121,771
Capital Grants Received		25,882	19,080	30,109	21,446
Amortisation in line with asset depreciation		(49,277)	(47,689)	(57,324)	(53,602)
Exchange Gain/(Loss)		-	-	5,207	(6,202)
Balance at 31 December		51,596	74,991	61,405	83,413
Total Equity at Year End		2,410,102	3,631,380	2,868,263	4,039,185

The notes on pages 74 to 93 form part of these accounts, together with Appendix A on page 94.

Notes to the Accounts for the Year Ended 31 December 2021

1. Accounting Policies

1.1 Basis of Preparation

The financial statements have been prepared in accordance with FRS102, the financial reporting standard applicable in the UK and Ireland.

The accounts have been prepared in accordance with the historical cost convention. The accounts comply with the accounting and disclosure requirements issued by DoF and DPER in July 2017.

1.2 Property, Plant & Equipment

a) All Fixed Assets are included at cost or valuation to the body. Intangible assets comprise purchased software.

b) Depreciation is calculated to write off the cost or revalued amounts of fixed assets within their useful lives. The methods adopted and rates used per annum are as follows:

Software Licences	20% Straight Line
Office Equipment	15% Straight Line
Fixtures & Fittings	15% Straight Line
Computer Equipment	33.33% Straight Line
Leasehold Improvements	Remainder of life of lease

c) A capitalisation threshold of £500 has been applied in the accounts during 2021.

d) The value of the operational assets in use at InterTradelreland is not considered sufficient to require annual revaluation.

1.3 Pension Costs

The North/South Pension Scheme was established by the North/South Implementation Bodies and Tourism Ireland Limited with effect from 29 April 2005. It is a defined benefit pension scheme which is funded annually on a pay as you go basis from monies provided by the UK and Irish Exchequers. The scheme is administered by an external administrator. Funding from the Irish Exchequer is provided by the Department of Enterprise, Trade and Employment to the Body. The Northern Ireland share of the benefits is paid by the Department for the Economy.

The liability at 31 December 2021 has been included in the financial statements and a disclosure note has been included (Note 15) detailing the actuarial review calculations, which were carried out by Deloitte Total Reward and Benefits Ltd. This includes the results of the calculations of the pension liabilities and costs of employees (and ex-employees) of InterTradelreland for the purposes of the accounts for the year ended 31 December 2021 and comparative figures for 2020. A corresponding deferred pension funding asset is recognised, equal to the amount of the pension liability. This is disclosed at Note 15.5.

Pension costs reflect pension benefits earned by employees in the period. An amount corresponding to the pension charge is recognised as income to the extent that it is recoverable, and offset by grants received in the year to discharge pension payments. Pension liabilities represent the present value of future pension payments earned by staff to date. The actuarial basis of measuring pension liabilities is on the projected unit method. Actuarial gains and losses arising from changes in actuarial assumptions and from experience surpluses and deficits are recognised in the Statement of Comprehensive Income.

1.4 Value Added Tax

InterTradelreland was not in a position to reclaim VAT. Therefore VAT is included as expenditure and where appropriate capitalised in the value of Intangible Assets and Property, Plant & Equipment.

1.5 Foreign Currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange prevailing at the reporting date. Transactions in foreign currencies are recorded at the date of the transactions. Realised gains and losses are taken to the Income Statement. Translated amounts have been disclosed in the Income Statement, the Statement of Cash Flows, the Statement of Financial Position and the related notes in Euro(€). The closing rate used for the Statement of Financial Position was £1=€1.1901(2020:£1=€1.1123) and the average rate used for the Income Statement was £1= €1.1633 (2020:£1=€1.1240). Both these rates are the European Central Bank exchange rates.

1.6 Grant Expenditure

Grant expenditure is recognised in the period in which the grant supported activity takes place. Grants are paid in support of specific projects. Payments are made on foot of claims relating to activity undertaken on the project. In preparing these accounts, a liability is recognised for amounts payable in respect of project activity which has not been claimed at the date accounts are prepared.

Where the amount of the liability, and the actual date of payment, is known with certainty, the liability is accounted for as an accrual, and disclosed in payables (Note 11). Where both the amount and the timing of payment are uncertain, but the activity has taken place, the liability is provided for as a provision and disclosed within provisions (Note 12). Grants awarded less amounts paid or provided for are disclosed in commitments (Note 16.2).

1.7 Capital Grant Reserve

Grants for capital purposes are credited to a Capital Grant Reserve and released to the Income Statement over the expected useful lives of the assets.

1.8 Commitments

Commitments represent contractual obligations in future years in respect of contracts existing at the year end (Note 16). Any liabilities which relate to project activity in the current year are provided for as accruals or provisions, as deemed appropriate.

1.9 Leases

Rentals paid under operating leases are charged to operating costs on a straight line basis over the terms of the lease.

1.10 Grant Income

Grant income from the Body's Sponsor Departments for revenue purposes is credited to the Income Statement in the accounting period in which it is received. Grant for capital purposes is credited to a Capital Grant Reserve in the period in which it is received and is released to the Income Statement over the expected useful life of the related assets.

Expenditure on the Co-Innovate Programme, which is funded by the EU Interreg VA Programme, is retrospectively reimbursed by the Special EU Programmes Body, as Managing Agent for the Interreg Programme. The amount of grant income recognised in the Income Statement reflects the amount receivable in relation to expenditure incurred during the year, with the balance outstanding at the year-end being recognised as a receivable in Note 10.

2. Grant Receivable

	Notes	2021 £	2020 £	2021 €	2020 €
Revenue Grants from Sponsor Departments	2.1, 2.2	15,280,299	15,568,305	17,775,572	17,498,775
Co-Innovate Programme		1,989,128	949,953	2,313,952	1,067,747
		17,269,427	16,518,258	20,089,524	18,566,522

Expenditure incurred by the Body on the Co-Innovate Programme is reimbursed retrospectively by the Special EU Programmes Body, the Managing Agent for the EU Interreg VA Programme, which funds the delivery of Co-Innovate.

2.1 Grants from Sponsor Departments 2021

	DfE (Northern Ireland) £	DfE (Northern Ireland) €	DETE (Ireland) £	DETE (Ireland) €	TOTAL £	TOTAL €
Revenue Grant	5,828,660	6,770,588	9,451,639	11,004,984	15,280,299	17,775,572
Capital Grant	8,627	10,036	17,255	20,073	25,882	30,109
	5,837,287	6,780,624	9,468,894	11,025,057	15,306,181	17,805,681

2.2 Grants from Sponsor Departments 2020

	DfE (Northern Ireland) £	DfE (Northern Ireland) €	DETE (Ireland) £	DETE (Ireland) €	TOTAL £	TOTAL €
Revenue Grant	4,281,657	4,789,434	11,286,648	12,709,341	15,568,305	17,498,775
Capital Grant	6,360	7,149	12,720	14,297	19,080	21,446
	4,288,017	4,796,583	11,299,368	12,723,638	15,587,385	17,520,221

The Body was paid grants from money provided by its Sponsor Departments, the Department for the Economy in Northern Ireland, and the Department for Enterprise, Trade and Employment in Ireland. The North South Ministerial Council, with the approval of Finance Ministers, recommended that the grants should be split on a 2:1 basis - DETE(Ireland)(2) and DfE (Northern Ireland)(1).

This funding ratio was not met in 2021, as DETE funding provided in 2020 for activities related to supporting businesses during the Covid-19 global pandemic, and held in reserves at 31 December 2020, was utilised to fund activities in 2021.

DfE funding for Covid-19 activities in 2021 from the Department's 2020/21 budget amounted to £0.54m. Total expenditure on these programmes in 2021 amounted to £2.5m.

3. Other Operating Income

Other operating income comprises:

	Notes	2021 £	2020 £	2021 €	2020 €
Bank interest receivable		357	651	416	731
Conference Income		-	17,495	-	19,664
Net deferred funding for pensions	15.4	1,579,985	1,329,097	1,837,997	1,493,905
		1,580,342	1,347,243	1,838,413	1,514,300

4. Staff Costs and Board Remuneration

(a) The average monthly number of employees (full time equivalent) per directorate was:

	2021	2020	
Permanent Staff	CEO Office	1	1
	Corporate Services	9	11
	Policy	8	8
	Operations	18	18
	36	38	
Co-Innovate Programme Staff	7	7	
Fixed term contract staff	11	6	
	54	51	
Agency/Temporary staff	8	4	
	62	55	

The average monthly number of employees includes new staff recruited during the year.

(b) The costs incurred in respect of these employees were:

		2021 £	2020 £	2021 €	2020 €
Salaries and Wages	Permanent Staff	1,676,312	1,592,480	1,950,054	1,789,947
	Co-Innovative Programme Staff	312,874	303,518	363,966	341,154
Social Security Costs	Permanent Staff	191,534	178,394	222,812	200,515
	Co-Innovative Programme Staff	31,307	30,442	36,419	34,217
Other Pension Costs	Current service and interest costs	2,002,039	1,509,099	2,328,972	1,696,227
Amounts payable in respect of Agency/Temporary staff		80,473	78,858	93,614	88,636
Total Staff Costs		4,294,539	3,692,791	4,995,837	4,150,696
Board Remuneration		71,819	48,598	83,547	54,624
Total Board Costs		71,819	48,598	83,547	54,624
Total Board and Staff Costs		4,366,358	3,741,389	5,079,384	4,205,320

The accounting policy for pensions is detailed in Note 1.3.

Pay and pension details of the Chief Executive and Senior Leadership Team are included in the Remuneration Report on pages 62 to 66.

Costs amounting to £118,506 (€137,858)(2020:£103,748 (€116,613)) for three employees on fixed term contracts in the Brexit team are included within Programme Costs in Note 7.

5. Performance Against Key Financial Targets

The Department for the Economy and the Department of Enterprise, Trade and Employment do not consider it appropriate to set key financial targets for InterTradelreland. Annual operating plans, including predetermined performance indicators, are presented to North South Ministerial Council and approved.

6(a). Other Operating Costs

	2021 £	2020 £	2021 €	2020 €
Travel and Subsistence	3,145	5,141	3,659	5,778
Postage, Stationery, Telephone	17,120	15,251	19,916	17,142
Currency Loss/(Gain)	6,037	(78,051)	7,023	(87,729)
Rent and Rates	170,406	163,759	198,233	184,065
Heat, Light and Power	23,646	25,193	27,507	28,317
Maintenance	38,270	45,593	44,519	51,247
Promotion and Web Development	135,499	198,545	157,626	223,164
Professional Fees	4,660	3,598	5,421	4,044
Meeting Costs	861	403	1,002	453
Internal Audit	9,495	9,730	11,046	10,937
External Audit	26,500	25,500	30,827	28,662
Recruitment Costs	81,595	35,410	94,919	39,801
Insurance	10,664	9,391	12,405	10,556
Pension Admin Costs	22,753	17,235	26,469	19,372
Office Expenses	3,666	7,168	4,265	8,056
Information Systems	168,316	159,961	195,801	179,795
Training and Development	28,767	29,296	33,465	32,928
General Expenses	2,500	3,421	2,908	3,846
Bank Charges and Interest	2,675	1,817	3,111	2,042
Board Meeting Costs	790	430	919	483
Cleaning	19,069	18,678	22,183	20,994
Security Costs	53,320	52,248	62,027	58,727
TOTAL	829,754	749,717	965,251	842,680

6(b). Corporation Tax Payable

	2021 £	2020 £	2021 €	2020 €
Corporation Tax	68	612	79	687

A Corporation Tax liability arose in InterTradelreland in 2021, due to tax payable on the interest on bank account balances.

7. Programme Costs

7.1 InterTradelreland Costs

	2021 £	2020 £	2021 €	2020 €
Trade Activities	6,015,042	4,003,640	6,997,298	4,500,091
Innovation Activities	2,185,809	2,053,315	2,542,752	2,307,926
Business & Economic Research	173,656	218,953	202,014	246,103

7.2 Financial Assistance to Other Organisations

Fusion /Innovation Boost	2,960,909	2,614,266	3,444,425	2,938,435
Acumen	1,409,825	1,203,343	1,640,049	1,352,558
Equity/Venture Capital	252,600	252,375	293,850	283,670
Impact	101,338	12,500	117,886	14,050
Research Connections	-	780	-	877
Financial Assistance Scheme	80,214	68,420	93,313	76,904
Synergy	27,132	-	31,563	-
TOTAL	13,206,525	10,427,592	15,363,150	11,720,614

7.3 Co-Innovate Programme

Co-Innovate Programme	1,644,947	615,993	1,913,567	692,376
TOTAL PROGRAMME EXPENDITURE	14,851,472	11,043,585	17,276,717	12,412,990

Expenditure incurred by the Body on the Co-Innovate Programme is reimbursed retrospectively by the Special EU Programmes Body, the Managing Agent for the EU Interreg VA Programme, which funds the delivery of Co-Innovate.

8. Intangible Assets

	Software Licences £	TOTAL £	TOTAL €
Cost or Valuation			
At 1 January 2021	75,195	75,195	83,640
Additions	1,339	1,339	1,558
Disposals	(35,498)	(35,498)	(41,295)
At 31 December 2021	41,036	41,036	43,903
Depreciation			
At 1 January 2021	57,059	57,059	63,467
Provision for Year	8,096	8,096	9,418
Disposals	(35,498)	(35,498)	(41,295)
At 31 December 2021	29,657	29,657	31,590
Net Book Value at 31 December 2021	11,379	11,379	12,313
Currency Translation Adjustment			1,229
Net Book Value at 31 December 2021	11,379	11,379	13,542
Net Book Value at 31 December 2020	18,136	18,136	20,173

9. Property, Plant and Equipment

	Leasehold Improvements £	Fixtures and Fittings £	Office Equipment £	Computer Equipment £	TOTAL £	TOTAL €
Cost or Valuation						
At 1 January 2021	145,225	80,481	38,717	346,793	611,216	679,857
Additions	-	-	-	24,543	24,543	28,551
Disposals	-	(6,450)	(1,187)	(154,755)	(162,392)	(188,911)
At 31 December 2021	145,225	74,031	37,530	216,581	473,367	519,497
Depreciation						
At 1 January 2021	145,225	77,795	38,717	292,624	554,361	616,617
Provision for Year	-	701	-	40,480	41,181	47,906
Disposals	-	(6,450)	(1,187)	(154,755)	(162,392)	(188,912)
At 31 December 2021	145,225	72,046	37,530	178,349	433,150	475,611
Net Book Value at 31 December 2021	-	1,985	-	38,232	40,217	43,886
Currency Translation Adjustment						3,977
Net Book Value at 31 December 2021	-	1,985	-	38,232	40,217	47,863
Net Book Value at 31 December 2020	-	2,686	-	54,169	56,855	63,240

10. Receivables (amounts due within one year)

	2021 £	2020 £	2021 €	2020 €
Other receivables	19,610	38,895	23,338	43,263
Prepayments and accrued income	100,075	85,906	119,099	95,554
SEUPB - Co-Innovate Programme expenditure	1,484,784	693,538	1,767,041	771,422
TOTAL	1,604,469	818,339	1,909,478	910,239

The amount due from SEUPB represents expenditure incurred by InterTradelreland on the Co-Innovate Programme, which is due to be reimbursed by SEUPB. This includes costs in respect of staff employed for the delivery of the Programme.

11. Payables (amounts falling due less than one year)

	2021 £	2020 £	2021 €	2020 €
Trade Payables	173,717	526,858	206,741	586,024
Accruals	1,863,529	2,427,324	2,217,784	2,699,913
Corporation Tax	68	612	81	680
TOTAL	2,037,314	2,954,794	2,424,606	3,286,617

Included in accruals is an amount of £1,736,091 (€2,066,122) (2020: £2,169,272 (€2,412,881)) relating to programme accruals, where grant supported activity has occurred, but the related expenditure has not yet been claimed by grantees.

12. Provisions

Provisions (amounts falling due less than one year)

	2021 £	2020 £	2021 €	2020 €
Opening Balance	221,870	177,408	246,786	208,525
Provided in the Year	437,322	221,870	508,737	249,382
Provisions Utilised/Released in the Year	(221,870)	(177,408)	(258,101)	(199,407)
Difference on Foreign Exchange Translation	-	-	23,035	(11,714)
Closing Balance	437,322	221,870	520,457	246,786

The above provisions represent grant liabilities estimated by InterTradelreland to arise as a result of grant supported activity which took place in the year but which have not yet been claimed by grantees. They principally arise under the following programmes : Acumen, Fusion/Innovation Boost and Impact.

13. Reserves

13.1 General Reserve

	2021 £	2020 £	2021 €	2020 €
General Reserve Opening Balance	3,556,389	1,226,191	3,955,772	1,441,265
(Deficit)/Surplus for the year	(1,197,883)	2,330,198	(1,393,494)	2,619,145
Difference on Foreign Exchange Translation	-	-	244,580	(104,638)
General Reserve Closing Balance	2,358,506	3,556,389	2,806,858	3,955,772

13.2 Capital Grant Reserve

	2021 £	2020 £	2021 €	2020 €
Opening Balance	74,991	103,600	83,413	121,771
Capital Grants Received	25,882	19,080	30,109	21,446
Less: Transfer to Income & Expenditure	(49,277)	(47,689)	(57,324)	(53,602)
Difference on Foreign Exchange Translation	-	-	5,207	(6,202)
Capital Grants Reserve Closing Balance	51,596	74,991	61,405	83,413

14. Notes to Statement of Cash Flows

14.1 Reconciliation of Surplus/(Deficit) for the Year to net cash inflow from operating activities

	2021 £	2020 £	2021 €	2020 €
(Deficit)/Surplus for the year before tax	(1,197,815)	2,330,810	(1,393,415)	2,619,832
Adjustments for				
Depreciation	49,277	47,689	57,324	53,602
Transfer from Capital Grant Reserve	(49,277)	(47,689)	(57,324)	(53,602)
Bank Interest Receivable	(357)	(651)	(416)	(731)
Tax paid	(612)	(1,498)	(712)	(1,684)
(Increase)/Decrease in receivables	(786,130)	(156,638)	(999,238)	(132,476)
(Decrease)/Increase in payables/provisions	(701,484)	777,994	(587,708)	713,962
Difference on Foreign Exchange Translation			244,580	(104,638)
Net cash generated from operating activities	(2,686,398)	2,950,017	(2,736,909)	3,094,265

14.2 Reconciliation of net cash inflow/(outflow) to movement in net debt

	2021 £	2020 £	2021 €	2020 €
Cash at Bank and in hand at 1 January	5,914,714	2,964,046	6,578,936	3,483,940
Net Cash (outflow)/inflow	(2,686,041)	2,950,668	(2,736,493)	3,094,996
Cash at Bank and in hand at 31 December	3,228,673	5,914,714	3,842,443	6,578,936

15. Pensions

15.1 Accounting Treatment

The pension scheme consists of a number of sections with different benefit structures. The main sections are:

The Core Final Salary section - this is a final salary pension arrangement with benefits modelled on the Classic section of the Principal Civil Service Pension Scheme in Northern Ireland. The scheme provides a pension (eightieths per year of service), a gratuity or lump sum (three-eighths per year of service) and spouses' and children's pensions. Normal Retirement Age is a member's 60th birthday. Pensions in payment (and deferment) increase in line with general price inflation.

The Core Alpha section - this is a career averaged revalued earnings pension arrangement or 'CARE' scheme with benefits modelled on the alpha section of the Principal Civil Service Pension Scheme in Northern Ireland. The scheme provides a pension based on a percentage (2.32%) of pensionable pay for each year of active membership (the pension is increased/decreased at the start of each scheme year in line with general price inflation), and spouses's and children's pensions.

Normal Retirement Age is a member's State Pension Age in the relevant jurisdiction, which is currently 67,68 or between 67 and 68 in the UK and 66 in Ireland. The State pension age in Ireland was due to rise to 67 from 1 January 2021 and then 68 from 1 January 2028 however the government has deferred this change and a Pensions Commission has been established to consider the change to the State pension age, among other issues such as sustainability and intergenerational fairness. Pensions in payment (and deferment) increase in line with general price inflation.

Most Core section members have benefits in both the Final Salary and alpha sections and new entrants who join the Scheme after 1 April 2015 will, in most cases, become members of the Core alpha section.

The valuation used for FRS 102 disclosures at 31 December 2021 has been carried out by a qualified independent actuary (Deloitte Total Reward and Benefits Ltd). The results this year have been prepared by carrying out a full valuation of the scheme's liabilities incorporating market conditions and scheme data at 31 December 2021. The principal assumptions used to calculate scheme liabilities are:

	31-Dec-21	31-Dec-20
Discount Rate		
Northern Ireland:	1.85%	1.35%
Ireland:	1.40%	0.80%
Rate of increase in Consumer Price Index		
Northern Ireland:	2.70%	2.20%
Ireland:	1.85%	1.05%
Average rate of increase in pensions:		
Northern Ireland:	2.70%	2.20%
Ireland: Core members	1.85%	1.05%
Ireland: All other members	2.70%	2.20%
In line with salary increases		
Northern Ireland:	2.70%	2.20%
Ireland:	2.70%	2.20%
Average expected future life at age 65 for		
Male currently aged 65	22.30	22.30
Female currently aged 65	24.60	24.60
Male currently aged 45	23.60	23.60
Female currently aged 45	26.10	26.00

15.2 Movement in Net Pension Liability during the financial year

	2021 £	2020 £	2021 €	2020 €
Opening value of scheme's liabilities	23,046,621	16,284,940	25,634,757	19,141,318
Service cost	1,682,402	1,156,858	1,957,138	1,300,308
Interest on scheme liabilities	319,637	352,241	371,834	395,919
Net transfers in to the scheme	-	25,555	-	28,724
Actuarial (gain)/loss	(412,542)	5,407,029	(479,910)	6,077,501
Benefits paid	(422,054)	(180,002)	(490,975)	(202,322)
Difference on foreign exchange translation			1,824,314	(1,106,691)
Net Pension Liability at 31 December	24,214,064	23,046,621	28,817,158	25,634,757

15.3 Analysis of the movement in deficit in the Plan during the period is as follows

	2021 £	2020 £	2021 €	2020 €
Experience (gain)/loss	(334,306)	207,735	(388,898)	233,494
(Gain)/Loss on change of financial assumptions	(61,618)	4,997,267	(71,680)	5,616,928
(Gain)/Loss due to changes in demographic assumptions	(16,618)	202,027	(19,332)	227,078
Actuarial (gain)/loss	(412,542)	5,407,029	(479,910)	6,077,500

15.4 Income Statement analysis

Analysis of the net deferred funding for pensions is as follows:

	2021 £	2020 £	2021 €	2020 €
Service cost	1,682,402	1,156,858	1,957,138	1,300,308
Other finance cost	319,637	352,241	371,834	395,919
Benefits paid during the year	(422,054)	(180,002)	(490,975)	(202,322)
	1,579,985	1,329,097	1,837,997	1,493,905

Analysis of the current pension service costs is as follows:

	2021 £	2020 £	2021 €	2020 €
Service cost	1,682,402	1,156,858	1,957,138	1,300,308
Other finance cost	319,637	352,241	371,834	395,919
	2,002,039	1,509,099	2,328,972	1,696,227

Contributions received from members of the North/South Pension Scheme in 2021 amounted to £137,230 (€159,640) (2020: £116,933 (€131,432)). As the North/South Pension Scheme is an unfunded scheme, the member contributions are remitted to the Body's Sponsor Departments.

15.5 Deferred pension funding

In accordance with accounting practice previously adopted for the North/South Bodies, InterTradelreland recognises an asset representing resources to be made available by the UK and Irish Exchequers for the unfunded deferred liability for pensions on the basis of a number of past events. These events include the statutory backing for the superannuation schemes, and the policy and practice in relation to funding public service pensions in both jurisdictions including the annual estimates process. While there is no formal agreement and therefore no guarantee regarding these specific amounts with the funding bodies, InterTradelreland has no evidence that this funding policy will not continue to progressively meet this amount in accordance with current practice.

The deferred funding asset for pensions as at 31 December 2021 amounted to £24,214,064 (€28,817,158) (2020: £23,046,621 (€25,634,757))

	2021 £	2020 £	2021 €	2020 €
Opening balance at 1 January	23,046,621	16,284,940	25,634,757	19,141,318
Increase in Deferred Funding of Pension Asset	1,167,443	6,761,681	1,358,086	7,600,129
Difference on foreign exchange translation	-	-	1,824,315	(1,106,690)
	24,214,064	23,046,621	28,817,158	25,634,757

15.6 History of Defined Benefit Liabilities

	2021 £	2020 £	2021 €	2020 €
Deficit as at 31 December	24,214,064	23,046,621	28,817,158	25,634,757
Experience (gain)/loss	(334,306)	207,735	(388,898)	233,494
Percentage of Scheme Liabilities	1.4%	0.9%	0.0%	0.9%

The cumulative actuarial loss recognised in the Statement of Comprehensive Income amounts to £2,444,441 (€2,843,618).

16. Capital Commitments

16.1 Capital commitments at 31 December 2021 for which no provision has been made

	2021 £	2020 £	2021 €	2020 €
Contracted	-	-	-	-
Authorised but not contracted	-	-	-	-
TOTAL	-	-	-	-

16.2 Other Commitments

Other Commitments	13,602,893	14,171,814	16,188,803	15,763,309
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This commitment relates to letters of offer and delivery agent contracts of varying durations which were issued prior to the year end, and which relate to future years. They arise principally in respect of Acumen and Fusion/Innovation Boost, less grant payments already paid or accrued for at the year-end.

	Commitments at 31 Dec 2021 for Expenditure in 2022	Commitments at 31 Dec 2021 for Expenditure in 2023	Commitments at 31 Dec 2021 for Expenditure in or after 2024	Total
	£	£	£	£
Profile of Other Commitments by Year	7,719,329	2,905,597	2,977,967	13,602,893
	€	€	€	€
Profile of Other Commitments by Year	9,186,773	3,457,951	3,544,079	16,188,803

17. Contingent Liability

Two employment tribunal cases in the cases of McCloud and Sargeant were brought against the UK Government in relation to possible discrimination in the implementation of transitional protection following changes made to public service pension scheme legislation in the UK in 2015.

In December 2018, the Court of Appeal ruled that the transitional protections gave rise to unlawful discrimination on the basis of age. The UK Government requested leave to appeal this decision to the Supreme Court, however the request was denied on 27 June 2019.

The prospective remedy in relation to McCloud ruling starts on 1 April 2022, at which point members of the N/SPS Core Final Salary section and Reserved Rights PCS(S)(NI) section ("the legacy schemes") will automatically move to the N/SPS Alpha scheme on 1 April 2022. A consultation on the changes is currently in progress and the relevant legislation to confirm the changes on removing discrimination from transitional protection arrangements in NI unfunded public service pension schemes will emerge after the consultation.

No provision has been made in the accounts for the McCloud/Sargeant judgement. The North South pension scheme actuary estimates that any compensation payable by InterTradelreland will be up to £300,000 (2020:£300,000) as at 31 December 2021.

18. Related Party Transactions

The Trade and Business Development Body is a cross border implementation body sponsored by the Department for the Economy in Northern Ireland and the Department of Enterprise, Trade and Employment in Ireland. The above named departments are regarded as related parties. During the year InterTradelreland has had various transactions with these departments and with other entities for which the Department for the Economy or the Department of Enterprise, Trade

and Employment are regarded as a parent Department. There were also transactions with Construction and Procurement Delivery, which is an executive agency of the Department of Finance.

- **Transactions Involving Senior Management**
None
- **Transactions Involving Board Members**
 - a) Beneficial Interests

The Body works with many private sector organisations including organisations in which Board Members may have a beneficial interest. Silver Hill Ducks Limited, of which Mr Micheal Briody is Managing Director, is a partner in a project funded by the Co-Innovate Programme but will not receive any payment of grant. Mr Richard Kennedy is a shareholder and Director of Devenish (NI) Limited. A subsidiary company of Devenish (NI) Limited is a partner in a project funded by the Co-Innovate Programme, but will not receive any payment of grant. Mr Martin McVicar is a director of Ramfit Limited, which received support valued at £2,500 (€2,908) from the E-merge programme in 2021. He is also a shareholder in the holding company which owns Ramfit Limited. Ms Adrienne McGuinness is a shareholder and director of the Nest Box Egg Company Limited, which acquired Clonarn Clover Limited in 2021. Clonarn Clover received support amounting to £8,509 (€9,899) from the Co-Innovate programme in 2021.

- b) Non Beneficial Interests

The Body also works with many public/private funded organisations with whom joint projects and transactions have been undertaken during the year.

Mr Ken Nelson, the Chairman of the Body until the completion of his term on 12 December 2021, is CEO of LEDCOM, a member organisation of Enterprise Northern Ireland Limited, which is a Delivery Partner of the Co-Innovate Programme. Dr Conor Patterson is CEO of Newry & Mourne Co-operative and Enterprise Agency, and a Director of Enterprise NI Limited, which are Delivery Partners of the Co-Innovate Programme.

• North South Pension Scheme

InterTradelreland pays for certain pension administration costs on behalf of the other North/South Bodies, and then recharges these bodies for the costs attributable to them, which are advised by the Scheme Administrators. In 2021, a total of £165,561 (€192,597) (2020:£189,096 (€212,544)) was recharged to the other North/South Bodies in respect of these pension administration costs.

19. Obligations Under Leases

At the year-end the Body had total commitments under operating leases as follows

	Land & Buildings				Others			
	2021 £'000	2021 €'000	2020 £'000	2020 €'000	2021 £'000	2021 €'000	2020 £'000	2020 €'000
Within One Year	120	143	120	134	-	-	1	1
In Two to Five Years	451	536	481	535	-	-	1	1
Over Five Years	-	-	90	100	-	-	-	-
TOTAL	571	679	691	769	-	-	2	2

In accordance with FRS102, the amounts represent the total commitment payable under operating leases.

Lease payments recognised as an expense in Note 6 of the accounts amounted to £121,517 (€141,361) excluding VAT.

20. Losses And Special Payments

There have been no losses or special payments.

21. Financial Instruments, Liquidity, Interest Rate And Foreign Currency Risk

21.1 Financial Instruments

Due to the non-trading nature of its activities and the way InterTradelreland is financed, the Body is not exposed to the degree of financial risk faced by business entities. InterTradelreland has very limited powers to borrow or invest surplus funds, and financial assets and liabilities are generated by day-to-day operational activities and are not held to change the risks facing the Body in undertaking its activities.

21.2 Liquidity, Interest Rate and Foreign Currency Risk

InterTradelreland's net revenue resource requirements are almost entirely financed by resources voted annually by the Assembly and the Oireachtas, as is its capital expenditure. It is not therefore exposed to significant liquidity risks. The Body does not access funds from commercial sources and so is not exposed to significant interest rate risk.

InterTradelreland's transactions are effected in the currencies of each part of Ireland, with realised gains and losses being taken to the Income Statement. As the Body receives two thirds of its funding from DETE(Ireland), in Euro, yet discharges the majority of its transactions in sterling it is exposed to foreign currency risk.

22. Post Balance Sheet Events

Covid-19 Pandemic - At the date of approval of these accounts, InterTradelreland is continuing to follow government and public health advice to deliver services. The Body has implemented a partial return to the office from April 2022 and is developing a hybrid working policy to facilitate future working practices. The Body's response to the Covid-19 situation aims to ensure that whilst working remotely, it will continue to maintain a high level of corporate governance and compliance with existing policies and procedures.

23. Approval Of Accounts

The accounts were approved by the Board on 31st May 2022.

The Accounting Officer authorised the issue of these accounts on 30th September 2022.

Appendix A

InterTradelreland

ACCOUNTS DIRECTION GIVEN BY THE NORTHERN IRELAND DEPARTMENT FOR THE ECONOMY AND THE IRISH DEPARTMENT OF ENTERPRISE, TRADE AND EMPLOYMENT WITH THE APPROVAL OF THE FINANCE DEPARTMENTS, (DEPARTMENT OF FINANCE AND DEPARTMENT OF PUBLIC EXPENDITURE AND REFORM) IN ACCORDANCE WITH THE NORTH/SOUTH CO-OPERATION (IMPLEMENTATION BODIES) (NORTHERN IRELAND) ORDER 1999 AND THE BRITISH-IRISH AGREEMENT ACT 1999.

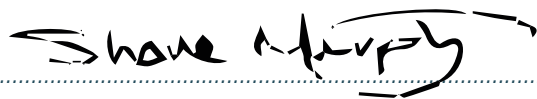
The annual accounts shall give a true and fair view of the Income and Expenditure and cash flows for the calendar year, and the state of affairs as at the year-end. Subject to this requirement, the Body shall prepare accounts for the calendar year ended 31 December 2021 and subsequent calendar years in accordance with:

- a) The North/South Implementation Bodies Annual Reports and Accounts Guidance;
- b) Other guidance which the Finance Departments may issue from time to time in respect of accounts which are required to give a true and fair view;
- c) Any other specific disclosures required by the sponsor Departments;

except where agreed otherwise with the Finance Departments, in which case the exception shall be described in the notes to the accounts.

Signed by authority of the:

Department for the Economy
Shane Murphy



Dated 16 May 2022

Department of Enterprise, Trade and Employment
Ronnie Downes



Dated 5 May 2022

