

**NORTHERN IRELAND
EXECUTIVE LEADERSHIP TEAM
MINUTES 2015**

Monday 19th January 2015

Thursday 19th February 2015

Thursday 19th March 2015

Thursday 16th April 2015

Wednesday 20th May 2015

Thursday 18th June 2015

No meeting in July

Thursday 20th August 2015

Wednesday 16th September 2015

Wednesday 21 October 2015

Thursday 19th November 2015

Monday 14 December 2015

**INVEST NI EXECUTIVE LEADERSHIP TEAM
PERFORMANCE REVIEW AND PLANNING MEETING**

MEETING MINUTES – MONDAY 19TH JANUARY 2015

Attendees: Alastair Hamilton (Chair), Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Bill Scott

Apologies: Amanda Braden

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 15th December were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Measuring Jobs Supported by Invest NI* – DD confirmed that he would bring this item back to ELT in due course.

1.2.2 *Removal of Temporary Changes to Property Policy* – AH would like to understand what the risks are with the removal of the build clause and how the Team are going to mitigate against the risks.

1.2.3 *Agri Food Marketing Options* – Board will be briefed at January meeting.

1.2.4 *Internal Audit report* – MC and BS will close out the internal audit report and MC will come back on adherence.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Employee Engagement Team Action Planning

The Group discussed this item. It was agreed that a communication piece should be produced to report to staff what we have done over the past 12 months and what we still need to do. It was agreed that Employee Engagement needs to be a key ELT priority going forward.

AH to meet with AB to discuss.

Action: AH

2.2 Performance Management

Edith Coleman attended to discuss this item. The group agreed that one of the main issues was the lack of consistent communication to the organisation.

MC felt that the Charter was missing a statement that ELT had endorsed. MC also commented that verbal recognition is not being captured although conceded that this would be difficult to capture.

PH stated that he would like to see a timeline against the other elements detailing when they will be completed by.

BD commented that he felt some angst has been created over the bell curve and ratings, pointing out that not to address these would deliver the wrong message to staff.

DD felt that there was a need to measure how we are doing against the Charter. EC stated that new line managers currently undergo performance management training and PH felt that all staff should attend similar training.

EC to work with AB to clarify the Charter, produce list of key areas/milestones progress, address the box rating system, distribution and levelling. It is important to communicate what has been completed and what is still to be done.

Action: AB/EC

2.3 Overseas Recruitment

BS spoke to his tabled paper. ELT agreed with the proposal as tabled.

3. 2014 – 15 BUSINESS PLANNING

3.1 Board Effectiveness Working Group Update

DD presented the current findings from the Board Working Group.

ELT agreed that the information produced to date has been very good. The information produced has been driven from KPI's from the Account Managed portfolio. JF felt it would be good to look at FDI and regional information.

3.2 Customer Management Programme – Future Plans

James Devlin attended to present this item. JD briefed the group on the current position of the Business Development Academy, Customer Experience Working Group and future developments. JD also provided a draft proposal for a Customer Experience Day.

BD volunteered to take over the role of Executive Sponsor for the Business Development Academy.

ELT approved the Customer Experience Day.

As James will be leaving Invest NI at the end of January, ELT wished to formally record their thanks to James for all his hard work and contribution to the organisation during his secondment. The results that James has been able to get for the organisation have been excellent.

3.3 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control Meeting.

It was agreed that MC would table a more detailed discussion at the next meeting to discuss the bubble charts contained in the Finance Report.

Action: MC

3.4 Budget Discussion

Ian Maxwell joined the meeting to discuss this item. The Group discussed the current programme intervention list and budget plan action list:

It was agreed that MC and Ian Maxwell would update the Budget Implementation Plan – Action List and Budget Plan Master Excel Spreadsheet to ensure it corresponds to the budget sheet Finance Team is working off.

Action: MC/IM

Some follow up actions noted as follows:

- MC to update the Budget Plan Master Excel Spreadsheet with contractual dates.
- Revenue raising - BS & JF to look at their range of solutions to consider what the options are for charging for services.
- DD to find out what UKTI and EI do on charging for services.
- JF to work with IM on the suite of solutions within his area.
- Propel – It was agreed that JF would consider this further.
- It was agreed that ELT would discuss the sponsorship list on 22nd Jan pre Board meeting.
- It was agreed that there needs to be a clear communication strategy around budget management – PH to co-ordinate.

3.5 Corporation Tax Register

PH spoke to the tabled paper. PH commented that the tabled paper was provided in advance of the Board meeting. D Lange will be presenting the technical information and PH will brief on the actions to move forward.

The Action Register has been divided into the five main areas – research, proposition development, prospect targeting, communications and in-market activity. Each area has an ELT owner identified.

It was agreed that JF will Chair the working group in the interim but then a decision will be required as to where this sits within the organisation. It was felt that Business Solutions was the correct Group to take this forward but it was agreed to wait six months to see where the work falls.

Action: JF

3.6 Any Other Business

3.6.1 *MLA Survey* – PH showed slides to be given to Board.

3.6.2 *Appeals Procedure* – MC briefed the Group on the tabled paper. ELT endorsed the recommendations as stated.

Next Meeting: Thursday 19th February 2015

**INVEST NI EXECUTIVE LEADERSHIP TEAM
PERFORMANCE REVIEW AND PLANNING MEETING**

MEETING MINUTES – THURSDAY 19TH FEBRUARY 2015

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Oonagh Hinds, Bill Scott

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 19th January were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Removal of Temporary Changes to Property Policy* – JF provided, via email, update to this outstanding action.

1.2.2 *Internal Audit report* – MC reported that he and BS have had initial discussions and some issues have come to light. MC would like to review the original principles and bring back.

1.2.3 *Budget discussion* – AH asked what the plan is to keep the focus on the budget discussion. MC reported that when the budget profiles are returned from the teams the “master” sheet will be reviewed and aligned accordingly.

AH asked that the “master” sheet be reviewed on a regular basis at ELT meetings.

Action: MC

DD to start to build concrete plans around revenue raising to start the discussion.

Action: DD

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 liP Update

AB referred to a number of recommended areas for improvement coming out of the liP report.

DD questioned how this would be fed back into an ELT Action Register. It was confirmed that very quickly after the Employee Engagement survey results are available that this would be fed into an ELT Action Register with the intention of having a composite Employee Engagement plan to be delivered at the staff conference.

Action: AB/PH

2.2 Best Place to Work

AB reported that Invest NI has pre-registered for The Sunday Times '100 Best Companies to Work For' 2016. AB will now prepare a business case to be brought back in May for review by ELT.

Action: AB

It was agreed that AB would liaise with DD with regard to the benchmarking aspect and MC on budget implications.

Action: AB

2.3 Employee Engagement Team Action Planning

AB provided an update on the action points for the Employee Engagement action planning. The group discussed the current and future actions.

It was agreed that ELT members would consider the impact of the Senior Management Team meeting. It was also agreed to consider a "kick-off" event every year for the entire Leadership team. It was agreed that focus now needs to turn to the next plan for continued leadership development.

Action: AB

AB asked that EDs work with their Champions to ensure that they are supported.

2.4 Performance Management

AB provided an update on the performance management actions. The areas discussed at last month's meeting have been taken forward however some actions are still underway.

AH asked when the review would conclude. It was agreed that a wrap-up communication to staff would be issued around the time of year end reviews.

Action: AB

2.5 L&D Update

AB provided an update on Learning and Development programmes.

MC reported that feedback he has received has been very positive on the Leadership Development programme. It was confirmed that Wilson Sloan will provide an update to the group at the April meeting. It was agreed that ELT would make the effort to attend more of the sessions.

It was reported that there was still a sense amongst some staff that the Business Development Academy is only for client facing staff. ELT members to ensure Directors cascade to teams that this is not the case.

2.6 Resourcing

AB provided an update on the current headcount. A resource meeting has been scheduled for Monday 23rd February, after which AB will provide an update.

Action: AB

3. 2014 – 15 BUSINESS PLANNING

3.1 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control meeting.

3.2 Operating Plan 2015/16

This item was discussed in the context of the Finance Control meeting.

3.3 Sponsorship

Following an initial discussion at the Board Away Day on corporate expenditure/sponsorships the team undertook to gather additional analysis. PH tabled the results of the analysis.

In summary, the analysis showed that some expenditure was channelled through the Communications Group and the remainder through other cost centres. PH felt that in the current economic climate, Invest NI needs to consider the nature and level of support provided to sponsorships.

The group discussed management of sponsorship budgets in 2015/16. The group discussed the management of sponsorships going forward.

It was agreed that ELT should be presented with an International Sales & Marketing plan for 2015/16.

Action: BS

It was also agreed that all local sponsorship budgets would now be assigned to Communications, who would approve, in conjunction with the teams, taking a corporate perspective.

PH to redraft the paper and table to ELT for final approval.

Action: PH

3.4 I-Expenses

Katrina O'Dowd joined the meeting for this item. A recent Internal Audit Service Report highlighted the current disparity that exists between Invest NI and NICS expenses policy, mainly due to changes implemented by NICS in 2006 (in relation to the requirement to claim receipted expenditure up to the HMRC worldwide subsistence rates for overseas subsistence) not communicated to Invest NI.

In addition, staff travelling within the UK have reported that the current NICS rate of £18.30 does not adequately reimburse their expenses and that they are frequently out of pocket. The Finance team had undertaken to review the current INI expenses policy in the light of both issues identified above.

Following the review, the proposal is to move away from using both HRMC benchmarks rates for overseas travel and the £18.30 NICS rate for UK travel and move to receipted actuals with a stated ceiling. It was pointed out that Finance will challenge receipts. The group discussed and agreed the proposed way forward.

Katrina O'Dowd commented that the proposal will now go to DETI and DFP for approval. It was agreed that AH/MC would raise this at the next Oversight & Liaison meeting.

Action: AH/MC

3.5 Honours

The group discussed the honours nominations. Alistair Moffett to update accordingly.

Action: MC

3.6 Corporation Tax

Two papers were tabled which provided updates on the plan to procure services aligned to Corporation Tax.

JF will continue to develop and keep ELT updated.

Action: JF

3.7 Corporate Stakeholders

A list of corporate stakeholders was tabled and discussed. The paper detailed the primary contact into each organisation with the intent of formalising relationships with each organisation.

In connection with the request from NICCI to have Invest NI representation at their Board as an observer, it was agreed that DD would accept. AH to write to confirm.

Action: AH

PH to provide updated list.

Action: PH

3.8 Evaluation Plan 2015-18

The Evaluation Plan 2015-18 was tabled for approval prior to submission to the Department.

MC asked that Strategy consider including some of the resource requirements in to the paper as this will help with headcount discussions.

The group discussed and approved the paper as presented.

3.9 Corporate Planning Process

DD presented to the group on the corporate planning process. The slides presented would be shown to Board later in the month.

BD asked that SMT be brought back into the conversation. Whilst the process has moved on significantly it would be worthwhile engaging with this group again as they have some views.

It was agreed that this would be best done via a workshop. DD to take forward with Learning and Development.

Action: DD

3.10 Any Other Business

3.10.1 *Capital equipment refresh* – The group discussed the recent capital equipment refresh exercise. It was agreed that MC would get the appropriate people together to discuss this exercise.

3.10.2 *MLN event* – OH provided some feedback from the recent MLN event at which three Board members presented. OH to produce a note to be issued to Alastair Hamilton.
Action: OH

3.10.3 *Department of Education* – It was agreed that Directors would nominate client companies that colleagues in the Department of Education could visit on a programme. EDs to forward nominations to DD. DD to liaise with Co-ordination team in terms of programme that was developed for new Permanent Secretary.
Action: ELT

Next Meeting: Thursday 19th March 2015

**INVEST NI EXECUTIVE LEADERSHIP TEAM
PERFORMANCE REVIEW AND PLANNING MEETING
MEETING MINUTES – THURSDAY 19TH MARCH 2015**

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Jeremy Fitch, Peter Harbinson, Oonagh Hinds, David Roberts, Bill Scott

Apologies: Donal Durkan

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 19th February were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Internal Audit* - MC to consider the best approach to ensure that the issues are addressed and learnings are disseminated across the teams.

1.2.2 *OaCMS data accuracy* - MC to reflect on how best data accuracy can be managed.

1.2.3 *Corporation Tax* – JF commented that in light of the ongoing developments a round table with the “big four” has been scheduled.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Resourcing Update

AB provided a recap of the current resourcing position.

2.2 Performance Management

AB referred to headline statistics provided in the tabled paper.

The group discussed in detail the 5 box rating system and consensus was to continue with the current format however it was agreed that the definitions would be extended for 2015/16 to give managers more clarity in applying each rating.

ELT agreed the suggested extended definitions to the language used to explain each of the 5 box mark ratings. AB to circulate amended version.

Action: AB

HR will offer support and guidance on completion of this year's end of year reviews and reminder on the existing definitions of each of the 5 performance ratings.

Action: AB

AB updated the group on the performance management IT system. It was agreed that HR would provide some mandatory pieces to be included in job plans and AB will return to ELT meeting with proposals.

Action: AB

It was agreed to roll out and communicate to staff for the commencement of the new performance management year (2015/16). It was also agreed that this would be rolled out via the leadership group. HR will also produce some guidance on completion of this year's end of year reviews.

Action: AB

2.5 Employee Engagement

PH presented to the Group the initial results of the recent employee engagement survey. Initial results will also be presented to the Invest NI Board in March.

There was uplift on last year in terms of completion rates with this year's outturn being 80%.

Next steps are:

- Agree key areas of focus for Corporate Action Plan;
- CEO to record short overview piece on results for News Weekly;
- Group results to be provided to enable Group/Divisional Action Plans to be developed; and
- Corporate Action Plan to be presented to Board (April) and will feature as part of Staff Conference in May.

PH presented initial results of the customer survey questionnaire.

3. 2014 – 15 BUSINESS PLANNING

3.1 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control meeting.

3.2 Final Budget Allocations 2015/16

Ian Maxwell joined the meeting to discuss this item. IM reported that Finance have allocated budgets to Divisions on the basis of the previous discussion at ELT. Divisions have now been requested to profile the amounts allocated to them. Finance will adjust allocations again around June monitoring round. Any significant changes will come back to ELT for discussion and agreement.

MC reported that he intends to bring an update on the budget spreadsheet actions taken back to ELT on a quarterly basis.

3.3 Transform Scorecard

DR referred to the tabled paper. This work is now being subsumed into the Business Development Academy with Paddy Robb in the lead.

There were some queries with regards to the scorecard and it was agreed to bring back next month for DD to update and flag areas where we are behind on performance and where help is required from ELT to move forward.

Action: DD

3.4 Board Priority Projects

DR referred to the tabled paper. Group discussed each of the red priorities. BD to discuss procurement of new BDA training programme with AH.

Action: BD

AH asked what the commitment was to Board in terms of bringing this item back to Board. MC to confirm and report back. It was agreed that the Board agenda and planner will now come to ELT every month.

Action: MC

3.5 Corporate Planning Process

DR reported that a new corporate plan working group has been set up and the first meeting will take place on 20th March.

DR also reported that the Strategy group is currently carrying out some analysis to produce scenarios for job creation measures. AH commented that whilst it was anticipated that the organisation had some time to work on this, it will now be required sooner than originally anticipated.

3.6 Revisions to Property Assistance

JF referred to the tabled paper to propose streamlining of Invest NI Property Assistance Scheme. There are six main elements that Invest NI has identified which would either make the scheme more user friendly and/or materially reduce scheme administration.

The Group discussed the issue of risks in connection with collateral warranties and consultancy fees.

It was agreed that it would be useful to identify the risks and what are the mitigations. JF to bring back updated paper.

Action: JF

3.7 Sponsorships

The tabled paper detailed a revised set of principles for sponsorship support which should be applied to organisers approaching Invest NI for sponsorship.

This would ensure a higher degree of challenge, better value for money and clearer focus to sponsorship activity. After some debate, ELT agreed with the principles outlined and agreed to trial for a year and then to review. Any major issues can be picked up and discussed at ELT during the year.

PH will now revise templates and then the new principles will be communicated to staff.

Action: PH

3.8 Any Other Business

There were no other items discussed.

**Next Meeting: Thursday 16th April 2015
INVEST NI EXECUTIVE LEADERSHIP TEAM**

PERFORMANCE REVIEW AND PLANNING MEETING

MEETING MINUTES – THURSDAY 16th APRIL

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Oonagh Hinds, Bill Scott

1. **PREVIOUS MEETING**

1.1 **Minutes of Last Meeting**

The minutes of the meeting of 19th March were approved.

1.2 **Actions outstanding from last meeting**

- 1.2.1 *Internal Audit report* - MC reported that he will issue a paper on information security within the next few days. In terms of the draft paper, there are a number of strands to be closed off as the aim is to make this a principles paper. Recent audit comments are currently being addressed in tandem.
- 1.2.2 *Performance Management* – AB commented that further guidance will be issued in Newsweekly on 17th April. In preparation for the leadership launch, definitive language around the box markings will be produced.
- 1.2.3 *Revisions to Property Assistance* – JF distributed an updated paper detailing the risks and mitigations. ELT to consider and feedback any comments.
- 1.2.4 *Sponsorships* – PH commented that the Communications team will be meeting to draft up new guidelines and these will be issued shortly thereafter.

2. **ORGANISATION DESIGN / HUMAN RESOURCES**

2.1 **One Team Programme**

Paula Wilson from Wilson Sloan attended to present to the executive team an update on the Leadership Development Programme currently underway.

The key objectives of the presentation were to:

- Explore feedback and harvest the learning on the 'One Team' Programme to date- metrics, outcomes, qualitative observations;
- Consider what World Class Leadership looks like and how Invest NI currently 'stacks up'; and
- To consider next steps for Leadership Development- maintaining momentum and achieving world class leadership.

PW commented that the programme will complete in August and at this time Wilson Sloan will be able to provide full feedback from the programme.

It was agreed that AB would distribute the presentation (and questionnaire) to allow the team to reflect on 5/6 areas that the organisation can focus on. It was agreed that a separate session, with Wilson Sloan, should be organised to develop this further.

Action: AB

It was agreed to invite Paula Wilson to present to the Board.

Action: MC

2.2 Employee and Customer Action Planning

2.2.1 Employee Action Planning

AB opened the discussion by referring to the document circulated before the meeting.

AB proposed the four areas that ELT might wish to focus on from the employee survey and communicate these to staff at the forthcoming staff conference.

The areas for focus proposed are:

- Working with our Champions & promoting open engagement;
- Creating an effective Communications Cascade to all parts of the organisation;
- Creating a culture of high quality Personal Development Planning engagement; and
- Development for all through the Business Development Academy Phase 1 and 2.

PH felt that one area was missing; challenge. How is the organisation going to address encouraging upward challenge?

It was agreed that the “champions” would be considered to participate in the staff conference.

Action: PH

ELT agreed with the proposed areas of focus and to keep action planning as a standard item on the ELT agenda.

Action: AB

Agreed to present outline plan to Board in April.

Action: AB

2.2.2 Customer Action Planning

BD opened this discussion with a short presentation. BD highlighted some of the key highlights from the recent customer survey. These were:

- Overall satisfaction increased from 80% to 85%
- Net Promoter Score increased from 36 to 50
- Satisfaction with Communication increased from 80% to 89%
- Invest NI perceived to perform best in innovation and R&D (74%) and helping companies to export (72%);
- Satisfaction with Programmes & Services remains fairly static – 72% compared to 74% last year?
- Customer seeking financial support decreased from 67% to 57%.

The next steps will be to:

- Understand differences;
- Understand key gaps between Divisions / segments and put in place specific plans;
- Prioritise implementation of Option 3 (Business Partner) of path analysis among high growth companies;
- Review output from End of End Project, Offers & Claims, Casework & Appraisal to understand impact of improvements made;
- Understand key drivers behind variances in quality of programmes / advisory services and review alignment with segmentation

AH commented that there was some work to do to align the communication but that there are some good linkages to be communicated to staff.

The group were content that the key theme for the staff conference would be focussed around the business partner.

BD to provide action plan and present to ELT and Board in May. MC to ensure on agenda for Board.

Action: BD & MC

3. 2015 – 16 BUSINESS PLANNING

3.1 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control meeting.

3.2 Final review and approval of INI Operating Plan 2015/16

Alistair Moffett spoke to the table paper. The group discussed the proposed changes as tabled.

It was agreed to remove target 31; in relation to Regional Start Initiative as the Councils have not yet agreed to the advertising proposals.

A concern was raised about department strategies not being presented. It was agreed that AH and JF would meet with the Co-ordination team to discuss the issues raised by the Department.

Action: AH/JF

3.3 CRM-Digital engagement alignment

PH opened the discussion. Since endorsement by the INI Board in November, the Communications team have been scoping out the next steps.

It is proposed that a number of focus groups, surveys and 1:1 meetings will ask what customers would like to see in the new portal.

PH reported that the CRM project has moved forward much more quickly and therefore important that the digital project is aligned. It is intended to get agreement on the action to move forward at a forthcoming meeting in May.

The group discussed the range of possibilities that could be offered to customers. It was agreed to complete the research as planned, present the results to ELT, refine the outcomes and agreed a way forward for implementation. It was proposed to bring the results back in June.

It was agreed that it would be useful to revisit the headline vision and invite the digital and CRM leads to a future session. PH asked that this take place after the research has been pulled together.

Action: PH/BS

3.4 Service Charge Options

DD referred to tabled paper. At a previous meeting it was agreed that a revenue raising options paper would be considered. The tabled paper presents a number of potential options. In the main these options are based on findings in respect of practices adopted by Invest NI's counterpart agencies, based in England, Scotland and the Republic of Ireland.

It was recognised by ELT that this was the way forward and were fully supportive of the direction of travel. AH would like to focus on those areas that INI could move quickly on, allowing time to look at the other more complex areas.

It was agreed that BS and JF would review each element, produce a list of pros and cons, risk mitigation, timeline and potential costs. DD stated that his team was happy to continue to liaise with the other agencies if required. AH asked for a first review at the May meeting.

Action: BS/JF

3.5 Change to Invest NI's SFA Guidance

Stephen Wightman joined the meeting. The tabled paper is seeking approval to implement a change to the current Selective Financial Assistance (SFA) scheme guidance in relation to the provision of support to large companies. This change is to reflect Invest NI's current understanding in respect of what constitutes the setting up of a new establishment by a large company, under the Commission's Regional Aid regulations.

The group debated the proposal. Of the three scenarios proposed, ELT agreed to the guidance reflecting both scenario 1 and 2. On this basis, ELT approved the incorporation of scenario 2 into the revised SFA guidelines.

3.8 Any Other Business

3.8.1 *Leadership Communication and Cascade* – The group discussed the proposal tabled and agreed to implement the proposed new leadership alignment. This will be communicated at SMT on 30th April.

Action: AH

3.8.2 *Mobile Phones* – MC reported that going forward on a quarterly basis Managers will be advised when staff member's mobile phone costs exceed £75 for the month. Instructions will be issued to staff to advise them of protocols for purchasing bundles to be applied when travelling overseas on business.

Action: MC

3.8.3 *Institute of Customer Services* – DD proposed that Invest NI join the Institute of Customer Services for one year. As part of the organisations aspiration to become a

world leading agency, this membership will be very useful in terms of the information that will be available. Membership will be reviewed after one year. ELT was content with this proposal.

Next Meeting: Thursday 20th May 2015

**INVEST NI EXECUTIVE LEADERSHIP TEAM
PERFORMANCE REVIEW AND PLANNING MEETING**

MEETING MINUTES – WEDNESDAY 20TH MAY

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Oonagh Hinds, Bill Scott

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 16th April were approved.

1.2 Actions outstanding from last meeting

1.2.1 *One Team Programme* – AB to schedule a further session with Wilson Sloan. MC to review Board rolling agenda with a view to Wilson Sloan presentation moving from June to August.

1.2.2 *CRM-Digital engagement alignment* – scheduled for discussion at June meeting.

1.2.3 *Leadership & Communication Cascade* - MC to work with PH to review current arrangements in line with the new cascade plan.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Performance Management

Edith Coleman joined the meeting to present the summary of actions from the performance management review.

The extended definitions for box markings will be issued once this year's reviews have been closed out. It was agreed to communicate the end of the review as an item at the first Direct Reports meeting in June.

The group discussed the rationale behind moving the job plan stop date to the end of June. It was agreed that this would now be moved to 30th June. Note to issue in newsweekly explaining the rationale behind this decision.

Action: AB/PH

2.2 Employee Action Plan

AB provided an update on the Employee Action Plan. AH had presented this at the recent Staff Conference. AB would like to now further refine and make into a more precise plan with dates and times and use to track on a monthly basis.

Action: AB

The group discussed the paper tabled on employee engagement communication. It was agreed that PH would prepare a 'first cut' of the new core brief, in discussion with MC to cover areas from the existing management report.

Action: PH

AB reported that the employee champions continue to have their regular meetings and the group is working well. AH asked that AB ensure that a slot is provided for an update on the work of the Champions at ELT on a regular basis.

Action: AB

BD provided an update on the current position of the tender for the Business Development Academy. BD will bring forward alternative options but this will further delay the Academy.

3. 2015 – 16 BUSINESS PLANNING

3.1 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control meeting.

3.2 Internal Audit – Corporate Governance

MC referred to the tabled paper. The paper is designed to stimulate a discussion on good corporate governance and attitudes that we display and expect from all staff in the organisation. The group discussed some of the issues presented and suggested a way forward.

It was agreed that this was a cultural issue that ELT needed to consider and address. It was agreed that a consistent approach was required along with clear guidance.

AH asked the group to take time to consider the points raised, have conversations with their teams and to come prepared with feedback and a considered view at the next meeting.

Action: ELT

3.3 Evaluation Lesson Learnt

Evelyn Judge joined the meeting to present the lessons learned from 2013/14 and 2014/15 Invest NI Programme Evaluations.

JF asked if there had been discussions with the teams when formulating the recommendations. EJ confirmed that on programme monitoring the Evaluation Team has been engaging with the relevant teams and has had positive feedback.

The group discussed the recommendations. It was agreed that recommendations 1 & 2 required a wider discussion. ELT agreed with the remaining recommendations.

It was agreed that EJ would prepare a short paper to provide to Programme Managers for cascading to their staff.

Action: DD

3.4 Transform Scorecard & Current Board Priorities

3.4.1 Transform Scorecard

Paddy Robb joined the meeting to discuss the updated Transform scorecard. The group discussed the exceptions on the scorecard.

The next update for April and May will be presented to the group at the June meeting and going forward every two months.

Action: DD

3.4.2 Current Board Priorities

The group discussed the current board priorities up to the end of March 2015. Some amendments to be made before this is presented to Board next week.

Action: ELT

3.5 Customer Survey – Presentation to Board

BD took the group through his proposed presentation to Board on the customer satisfaction survey results and Action Plan.

3.6 Service Charge Options Update

AH gave a brief update on recent discussions around this topic.

BS referred to his tabled paper and the proposed options within the Trade division. BS highlighted three areas to the group for consideration – additionality; strategic events and TAS support.

Going forward BS confirmed that additionality would be applied on an individual basis. If applied this will deal with issues around repeat assistance. BD was nervous about doing this whilst we are trying to drive export focus.

BS will discuss further with the Team (pros and cons) and start to look at how this will be implemented and the practicalities to do it. AH would like the group to discuss further before implementation.

JF referred to his tabled paper and the proposed options within Business Solutions. JF proposed that we look to charge for workshops from the start of September. JF also stated that going forward consideration for revenue raising should be added to Economic Appraisals.

JF reported that there are a couple of areas within Property. The team is currently working with SIB on disposal of assets, however this may require commercial evaluation and renegotiations with SIB. JF proposes to look at charging by the end of September, once we have a better view on the detail.

JF commented that some work is being carried out on the Loan Fund which gives us some scope in certain areas. Resources will need to be reviewed/explored further.

AH suggested that we now look at recommendations and timescales at the next meeting.

Action: BS/JF

3.7 Any Other Business

No further business for discussion.

Next Meeting: Thursday 18th June 2015

**INVEST NI EXECUTIVE LEADERSHIP TEAM
PERFORMANCE REVIEW AND PLANNING MEETING**

MEETING MINUTES – THURSDAY 18TH JUNE

Attendees: Alastair Hamilton (Chair), Amanda Braden, Donal Durkan, Jeremy Fitch,
Peter Harbinson, Oonagh Hinds, George McKinney, Bill Scott

Apologies: Brian Dolaghan, Mel Chittock

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 20th May were approved.

1.2 Actions outstanding from last meeting

- 1.2.1 *One Team Programme* – Wilson Sloan to provide update on questionnaire results and next steps to ELT in August.
- 1.2.2 *CRM-Digital engagement alignment* – Update will be presented to ELT on 28th July.
- 1.2.3 *Evaluations* - A guide has been developed, will be piloted with Programme Managers and then rolled out in July.
- 1.2.4 *Current Board Priorities* – Item to be put on ELT and Board rolling agenda for update at mid-year and year end.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Employee Action Plan

2.1.1 *Staff Engagement Champions* – Rachel Hill attended and provided a short update on champions action planning. RH had three asks of ELT:

- Show leadership and personal buy in, by working in partnership with your champion and increasing engagement;
- Build a strong working relationship with your Group Champion; and
- To increase ELT visibility.

ELT agreed these were all areas that they would work on going forward. RH to issue list of dates of the monthly group champions meetings for the year.

Action: AB

2.1.2 *Action Plan* – AB referred to the updated ELT action plan and the group discussed the current status of each objective.

2.2 Best Place to Work

AB referred to tabled paper. Human Resources will liaise with Best Companies Ltd who own and supply the survey tool on behalf of Sunday Times to prepare for the survey roll out.

A small project group will be formed to progress our application. The opportunity to participate will be promoted on the Project Bank. The project team will:

- Develop a communications strategy alongside the Internal Communications team to prepare the organisation for the survey.
- Compile the organisations contextual submission to support the survey.

The project team will report back progress back to ELT.

2.3 CR – Arena Benchmarking

Neil McGarry joined the meeting for this item.

The Arena Benchmarking Survey has been run by Business in the Community for about 10 years. The aim of the survey is to benchmark companies against each other on their environmental practices. Invest NI has entered the survey for the past 7/8 years and the aim this year is to be accredited with the silver award.

JF tabled a draft Environmental Policy Statement for ELT's consideration. This statement demonstrates Invest NI's statement of intent. NMcG stated that the benchmark survey was released on 18th June with completion required by 10th August.

The group discussed the statement as presented and it was agreed that some changes would be made to the wording. NMcG to recirculate amended version.

Action: JF

2.4 Transform Scorecard

Paddy Robb & Steve Chambers joined the meeting for this item.

- 2.4.1 *Standards of Service* – The group discussed the areas on the Standards of Service where further improvement could be made. One area to concentrate on is the meeting of guests within 5 minutes. Whilst the percentage is high there was concern that some 117 visitors were waiting longer than the agreed pick up time.

AH also asked that the Standards of Service become part of the core brief.

Action: PH

- 2.4.2 *Mystery Shopper* – AH took the opportunity to raise the recent Mystery Shopper results. There was concern by the CEO that staff are still not adhering to the contactability policy. Both JF and GMcK provided some feedback to the group on this subject.

SC provided a brief update on the possible improvements to the telephony system. Due to the current roll out of Windows 8.1 this will be delayed until the end of August.

AH asked that ELT members pick up the results of this report with their own teams and aim to deliver improvements. AH is happy to review the contactability policy in

the future when we have better adherence to the policy. It was agreed that ELT should continue to manage the implementation of the current contactability policy.

Action: ELT

- 2.4.3 *Transform scorecard* – PR took the group through the areas of the Transform Scorecard that are lagging behind and proposals to address these issues going forward.

3. 2015 – 16 BUSINESS PLANNING

3.1 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control meeting.

3.2 Emerging Risk

Carol Keery joined the meeting for this item.

Following a recent Invest NI Board meeting, Board Members were provided with an overview of the current risk management arrangements within Invest NI. One suggestion was that, similar to examples seen within the financial services industry, Invest NI should consider the introduction of an ‘Emerging Risks’ register.

While the Invest NI Corporate Risk Register captures a number of risks that could be considered to be ‘emerging’ there may be some benefit in monitoring risks that are less developed or predictable.

It is therefore proposed that Invest NI develops a trial emerging risk register to be developed as part of the Board Annual Strategy meetings in early 2016. This would then be reviewed quarterly by Board and ELT for updates and a final evaluation completed after 12 months.

ELT agreed the proposed paper and it will be tabled at the forthcoming Board meeting.

3.3 Internal Audit Corporate Governance

Due to the late unavailability of Mel Chittock, it was agreed to defer this item to the August meeting.

3.4 Board Working Groups

Carol Keery joined the meeting for this item. AH referred to the tabled paper and the group discussed each working group and its current state of play.

- *Sub Regional* – OH felt the scope of this group has changed, it is envisaged that the group will come to an end in about six months’ time.
- *Going East* – this group closed in April 2014.
- *Effectiveness* – CK to source Terms of Reference for this group.
- *Access to Finance* – AH would like to ensure there is no gap between fund/budgets management and the financial controller. There is a disconnect on the feedback from this Working Group to ELT and INI Board. It was agreed that the terms of reference for this group need to be redrafted.

- *Competence Centre* – Once all four centres are bedded down this group will come to a close.
- *Tax* – This group will continue until a date and rate are set.

Updated documentation to come back to ELT in August.

Action: MC

3.5 **NI Economic Development Branding**

Caryn Topping joined the meeting for this item. PH stated that this was an opportunity to give an update in terms of the development of a single economic development brand for Northern Ireland. CT presented the proposed new branding to the team.

ELT were complimentary of the proposal and this will now be presented to the Invest NI Board.

3.6 **Service Charge Options Update**

AH referred to the discussion at last month's meeting. AH is keen to narrow this down to a number of actions that INI can take forward and what we expect it to deliver.

- 3.6.1 *Trade* – BS confirmed that he had discussed with various teams. Impacts will be different across different areas, we want to be able to adopt in various ways.

AH stated that he would like to flag to the Department, particularly with the launch of the DETI Export Plan, our proposals.

It was agreed that BS would provide a paper on the potential savings (based on a number of assumptions) by the end of July for consideration by ELT.

Action: BS

- 3.6.2 *Business Solutions* – JF commented on areas where Business Solutions already charge. An exercise is currently underway within Property to review their assistance and this should be concluded by the end of September.

In terms of asset disposal, Invest NI is in discussions with SIB. JF highlighted a concern about giving up a future income stream further down the line. Commercial evaluations will need to be carried out but this will incur costs.

It was agreed that JF would produce a short paper on some options within the Loan Funds. JF to produce papers for end of July.

Action: JF

DD mentioned that UKTI had commissioned EY to carry out a similar exercise and it was agreed that this paper would be shared.

Action: DD

3.7 **Corporate Plan**

DD and PH referred to the tabled paper. The paper has been updated since last presented at the ELT strategy session. More emphasis on innovation and social elements have been woven into the document.

The group felt that the paper needed to be aligned better to the measures model, set out at the back of the paper, with more of the social inclusion aspect woven through the narrative. There is no requirement to be prescriptive on social inclusion but more in terms of the impact.

DD stated that there was a further meeting on the Corporate Plan document and that the paper would be updated following this for discussion at the forthcoming INI Board meeting.

Action: PH

3.8 Any Other Business

- 3.8.1 *Customer Champion Model* – DD tabled a paper on behalf of Brian Dolaghan. The paper proposes to establish a Customer Champion model to support a customer focused culture within the organisation. This is a core activity which will impact directly into the achievement of the Customer Service Excellence Standard and will be a key enabler on our journey to become a world leading business development agency.

ELT approved the proposal as tabled.

- 3.8.2 *Communication cascade* – The first meeting of the new direct reports group is scheduled for 26th June. ELT agreed with the proposed format as tabled. It was agreed to trial the format for a quarter and then review.

- 3.8.3 *Travel policy* – BS gave an update on his review of the travel policy. An updated paper will come to ELT in due course.

Next Meeting: Thursday 18th August 2015

**INVEST NI EXECUTIVE LEADERSHIP TEAM
PERFORMANCE REVIEW AND PLANNING MEETING**

MEETING MINUTES – THURSDAY 20th AUGUST 2015

Attendees: Alastair Hamilton (Chair), Mel Chittock, Brian Dolaghan, Peter Harbinson, Oonagh Hinds, Kevin McCann, Martin Robinson, Bill Scott

Apologies: Amanda Braden, Jeremy Fitch

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 18th June were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Absence Management* – AH asked for further analysis on the absence figures against last year's figures.

1.2.2 *Monthly Report* – MC reported that work continues on reformatting of the monthly report. It is proposed to slim down the report and move to a more graphical analysis. It is anticipated this will come back to ELT in September.

1.2.3 *WIP Reporting* – MC reported that there are still difficulties with WIP not being updated. A final push will be made to ensure staff comply with this necessary action.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Survey Action Plan / Engagement Champions

Siobhan Haughey and Rachel Hill attended for this discussion.

2.1.1 *Action Plan* – SH commented that the intent was to have a sharper focus on the action plan throughout the year. The group discussed the amber actions.

2.1.2 *Engagement Champions* – RH updated the group on recent engagement with champions following paper presented to ELT in May. ELT members are scheduled to attend forthcoming Champions group meetings.

RH reminded ELT members of commitment to attend other Group meetings.

2.2 VES Update

Siobhan Haughey provided an update to the group.

2.3 Direct Reports Agenda

ELT agreed with the proposed agenda. BD felt there was a need to balance employee topics and it was agreed to cover the Survey Action Plan and Best Place to Work.

PH will issue templates to be completed for the standing agenda items.

Action: PH

2.4 Transform Scorecard

Paddy Robb & Steve Chambers joined the meeting for this item.

2.4.1 *Standards of Service* – PR provided an update on each of the results from last month.

2.4.2 *Transform Scorecard* – The group discussed the projects that were falling behind their target completion. MC highlighted that a number of his projects had resourcing issues but confirmed he had some plans to resolve.

AH would like to review the format of the scorecard with PR.

Action: MR

3. 2015 – 16 BUSINESS PLANNING

3.1 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control meeting.

3.1.1 *2015/16 Operating Plan* – Final version of the operating plan 2015/16 was tabled. The revised version takes into consideration recent feedback regarding the Manufacturing Exports target and clarification on one outstanding target.

ELT reviewed the revisions and agreed that this can now proceed to Board for final approval before submitting to the Department. AH will cover at the August Board.

Action: AH

3.2 Risk Register

Carol Keery referred to the tabled paper. Updates received in the June version of the risk registers continued to show signs of active management of risks and engagement with the process as a whole.

ELT noted:

- (a) Confirmation that all risks have been reviewed and updated;
- (b) One risk has been recommended for removal from the Corporate Risk Register:
 - No. 5 related to compliance with procurement legislation;
- (c) The rating for one risk in the Corporate Risk Register has changed in this update:
 - No.15 related to influencing large business decisions has been reduced. Overall rating increased from 10 to 15; and

- (d) The Corporate and Group Risk Registers have been reviewed to ensure that they are properly cross-checked and consistent. No new risks have been added at Group level.

A number of risks will be reviewed in depth for quarter ending 30th September. ELT agreed with the proposed changes and register can now be circulated for sign off.

Action: MC

3.4 Board Working Groups

Carol Keery referred to the tabled paper. ELT had requested an update on Board Committees and Working Groups with a view to reviewing current progress as well as consistency of approach in the role and remit of each of the Working Groups.

The group discussed the paper as tabled. It was agreed that this should return to be discussed with the Board. CK to prepare a more strategic overview of the working groups and committees; outline the principles of each (agreed TOR, supported by Executive Director); timeline for life span of group/committee and areas that are strategically important going forward. Also to be included will be the overview of the groups/committees INI already has and the existing terms of reference as an annex.

Action: MC/CK

ELT to consider what new strategic areas they would like to include for future development.

Action: ELT

3.5 Internal Audit – Corporate Governance

This paper was previously tabled in May. It was agreed that ELT would seek feedback/comments from their respective Groups for further discussion.

ELT members agreed that in general this was the right thing to do. It was agreed that the tabled paper was a good starting point but that some of the language required re-working.

ELT agreed that the paper needs to be set in the context of our values and behaviours. This will widen it out and make it much more empowering and staff will take ownership.

ELT agreed that there was an opportunity to raise this at the first full leadership team meeting in November. PH will meet with MC and CK to prepare short presentation and interactive examples.

Action: PH

3.6 Policy on Zero Minimum Hours Contracts

Stephen Wightman attended to discuss this item. The tabled paper is seeking ELT approval to establish a new Invest NI policy in relation to the treatment of zero/minimum hours employment contracts for grant purposes. The recommendation is that given such contracts essentially represent casual employment contracts and allow employers to hire staff with no guarantee of work, Invest NI should:

- Implement a policy whereby employees on zero/minimum hours employment contracts do not qualify for grant assistance.

SW confirmed that legal advice had been sought from Tughans. The paper provided ELT with a number of options. The paper recommended Option 4 as the new Invest NI policy.

Following a debate ELT agreed to implement Option 2 as the Invest NI policy which represents the proposed Option 4 but with the removal of the minimum 3 year contract period.

SW to make the proposed changes; Legal to review and then policy to be progressed through Change Control.

Action: SW

3.7 Any Other Business

3.7.1 *Corporate Plan* – It was agreed to include updated paper in Board pack with the removal of the measurement page.

3.7.2 *Travel Policy* – Following further debate, ELT agreed to implement the policy as proposed. MC and BS to undertake method of reporting and ELT to review. AH to speak to JF.

Action: AH

3.7.3 *RSI* – OH confirmed letter has been received from Councils to extend the contract for RSI.

3.7.4 *Casework Quality* – MC reported that this was an area that the department has raised. CK will be undertaking some work on this.

3.7.5 *NIAO Management Letter* – MC reported that this has been issued and agreed and MC will circulate to ELT.

Action: MC

Next Meeting: 16th September 2015

**INVEST NI EXECUTIVE LEADERSHIP TEAM
PERFORMANCE REVIEW AND PLANNING MEETING**

MEETING MINUTES – WEDNESDAY 16TH SEPTEMBER 2015

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Noyona Chundur, Brian Dolaghan, Olive Hill, Oonagh Hinds, Martin Robinson

Apologies: Peter Harbinson, Bill Scott

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 20th August were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Management Pack & WIP* – MC reported that he aims to revise the management pack in time for mid-year reporting. It will be tabled at the October meeting.

1.2.2 *Corporate Governance* – PH and MC to discuss as potential item for next leadership meeting in November

2. 2015 – 16 BUSINESS PLANNING

2.1 Corporate Plan

MR distributed an updated corporate plan target paper. Of the two versions tabled, ELT agreed that Option 1 was their preference.

The group discussed the targets and how the assumptions were arrived at. It was agreed that MR would share the rationale behind how the figures were reached.

Action: MR

MR took the team through the proposed presentation to Board. AH to provide a journey slide to MR for inclusion.

Action: AH

ELT were content with presentation.

2.2 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control meeting.

2.3 Board Working Groups

MC referred to the revised paper tabled. If ELT are content with the tabled paper the plan is to table at the Board meeting in October. Comments noted for amendment to the paper:

- AH referred to the Effectiveness Working Group in Annex A. This group is focussed on input to the development of the new corporate plan and therefore once the corporate plan is completed this group will close. If the working group wish to focus on another function, terms of reference will be needed to be drafted and approved by the Board.
- Annex A should have a consistency to the information noted. Remove references to executive members and only list Board members.
- Paragraph 8 to reflect this was a recommendation from the previous Chair of the Audit Committee.
- Action to be noted that a replacement is required for Gerry McGinn on the Competences Centre working group.
- MC to consider providing a template for terms of reference going forward to include a requirement for a quorum on each group.

Action: MC

3. ORGANISATION DESIGN / HUMAN RESOURCES

3.1 Employee Action Plan

Rachel Hill attended for this item.

AB referred to the ELT action plan paper. The group discussed the progress against the actions. Areas noted to focus on were:

- Group/Divisional Action Plans – potential to ask Employee Champions to present how action plans are progressing.
- Visibility – Board members have been encouraged to attend forthcoming events. All Board members have agreed to participate in upcoming events. ELT members to ensure participation at events.
- PDPs – keep encouraging staff to have these completed (currently at 44% completion).

RH reported that the most recent Employee Champions meeting was the first attended by two ELT members. The meeting was very much an open conversation and the Champions posed a number of questions to BS and MC. The two main areas of focus were communication and the transfer policy.

RH commented that the Champions agreed that it was good to have the ELT members in attendance and going forward the meetings would focus on one topic. It was agreed that ELT attendance would be rotated.

It was confirmed that Employee Champions would be attending an ELT meeting in November.

3.2 Secondments

AB referred to the tabled paper. The group discussed and agreed with the direction laid out in the paper.

AH would like to see the PDP linkage drawn out further, bearing in mind the challenges highlighted in the staff survey action plan i.e. poor progression/lack of development.

Action: AB

3.3 Leadership Development Programme

AB presented an update on next phase of the leadership development programme. AB to distribute presentation for ELT members to consider in advance of the next meeting scheduled for early October.

Action: AB

3.4 Any Other Business

There was no further business to discuss.

Next Meeting: 21st October 2015

**INVEST NI EXECUTIVE LEADERSHIP TEAM
PERFORMANCE REVIEW AND PLANNING MEETING**

MEETING MINUTES – WEDNESDAY 21st OCTOBER 2015

Attendees: Mel Chittock (Chair), Amanda Braden, Brian Dolaghan, Jeremy Fitch, Oonagh Hinds, Jennifer Pleavin, Martin Robinson, Bill Scott

Apologies: Alastair Hamilton, Peter Harbinson

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 16th September were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Corporate Governance* - PH has issued a draft agenda for the forthcoming leadership meeting. It is proposed to ask Board members to present on this item and talk about their experience. Any further comment on the proposed agenda to be fed back to PH by 26th October.

1.2.2 *Leadership Development Programme* - update on next phase of programme will be discussed in a separate meeting.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Absence Management

AB presented some analysis of sickness absence for September 2015. Amanda reported that absence continued to rise and that it was important that everyone maintained their focus on the area. She explained that the HR team carried out an audit of current absence management activities against best practice from the CIPD Absence survey report and that the majority of the most effective activities were in place.

One important ongoing action discussed was that leadership should be aware of the causes for absence in their area and ensure that there was good management of the issues. AB reported that the HR team were working on improving the level and type of information provided to leadership.

ELT asked for further information on how we compared to other organisations and what the trends were in both long and short term sickness in our organisation. They also discussed a range of other ideas on how to manage and reduce absence.

Action: AB

2.2 Performance Management Update

Edith Coleman joined the meeting. Following on from the paper presented in May, EC provided a brief update on the implementation of the 'Summary of Key Tasks' action points. In particular our two main objectives centred on providing support to line managers in managing under performance and raising awareness of personal development planning.

Action required from ELT:

- Cascade of update Comms with line managers via the Leadership forum and Core Brief;
- ELT to by attend a 'Lunch and Learn' session;
- ELT to visit the Performance Development Fair;
- Participation in Notepad Nomination Day.

2.3 Employee Engagement Action Plan

AB referred to the tabled paper providing an update on the ELT action plan.

Areas to focus on are:

- Mid-year reviews to be completed by 30th November;
- ELT to check with teams that 1:1s are taking place; and
- Business Development Academy - Revised tender currently being reviewed. Discussion remains ongoing on clarification of the achievable objectives of the programme within budget and the target audience for the training.

2.4 Employee Engagement Champions Update

Rachel Hill attended to provide an update from the recent Employee Champions meeting. The Champions were recently invited to attend an informal lunch session with the Chairman. RH commented that this was a very productive two way meeting. RH provided feedback on the areas discussed.

Champions will be attending November's ELT meeting and ELT are encouraged to continue to engage with their Group Champions.

3. 2015 – 16 BUSINESS PLANNING

3.1 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control meeting.

3.2 Future Years – Capital Profiling Exercise

This item was covered during the Finance Control meeting.

3.3 Risk Register – Quarter 2 - October 2015

Carol Keery attended to present the update to the Corporate Risk Register for quarter 2.

ELT members discussed the following points:-

- One new risk has been added this quarter relating to State Aid Regulations.
- Risk 4 relating to delegation of projects has been recommended for removal from the Corporate Risk Register.

- Risk 5 relating to budget allocation has been reworded to better reflect the budget situation.
- Risks 8 and 12a both relating to information and data management have been merged together. The Corporate and Group Risk Registers have been reviewed to ensure that they are properly cross-checked and consistent.

ELT approved the changes presented.

3.4 Export Action Plan and approach to Exports

BS presented to the group on the Export Action Plan. BS commented that the CEO has already reviewed the presentation for Board. The group discussed some areas in the presentation and BS to make a few minor adjustments.

BS reported that he will be coming back to Board in March/April 2016 to present the sales and marketing plan for 2016.

3.5 Social Agenda

OH presented to the group on the Social Agenda. OH commented that the CEO has already reviewed the presentation for Board. The group discussed some areas in the presentation and OH to make a few minor adjustments.

3.6 Sources of European Funds

JF referred to tabled paper. Following the Invest NI Board meeting in May, there was an action to enhance the access to information relating to external funding opportunities, predominately relating to R&D and innovation.

The tabled paper aims to focus on the area of R&D first so as to define a model. Once agreement is obtained on a proposed model this will be broadened out.

ELT approved the tabled paper and this update will now be provided to Board.

3.7 Any Other Business

- 3.7.1 *“Set Aside” Lands within Invest NI Business Parks* – JF tabled paper. JF asked that ELT members review and provide any feedback/comments.

Action: ELT

- 3.7.2 *Global Shapers* – JF commented that he met with a group of young business people from an organisation called Global Shapers. The Global Shapers Community is a network of Hubs developed and led by young people who are exceptional in their potential, their achievements and their drive to make a contribution to their communities.

JF commented that he found the meeting very interesting and felt that it would be worthwhile for other members of the leadership team to meet with them. JF will arrange in due course.

Action: JF

Next Meeting: 19th November 2015

**INVEST NI EXECUTIVE LEADERSHIP TEAM
PERFORMANCE REVIEW AND PLANNING MEETING**

MEETING MINUTES – THURSDAY 19 NOVEMBER 2015

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Jeremy Fitch, Peter Harbinson, Oonagh Hinds, Martin Robinson, Bill Scott

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 21st October were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Corporate Governance* – will now be picked up in Leadership 2 Programme.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Employee Action Plan & Employee Champions

Employee Champions Rachel Hill, Iain Joannides and Daniel McVicker joined the meeting for this item.

RH updated the group on the most recent meeting attended by PH and BD; highlighting some of the areas of discussion. IJ and DMcV both provided their views on the employee champions role and working group. DMcV commented that he was personally seeing more ideas coming from colleagues.

AB thanked the champions for their engagement and ongoing commitment to this role. AB would be keen to know how well the communication works back to the teams and if there are other opportunities to communicate this feedback.

MC felt that it would be worthwhile for the champions to have another article in the corporate magazine highlighting the outputs to date.

AH reiterated that the door is always open for the champions to feedback to the Executive Leadership team.

AB asked the group to ensure that they continually review their group action registers as some plans are still not aligned.

2.2 Common Language for Continuous Improvement

Paddy Robb joined the meeting for this discussion.

The purpose of the tabled paper is to propose a practical approach to standardise the tools and methodology used in continuous improvement activity within the organisation. The aim is to recommend a common approach which will provide a standardised reporting framework, communication and develop a common language set amongst all participating staff. The focus should be on embedding a continuous

improvement culture underpinned and supported by a common toolkit rather than a specific 'initiative'.

The group discussed the recommendations as laid out in the paper.

ELT agreed to move forward with the pilot and asked that MR/PR return with a worked example and feedback.

Action: MR

2.3 Business Continuity

Mary de Almeida joined the meeting for this discussion.

Invest NI has Business Continuity Plans in place for its headquarters and local offices. It was recently highlighted that, whilst the plan was in place, the structures were not embedded well enough in the organisation to successfully manage a major incident. MDA briefed the group on the key points in the revised plan.

ELT endorsed the revised continuity plan and it was agreed that this would now be presented to the Board Audit & Risk Committee.

It was agreed that ELT members would review their group continuity plans and MDA offered assistance where required.

2.4 Absence Management

AB referred to tabled paper. The group discussed the current absence figures and the responsibilities of management of absence.

It was agreed that the language in the core brief be reviewed to communicate more on the intentions.

Action: PH

2.5 Transfer Policy

AB provided update on the transfer policy. It was agreed that ELT would revisit this discussion.

2.6 Resources

AB provided an update on the current resourcing issues.

3. 2015 – 16 BUSINESS PLANNING

3.1 Colleges NI

The following members from Colleges NI attended the meeting to deliver a presentation to the executive team - Glyn Roberts, Gerry Campbell, Ken Webb and Karen Lennon.

The further education sector is the main provider of technical and professional education and training in Northern Ireland. Further Education is delivering the skills required for NI economic growth. Colleges continue to upskill individuals in economically relevant areas.

Ken Webb briefed the team on SPICE (Specialist Provision for Industry using College Expertise).

AH commented that the FE colleges had been quick to respond and extremely flexible in setting up academies and this had helped in attracting inward investment.

AH thanked the Colleges NI team for their presentation.

3.2 Data Analytics

Alison Gowdy joined the meeting to deliver a presentation on big data and analytics. The group discussed the presentation and agreed that this should now be presented to Board.

3.3 International Sales & Marketing Plans

Bill Montgomery joined the meeting to deliver a presentation on the international sales and marketing plan. The group discussed the presentation and recommended a number of changes. It was agreed that this would now be presented to the Board.

3.4 Set Aside Lands in INI Business Parks

JF referred to the tabled paper. This is a proposal to set aside areas within Invest NI's Business Parks and Industrial Estates for projects which do not fully align with Invest NI's intervention criteria; but nonetheless, could still generate economic activity on sites which may otherwise lie dormant.

JF commented that this proposal will help to address the vacant site issues. MC felt that the criteria needs to be upfront and clear within the proposal.

JF to confirm that normal property rules on usages within a business park will be followed so as not to restrict future usages. JF to include a timeline within the proposal.

OH confirmed that Forthriver is ok to be included.

It was agreed that there is a story to be told, to tie in to Council sub regional economic plans. JF to consider PR.

Action: JF

3.5 Monthly Finance Report

ELT meeting recessed to convene Finance Control meeting.

3.6 Jobs Created Analysis

Darrell McCullough joined the meeting to deliver a presentation on jobs created analysis.

The group discussed the analysis. It was agreed that numbers will be rerun at year end. Decision point will need to be made on moving to project monitoring.

3.7 DETI Test Drilling

Carol Keery joined the meeting to discuss the tabled paper.

The objective of this exercise is to ensure that appropriate appraisal standards are being applied and that decisions regarding the allocation of funding are being taken on a proper basis.

ELT noted the findings and paper will now be tabled at the Board Audit & Risk Committee.

3.8 Board Away Day agenda

The group discussed the proposed agenda for the Board away day. It was agreed to wait until after the next ELT strategy session on 17th December to finalise.

3.9 Any Other Business

3.9.1 *File Plan* – BD raised the issue of the time and resource impact for the review of the file plan. AH asked that ELT members consider and this will be tabled for discussion at a future meeting.

3.9.2 *Internal customer service standards* – BD raised this issue as discussed at a recent Employee Champions meeting. This was raised in terms of asking for SLAs for internal customers. It was agreed to discuss this at the next meeting.

3.9.3 *North Foreshore* – OH reported that there could be issues around ERDF. OH is due to attend a meeting and will then present the options to ELT at a future date.

3.9.4 *State Aid exercise* – JF reported that Stephen Wightman will take up this role in the interim. JF felt that a discussion was required on state aid responsibility within the organisation.

3.9.5 *Official Statistics paper* – MR referred to his previous circulate paper. MR asked for any comments to be fed back to allow a response to the Department.

Next meeting: Monday 14th December 2015

**INVEST NI EXECUTIVE LEADERSHIP TEAM
PERFORMANCE REVIEW AND PLANNING MEETING
MEETING MINUTES – MONDAY 14 DECEMBER 2015**

Attendees: Alastair Hamilton (Chair), Mel Chittock, Brian Dolaghan, Jeremy Fitch, Peter Harbinson, Siobhan Haughey, Oonagh Hinds, Martin Robinson, Bill Scott

Apologies: Amanda Braden, Olive Hill

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 19th November were approved.

1.2 Actions outstanding from last meeting

- 1.2.1 *Set Aside Lands in INI Business Parks* – JF reported that the paper has been redrafted to take on board comments from the last meeting. Paper will now be passed to CEO for signing.

Action: JF

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Leadership Development Programme

Paula Wilson, Wilson Sloan attended for this discussion.

PW briefed the group on the proposed content for the first workshop of Phase II. Phase II will be much more about responsibility and embedding the learning to date. The group felt that personal accountability and integrity should be included. PW saw this being covered in the first slot of the workshop. The group were content with the proposed content.

It was agreed that communication of Phase II could be covered at the next leadership meeting on 28th January 2016.

Action: AB/PH

The group discussed the value of recognising coaching opportunities. It was agreed that PW would flesh out the purpose and objectives of the programme.

It was agreed that a further discussion would be required on the programme for ELT. AH stated that he would like to see more on the high performance team piece for ELT.

Action: AB/SH

2.2 Employee Engagement

SH updated the team on behalf of Rachel Hill.

SH reported that overall the results for actions from Engagement Survey increased in 2014/2015 from 3.04 to 3.22 and the overall the results from Employee Engagement increased in 2014/2015 from 62.8 to 65.8.

SH reported that the areas focussed on by ELT contributed to this increase namely:

- Showing leadership and personal buy in, by working in partnership with the champions and increasing engagement;
- Building a strong working relationship with their Group Champion; and
- Increasing ELT visibility.

Employee champions are in the process of discussing ways to increase communication about actions from throughout the year which have a direct correlation to the results from the Engagement Survey.

This is an area which ELT can provide support, it is suggested that the core brief document is used not only to provide an organisational view of Staff Engagement but also for each ELT to have a sub-section which relates to their own division.

PH stated the core brief is merely a template and that each ELT member (or the person delivering the core brief) can include any additional information they feel relevant to their Group.

3. 2015 – 16 BUSINESS PLANNING

3.1 Monthly Finance Report

ELT meeting recessed to convene Finance Control meeting.

3.2 RSI Evaluation

David Bradshaw presented an update to the group on the outcome of the October 2015 RSI Final Evaluation conducted by SQW.

DB stated that the evaluation result provided a clean bill of health reporting that the programme was delivered within budget and that it was delivered well. SQW reporting that data held by Invest NI is robust and accurate.

A number of recommendations have been put forward namely:

- Maintaining a strong link to nibusienssinfo.com
- Ensuring a seamless transition to Councils
- Going forward a pan NI approach
- An enhanced focus on capability development of participants and post business plan aftercare
- Councils setting detailed SMART objectives.

BS wanted to put on record his thanks to OH, DB and the entire team in taking on this programme.

3.3 Simplified Costs

JF referred to the paper tabled.

The R&D Division is seeking to introduce a new simplified option for claiming and vouching salary costs within Grant for R&D projects where all eligible project labour costs will be claimed at a fixed hourly rate of £24 per hour. This objective adheres with the EU's agenda for ERDF simplification and Invest NI's drive to deliver a better, more efficient service to our Clients.

The changes proposed are:

- R&D projects will be applied for, appraised, and have a grant amount determined as per the current process.
- The labour element of the project will be converted to a standard hourly unit cost of £24. A new grant rate will be calculated resulting in a grant offer similar in amount to that established in the appraisal.
- Labour costs will be claimed using timesheets as evidence, no requirement for vouching to payroll data etc., both during the Invest NI vouch or the subsequent RDF audit(s).

AH asked if any client companies will be disadvantaged by this change. JF confirmed that this would not be the case as adjustments can be made through percentage contributions.

The change will come in to effect from 1 January 2016.

MC wished to note that this had been a very complex task and that the R&D and EU teams should be commended for their work. The EU Commission have commented that this is an exemplar model on how to cut red tape bureaucracy. This change will simplify grant claims and make a big difference.

It was agreed that this achievement should be communicated both internally and externally. Client executives will need to understand how this change will work. JF and PH to discuss.

Action: JF/PH

ELT noted the paper as tabled.

3.4 Any Other Business

3.4.1 *Casework feedback* – The group discussed a potential mechanism for casework feedback. A suggested template has been produced. BD will distribute the proposed template and asked that ELT consider.

Action: BD

3.4.2 *IT refresh* – BD raised the topic of the upcoming IT equipment refresh. The group discussed the pros and cons of tablets/laptops. BD felt that as an organisation we should be driving the ethos of mobile working. The group agreed with this as a point of principle but some further thought needs to be given to this.

3.4.3 *Meridio* – MC reported that due to recent stability issues with Meridio, the IT team will be taking it offline on Thursday evening to try to improve the stability. This is not without risk but it is hoped that it will improve the current issues being experienced. Meridio should be back online for Monday.

Next meeting: Wednesday 13th January 2016