

**INVEST NORTHERN IRELAND
EXECUTIVE LEADERSHIP TEAM
MINUTES 2014**

Thursday 16th January 2014
Tuesday 18th February 2014
Thursday 20th March 2014
Thursday 17th April 2014
Thursday 22nd May 2014
Tuesday 17th June 2014
No meeting scheduled in July
Monday 18th August 2014
Thursday 18th September 2014
Wednesday 22nd October 2014
Thursday 20th November 2014
Monday 15th December 2014

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

MEETING MINUTES – THURSDAY 16TH JANUARY 2014

Attendees: Alastair Hamilton, Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Barry McBride, Bill Scott

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 17th December were approved.

1.2 Actions outstanding from last meeting

Monthly Finance Report – WIP Evaluation Reports for 2014/15 – AH would like to see what the reports will look like and to get a feel for how well the system is being used.

Action: MC

Monthly Finance Report – Agri Loan Fund – no response from DFP received as yet.

Job Creation Data – BS confirmed he has the initial data and will now meet with Business Performance team.

NI Screen Evaluation – AH asked that MC and BD undertake an exercise to look at the budget implications.

Action: MC/BD

2. HEADS OF TERRITORIES UPDATE

ELT joined the Heads of Territories for a presentation.

Each Head provided a high level regional update detailing projects currently in work in progress and some of the trade activities currently being undertaken.

AH thanked the team for their time and also requested when back in HQ in May, for the Staff Conference, that he would like to see a presentation focussing on Trade. Currently still well short of the Trade target; ELT would like to know what the targets are, split by regions and the plans to drive forward.

Action: BMcB

BS also asked if ELT could be provided with some information on what the Irish are doing i.e. Springboard.

Action: BMcB

3 2013 – 2014 BUSINESS PLANNING

Gary Cushnahan, Gerard McNally, Keith Millar and Ian Maxwell joined the meeting.

3.1 Corporate Scorecard

Keith Millar joined the meeting to discuss the Corporate Risk Register quarter ended 31 December 2013.

The new Risk Management process is now embedded and continues to work well, both at Corporate level and for respective Groups. No risks have been removed this period but one has been added to the Corporate Risk Register related to the replacement of seven Board Members in April.

A new escalation process has been introduced based on risk rating and specified risk appetite. As a result of this a number of risks in Group Registers have been flagged for possible inclusion in the Corporate Risk Register. A final decision on their inclusion is required from ELT:

Business Solutions Group

Risk 3 – ELT decided to monitor within the Group risk register and if mitigations aren't successful then to bring back next quarter.

Risk 10 – Research is currently underway in this area. Risk to remain in the Group risk register but once the report has been received, ELT will review this risk.

Risk 11 – ELT agreed that this risk should remain on group level register.

Business and Sector Development

Risk 1 – ELT agreed that the implications of this risk are already recorded within Risk 1 on the Corporate Risk Register. The higher level risk is to be reviewed to ensure it adequately reflects the Group concerns.

Discussion followed related to the increase in the risk rating of Risk 5 on the Corporate Risk Register. It was agreed to leave the increase in rating but review the information being collated by Damian McAuley and then revisit.

AH also raised the question as to whether the Limited opinion raised by Internal Audit Services against Programme Evaluation should be reflected in the risk register. It was agreed that this opinion did not represent any significant increase in risk but that wording would be added to Risk 1 on the Corporate Risk register to ensure it was captured.

Action: DD

Finance & Operations

Risk 3 – ELT agreed that this risk should be added to the Corporate register and removed from the Finance Group register.

Risk 5 – ELT agreed that this risk should remain on the Group register.

Risk 7 – ELT agreed that this risk should remain on the Group register.

Strategy

Risk 2 – ELT agreed that this risk should remain on the Group register.

A number of risks in both the Group risk registers for Regional Business and Communications have remained at the same risk rating for a number of periods, with no additional mitigations planned. ELT to confirm if content to move to the Risk Log.

Action: ELT

MC raised a concern about loss of visibility of risks coming off the registers. KM confirmed that these are moved to a risk log and would be reviewed every six months with a view to reinstating if necessary.

3.2 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control Meeting.

3.3 Plan for 2014/15

GC commented that the team has had assessment of the forecast outturns for end March 2015 and, based on this, a formal request to teams for input to the draft Operating Plan will issue this week with a view to having a first cut to table at ELT on 10th February. GC to issue timeline.

Action: GC

MC reported that he was also reviewing the budget requirements for next year. Brought forward commitments are showing an increase in new business.

4. ORGANISATION DESIGN/HUMAN RESOURCES

4.1 HR Update

Recruitment Process – AB provided an update on the current recruitment schedule and the progress made to date.

Employee Engagement – AB provided update on the four areas that were focussed on from the Millward Brown report.

There was a suggestion that the Business Development Academy be pushed back in terms of the start date due to work pressures. It was agreed DD and BMcB would discuss this further and present a view to ELT.

Action: DD/BMcB

Business Continuity – AB reported that the Business Continuity Plan needs a full refresh. A review exercise will now be undertaken and AB asked ELT colleagues for support during this process.

4.2 PMS Levelling Process

The Group discussed the levelling process. ELT to submit forecast and AB will provide an update at the next meeting.

4.3 Secondment Presentation

Seamus McGuickan attended the meeting and presented on his experiences during his secondment which is now coming to an end; providing suggested improvements for future secondments.

Jeremy wished to particularly thank Seamus for the work he did on the Agri Food Loan Scheme.

5. 2013 – 14 STRATEGIC PLANNING

5.1 Board agenda/papers

The team discussed the agenda for the Board away day next week.

5.2 Any Other Business

Phone Update – MC reported on the proposed update to Invest NI's mobile phone contract. Invest NI is part of a UK wide Cabinet agreement on contract phones. The re-tender was won by EE and Invest NI will one of the first organisations to transfer over 1 April. IT team are currently trialling the different mobile handsets.

O&L agenda items – Evaluations protocol, engagement with Ministers/wider business engagement re. Regional Aid

Peer Learning Groups – Going forward BS recommends convening group meeting as and when a particular issues needs addressed. Suggestion is to keep under review.

Next Meeting: Tuesday 18th February 2014 @ 10.00a.m., Boardroom

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

MEETING MINUTES – TUESDAY 18TH FEBRUARY 2014

Attendees: Alastair Hamilton, Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Barry McBride, Bill Scott

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 16th January 2014 were approved.

1.2 Actions outstanding from last meeting

Monthly Report Finance – Business Performance, CIT and IT are working on a number of WIP related initiatives. MC has asked the teams to consider a more holistic approach and subsume the various issues in to a more coherent project focusing on key outcomes and bottoming out major problems. In conclusion, team will not be capable of having anything in place on the revised WIP reports prior to 30th June.

CSR Activity – AH asked that AB considers how the ongoing work of Transform, CSE, the Business Development Academy, CSR, etc fits with the concept of ‘a better place to work’. Would like to discuss this at the next ELT meeting.

Action: AB

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 HR Update

Performance Management – AB reported that the organisation is now at a reasonable level of consistency. Next stage will be the fine tuning/consistency within job plans.

Employee Engagement – AB reported that the career development workshops are happening every 3-4 weeks and are working very well.

Staff Survey – Currently completion rate is at 54%. Close out date is Monday 24th February.

Secondment – AB reported that a few ideas have been put forward for consideration.

3. **2013 – 2014 BUSINESS PLANNING**

Damian McAuley, Gary Cushnahan and Gerard McNally joined the meeting.

3.1 **Monthly Finance/Management Report**

ELT meeting recessed to convene Finance Control Meeting.

3.2 **Operating Plan 2014/15**

A first draft of the proposed targets for next year's Operating Plan was tabled. At this stage focus has been on the Performance Quadrant of the Scorecard and the more detailed range of targets in the Operating Plan. The Team are still working with the individual members of ELT to firm up the other three quadrants of the new Scorecard and will present this for ELT approval in due course.

The majority of the underlying OPMR targets for next year have been assessed and challenged where necessary and, subject to clarification in one or two areas, the targets that have been proposed for next year are considered to be appropriately challenging.

In terms of the draft Scorecard, the initial analysis would suggest that, based on outturns over the previous two years, the first cut of employment related KPIs for next year are on the conservative end of the scale. Whilst this would suggest there is scope for uplift in a number of these milestones, major projects scheduled to complete in Q1 of the year have been excluded at this stage.

ELT agreed that, as we are now about to enter the final year of our Corporate Plan, and as all major projects are scheduled to be delivered in Q1, these should be formally incorporated in the second draft of the KPIs. A further analysis of the employment linked targets should then be undertaken in September 2014 (once there is more visibility of Work in Progress and of the impact of changes in Regional Aid Guidelines) to determine if any further uplift in targets is possible.

GC to revise Performance related KPIs to include the impact of major projects scheduled to be delivered in Q1. Business Performance Team to work with relevant members of ELT to finalise targets for the remaining quadrants of the Scorecard.

Action: GC

4. **2013 – 14 STRATEGIC PLANNING**

4.1 **RPA & Sub Regional Plans**

BS took the Group through the proposed presentation for the Board meeting in February. Bar a few minor amendments, ELT were content with the presentation.

4.2 **Internationalisation**

BMcB provided a verbal update to the Group on the current status of internationalisation. A number of regular meetings have now been scheduled which will enable BMcB to report on a monthly basis.

It has been suggested that a “playbook” be produced for overseas trips that will have a clear message for Ministers to reference. A number of examples, developed by the Corporate Information Team have been circulated for consideration.

DD commented that the framework was now in place and just requires populating. Aim is to get as much in place before the beginning of the new financial year.

Action: BMcB

4.3 **Transform Update (CMP)**

James Devlin attended to present an update on each of the Customer Management Projects.

Business Development Academy – 260 individuals have completed the assessments, 190 completed by Managers – 155 matched. JD reported that the first batches of reports are being produced today. These reports will not only identify individual learning & development needs but will allow the Learning & Development Team to get a very good feel for team, group and wider organisational requirements.

Segmentation & Alignment – implementation actions currently underway updating customer base with new classifications and creating Account Development Plans.

Customer Service Excellence – now need to maximise the benefit of achieving this standard and build the wider customer service excellence plan.

The Group debated the current timelines for a number of initiatives staff are being asked to complete particularly at year-end.

It was agreed that BD would work with JD in terms of meeting timelines for completion of actions on segmentation and alignment and the diagnostic work within the Business Development Academy.

Action: BD/JD

4.4 Evaluations – Lessons Learnt

The paper tabled is the first of a new series which seeks to identify and share lessons learned from the evaluation of Invest NI's projects and programmes. It is one of a number of actions being implemented by the Evaluation Team in response to the IAS audit of the Evaluation Service in 2013/14.

The Group discussed a number of common lessons from recent evaluation reports relating to Invest NI funded activities and solutions delivered by sectoral bodies/EDOs.

ELT agreed with the recommendations made within the paper. DD to update EDO Guidance and organise refresher training for relevant staff in April.

Action: DD

4.5 Corporate Planning Process

DD highlighted the current thinking in terms of the production of the next corporate plan. Currently at the research stage but this will require input from other Divisions within the organisation.

As with previous corporate plans, it was agreed to try to capture what the key themes and priorities should be from Board members (particularly before a number of them retire from Board).

Action: DD

BS commented that within the themes being considered it was essential that sub-regional impact be considered.

4.6 RAG Update

DD reported that INI and DETI have met with officials from the European Commission. Feedback from Europe is that the Regional Aid Guidelines will not be amended but that officials within DG Comp would be prepared to meet to better understand the unintended consequences of changes on NI and to discuss requests for clarification around a number of key points.

AH was keen to ensure that Ministers were fully briefed on this issue and it was agreed to write to the Department in the first instance. DD to draft response.

Action: DD

4.7 Follow up to Board Strategy Away Day

DD prepared a short paper detailing some of the key takeaways from the recent strategy away day. Two areas of focus were detailed namely Formal / Governance / Accountability and Input to Policy / Strategy Development

MC reported that he will be bringing a detailed proposal on a new Board Induction process to ELT within the next number of weeks with a view to running a workshop late April (to include an invitation of existing Board Members to attend as a refresher).

Action: MC

DD asked how we drive topic subject matter for discussion at Board meetings. MC suggested that a rolling agenda of key topics/agenda items, based on need at particular times of year, be pulled together. MC commented that Damian McAuley had some of this pulled together already.

DD to liaise with Damian McAuley to produce a proposed rolling agenda.

Action: DD

4.8 Priorities to Year End and Beyond

This item was discussed earlier in the meeting during the Transform presentation.

DD raised a couple of other priorities namely exports and enterprise zones.

Exports – DD to circulate paper that was agreed with DETI on how export data will be captured and reported going forward.

Action: DD

Enterprise Zones – DD advised that following a recent ministerial meeting DETI is preparing a discussion paper on the development of EZ's. As part of this DD confirmed that he will provide DETI with details on all Invest NI's Industrial Estates, mapped across the new 11 Council boundary areas.

As with EZ development across the UK DETI will need to consider broadband coverage and electricity supply.

Action: DD

4.9 Any Other Business

4.9.1 **Stakeholder Survey** – PH took the Group through the recent results of the stakeholder survey. PH will circulate the full report to ELT members.

Action: PH

In terms of going forward PH is meeting Millward Brown to map out the forward programme of work on surveys. BS felt that it would be good to share these

results with staff as there is a sizable number who work on a daily basis with stakeholders and these results are very encouraging.

- 4.9.2 **Values** – ELT to consider how they can continue to embed the values. AB will give some thought to this.

Next Meeting: Thursday 20th March 2014 @ 9.00a.m., Room 3C01A

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

MEETING MINUTES – THURSDAY 20TH MARCH 2014

Attendees: Alastair Hamilton, Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Barry McBride, Bill Scott

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 18th February 2014 were approved.

1.2 Actions outstanding from last meeting

- 1.2.1 Jobs Fund – JF confirmed that Invest NI can amend the Jobs Fund scheme to extend the approval period for 12 months. MC's understanding is that no further budget is required however he will confirm this by 21st March. JF to draft note to be sent to Department/Minister.

Action: JF

- 1.2.2 Internationalisation – AH would like ELT to see a copy of the presentation before going to Board. DD to forward copy.

Action: DD

- 1.2.3 Transform Initiatives – BD confirmed that a timeline has been agreed with James Devlin.

- 1.2.4 EDO Training – DD confirmed that paper has been presented and dates are now scheduled in April for training.

- 1.2.5 Board rolling agenda – DD reported list currently being pulled together. AH asked that DD make some initial suggestions and ELT members to add to list. AH suggested breaking the list into quarters in terms of items to be presented to Board.

Action: DD

- 1.2.6 ABI Survey Letter – A number of letters have been returned. It was agreed that BS and BD would give some consideration to how client data is kept up to date and oversee the management of same. DD to provide details to relevant ELT members.

Action: BS/BD

- 1.2.7 *Enterprise Zones* – DD reported that he had just received a proposal paper from the Department which he needs to review. The team discussed the issue of

infrastructure around enterprise zones and it was agreed that DD would engage with the Property team in this regard.

Action: DD

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 HR Update

- 2.1.1 Employee Engagement – AB presented to the team on how Invest NI's various ongoing activities fit with the concept of "Better Place to Work". AH asked that AB map out what we are doing i.e. staff survey, CSE, IIP, CORE. AH will meet and discuss with the Chairman.

Action: AH/AB

- 2.1.2 Talent Management – AB presented to the team on talent management. ELT agreed that this was an area for focus. A ratings report from End of Year reviews will be provided to ELT by 31st May.

- 2.1.3 Engagement Survey – PH is proposing that results are released to staff and then to use the staff conference as an opportunity to focus on the actions to drive it forward. AH keen to see the breakdown over the years. PH to prepare number of slides for use at Board meeting.

Action: PH

2.2 CSR Activity

Paddy Robb joined the meeting to present this topic. One of the actions from a previous presentation was to look at the proposal for Invest NI to implement ISO14001. PR laid out what ISO14001 was, why Invest NI should apply for this accreditation, the benefits to be achieved and the time requirements on the organisation.

BD asked if the organisation had any sense of what the cost savings were in terms of the ISO 14001. ELT agreed that it felt like the right thing for the organisation to do but the team would like to see some of the numbers around what it will cost for us to deliver. The team also asked for an update on total time activity around CSR.

Action: AB/PR

3. 2013 – 2014 BUSINESS PLANNING

Gary Cushnahan and Gerard McNally joined the meeting.

3.1 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control Meeting.

3.2 Scorecard/Operating Plan 2014/2015

Gary Cushnahan tabled a paper to confirm the majority of the targets within the scorecard for 2014/15. The team debated the targets presented and suggested some minor amendments. GC to revise the paper for inclusion in the March Board papers. Final outstanding scorecard targets to be confirmed before April ELT performance meeting.

Action: MC/GC

3.3 Performance Business Starts Jobs

Bill Scott presented a number of slides to explain the rationale behind the setting of the targets for Business Starts.

BS confirmed that a paper will be coming to ELT members on this issue and the reason behind the transfer of NRA and NEETs.

3.4 Board Alumni

MC referred to paper tabled on the proposal for a Board alumni group. This was an action arising from the Board Strategy away day.

Careful consideration would need to be given to how this group of individuals might be used. It will be important to make it clear from the outset that the group as a whole will have no formal role, will not be subject to any appointment process and will have no authority or responsibilities.

It was agreed that this was a favourable idea however the paper presented needs to address who will manage this group from within Invest NI. It was agreed that AH would discuss with the Chairman to take his view and see how to move this forward.

Action: AH

3.5 Any Other Business

- 3.5.1 Customer Surveys – PH reported that the Board had expressed an interest in finding out more about our customer surveys. Paper tabled is for consideration by ELT before presenting to Board. It was agreed to wait to table the paper until Millward Brown could complete the regression analysis. Item to be tabled at April Board.

Action: PH

- 3.5.2 Staff Conference – PH tabled draft programme for the staff conference in May. Suggestion is to focus on “Passion” as the theme. ELT were content with the proposal as laid out. BD felt this would be an opportune moment to reinforce

Invest NI's mission statement and to consider how we determine where we are on the journey of becoming world class.

- 3.5.3 Ministerial trip to USA – AH provided the team with some feedback from the recent ministerial trip to the USA.
- 3.5.4 Competence Centre Working Group – The first meeting of the Competence Centre Programme Oversight Committee (OSC), chaired by Jeremy Fitch, was held on 13th March. JF advised that the OSC is an advisory committee only, and not a sub-committee of the Invest NI Board. JF therefore sought to have the status of the committee confirmed at ELT so that there is an agreed understanding of the OSC role.
- 3.5.5 Annual Accounts Report – MC reinforced with the team that the deadlines set for information to be provided for the annual accounts are not moveable. MC asked his colleagues to ensure all information is provided in time.

Action: ELT

Next Meeting: Thursday 17th April 2014 @ 09:00

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

MEETING MINUTES – THURSDAY 17TH APRIL 2014

Attendees: Mel Chittock (Chair), Amanda Braden, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Bill Scott, Vicky Kell

Apologies: Alastair Hamilton, Barry McBride

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 20th March 2014 were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Client Data Updating* - Team currently carrying out analysis. BS/BD will meet once completed and bring action plan going forward.

1.2.2 *Enterprise Zones* - Paper circulated back to Department who are now considering how to take forward. DD has drawn up lines to take for staff.

1.2.3 *Employee Engagement* – Mapping work is still ongoing.

1.2.4 *CSR Activity / ISO14001* – Analysis work is still ongoing.

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 Employee Engagement Survey

PH presented the breakdown of the results of the employee survey. The Group discussed some of the specific results.

It was agreed that PH would ask Millward Brown to provide the individual breakdowns to give a bit more granularity at a divisional level. The top level results will be communicated at the Staff Conference in May. PH to provide proposed timeline of wider communication to staff.

Action: PH

2.2 HR Update

AB presented the key elements on talent management. The group debated this topic and the merits of what we are trying to do.

It was agreed that AB would put some more details around key objectives, what this exercise would entail and produce a timeline for the exercise.

Action: AB

3. 2014 – 2015 BUSINESS PLANNING

Damian McAuley, Gerard McNally and Ian Maxwell joined the meeting.

3.1 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control Meeting.

3.2 Draft Board agenda

The Group discussed the draft agenda for the forthcoming April Board meeting. DD and MC are currently working on a rolling agenda for forthcoming Board meetings. DD and MC to meet to discuss and agree this.

It was agreed that Board actions will be issued within 3 days of the meeting and at the following ELT update meeting the team will discuss, close off items and discuss next topic for debate. Timing of the Board meeting is also to be extended; day to day topics to be dealt with by exception.

3.3 Board Induction Programme

The Group discussed the proposed induction programme for the new Board members. The Group made some suggestions to the programme and DMcA will now issue a revised programme.

Action: MC/DMcA

3.4 Risk Management

Keith Millar joined the meeting to present this item. DMcA wished to take the opportunity to thank the Executive Directors and their teams for their work in keeping the risk registers up to date.

One risk is marked for deletion from the corporate risk register (No.16), related to Jobs Fund. ELT agreed to remove and note on risk log.

The Group discussed a number of risks that have been flagged to move to the corporate register. Decisions agreed as follows:

Business Solutions Group

- *Risk 3* – Agreed to retain on Group register
- *Risk 5* – Agreed to retain on Group register but to align with Corporate register
- *Risk 9* – Agreed to retain on Group register

Business and Sector Development

- *Risk 1* – Agreed to move to Corporate register and amend wording around budgets
- *Risk 2* – Agreed to retain on Group register

Communications

- *Risk 4* – Agreed to retain on Group register

Finance & Operations

- *Risk 4* – Agreed to retain on Group register
- *Risk 5* – Agreed to move to Corporate register and amend wording
- *Risk 7* – Agreed to retain on Group register

Strategy

- *Risk 2* – Agreed to retain on Group register

A number of risks in both the group risk registers have remained at the same risk rating for a number of periods, with no additional mitigations planned. It was agreed that these should be removed to a risk log. These include:

Business & Sector Development

- **Risk 5** – Performance measures and reporting

Regional Business

- **Risk 3** – Performance measures and reporting
- **Risk 4** – Achieve target for quality start-ups and export focused companies

Communications

- **Risk 2** – Localised negative publicity

A number of risk ratings have changed and it was agreed that further adjustments were needed to ensure the risk register is aligned to the strategic objectives of the organisation. It was agreed that this should be tabled at a future meeting.

KM to review/revise previous paper tabled at Board and bring back for a discussion on risk management implementation and practice.

Action: MC/KM

3.5 Social Media Policy

PH tabled the final version of this policy. ELT agreed, policy will now be communicated to staff.

3.6 Annual Customer Satisfaction Potential Action Plan

It was agreed that PH, BD and DD would meet to discuss the action plan and bring back to future ELT meeting with actions.

3.7 Any Other Business

3.7.1 Updated WIP – paper tabled.

3.7.2 Project Sign On – BD raised concerns around project sign on meetings. The Group started to debate the purpose of this meeting. It was agreed that this would be a discussion topic at next ELT.

3.7.3 Regional Aid – DD updated the team on recent letter received. Briefing sessions are currently being organised for staff (early May) to provide guidance and lines to take.

Next Meeting: Thursday 22nd May 2014 @ 09:00

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

MEETING MINUTES – THURSDAY 22 MAY 2014

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

Apologies: Amanda Braden

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 17th April 2014 were approved.

1.2 Actions outstanding from last meeting

A number of actions were not ready for discussion this month but will be brought to the next meeting.

- 1.2.1 *Monthly Finance Report* – MC stated that he still plans to bring this back to ELT at the end of June. DD raised the issue of system adherence. BMcB agreed to take this issue and look in to it.

Action: BMcB

- 1.2.2 *Client Data Accuracy* – BD tabled a paper detailing an analysis and action plan for client data accuracy. ELT agreed with the way forward as detailed in the paper.

- 1.2.3 *Enterprise Zones* - DD commented that he will be meeting with the Department on the Enterprise Zones paper and plans to bring this item back in September/October.

The Group discussed the issue of infrastructure. AH requested that some analysis on the options to provide enhanced grid connections on our industrial sites be carried out.

Action: JF

2. 2014 – 2015 BUSINESS PLANNING

2.1 Vision 2015 Mid Term Review and Emerging Trends

Steve Chambers and Jonathan Caughey joined the meeting to present this item.

Steve Chambers gave a demonstration of a video conferencing solution that will be adopted in the interim.

Steve Chambers also gave an update on technology systems within Invest NI.

It was agreed that the Future Visioning exercise that PH is leading on should set the strategic direction for the digital engagement going forward. PH agreed to bring forward to ELT.

Action: PH

2.2 Regional Aid Draft Action Plan

JF tabled a regional aid draft action plan.

The purpose of the paper was to try to draw together the changes in regional aid and to detail the short, medium and longer terms actions to be undertaken.

The Group discussed some of the actions and it was agreed that these would be discussed further by the relevant members of staff.

AH commented that he would like to see more detail in what R&D tools could be used to attract new investment and also to see further discussions with the Department of Employment and Learning in the skills area.

It was agreed that JF would keep the Group up to date as this action plan moves forward and more detail is added. JF to report back as and when required.

2.3 Property Overhang Fund

William McCulla joined to discuss this item.

Invest NI has been in discussion with the British Business Bank (BBB), DETI, DFP and WhiteRock Capital in respect of a property overhang fund. A Strategic Outline Case (SOC) has been presented to DFP which sets out the high level information about the fund. The purpose of the SOC is to obtain buy in from DFP to the proposal ahead of a formal business case when approvals would be sought.

The Group raised a number of issues that need to be worked through. JF confirmed that due diligence will be carried out by Invest NI and British Business Bank.

ELT were content with the recommendations in the paper and it was agreed the Board be briefed at the next meeting.

2.4 SUPL Loan Scheme

William McCulla joined to discuss this item.

The sustainable utilisation of poultry litter has been an issue in Northern Ireland for a number of years. Currently there is an excess supply of poultry litter and there is too much phosphorous in farm land. This is in contravention to the Nitrates Directive and there is a need to promote proposals that will help find a solution to this problem.

Invest NI and DETI have been in discussions with SIB and DARD in respect of a potential solution. A Strategic Outline Case (SOC) has been presented to DFP which sets out the high level information about the scheme. The purpose of the SOC is to obtain buy in from DFP to the proposal ahead of a formal business case when approvals would be sought.

ELT were content with the recommendations in the paper and it was agreed the Board be briefed at the next meeting. William McCulla to keep ELT briefed on this as it develops.

2.5 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control Meeting.

2.6 Risk Management

Keith Millar joined the meeting to present.

At the last ELT meeting it was agreed that KM would present an update on risk management implementation and practice within the organisation.

ELT agreed that the Corporate Risk Register should be embedded as a high level management tool in the same way that the balanced scorecard is currently used.

It was also agreed that the inclusion of more forward looking information makes the risk register much more informative and useful.

2.7 Any Other Business

- 2.7.1 Employee Engagement/Response by Grade & Group – BS raised the issue of the low completion by senior management team. It was agreed that this should be something raised at SMT meeting next week.

Action: AH

- 2.7.2 Board agenda – The Group discussed the actions from the last meeting and the draft agenda for the next meeting. Some additional items for discussion to be added to the Board agenda.

2.7.3 Business Development Academy – BMcB provided a brief update on the academy.

Next Meeting: Tuesday 17th June 2014 @ 09:00

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

MEETING MINUTES – TUESDAY 17TH JUNE 2014

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

Apologies: Barry McBride, Bill Scott

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 22nd May were approved.

1.2 Actions outstanding from last meeting

1.2.1 WIP evaluation reports – MC to present to ELT in August.

1.2.2 Employee Engagement – AB confirmed that an action plan is currently being prepared on Great Place to Work. AB to present action plan to ELT in October.

1.2.3 CSR Activity – Update to be presented at a forthcoming ELT update session. AB to agree date with AU.

1.2.4 Board Alumni – AH to speak to Chairman this week.

1.2.5 Talent Management – AB to present to ELT in September.

1.2.6 Casework Review – MC to present to ELT in August.

1.2.7 Enterprise Zones – DD to present to ELT in September/October once policy direction has been agreed with DETI.

JF updated the group with initial findings in regards to the analysis of electricity usage on our industrial sites. AH commented that this needs to be wrapped up and a brief prepared for the Minister.

1.2.8 IT Emerging Trends – PH to present to ELT in August.

2. 2014 – 2015 BUSINESS PLANNING

2.1 Direct & indirect job creation and counting

David Greer attended to discuss this item and DD presented the tabled paper.

The purpose of the paper is to consider how to develop a more comprehensive measurement of Invest NI's job promotion activity, which will include all business support mechanisms expecting to result in employment creation. It also considers approaches for assessing the number of jobs which indirectly arise from assisted projects in line with other economic development agencies across the UK.

DD highlighted the three possible options in going forward. The group debated the options tabled. MC felt that there was a scoping piece required as a first stage; what are we trying to measure? DD confirmed that this would be addressed as part of the project proposal.

ELT agreed with the recommendation that a working group be convened to draw up a detailed project proposal to establish an appropriate mechanism to capture and report all jobs, direct and indirect as a result of our intervention.

Action: DD to take forward and report to ELT in October.

2.2 Data accuracy/validation

DD presented the tabled paper.

Data accuracy and validation has been discussed by ELT at previous meetings. Over recent months/years there have been a number of reminders to staff regarding the importance of keeping information accurate and up to date.

The group debated the tabled paper and it was agreed that a working group be convened to carry out a scoping study. BM suggested that this working group should also contain a client facing staff member.

There is a significant amount of work required to provide a full assessment of the current status and it was agreed that an initial report be presented to ELT in September.

Action: DD to take forward

2.3 Strategic & Transform Scorecard

2.3.1 Strategic Scorecard

Martin Robinson attended to discuss this item and DD presented the tabled paper.

As we enter into a new period of corporate planning and begin work to inform the priorities within the new Programme for Government (PfG), Invest NI will need to focus on those high level strategic issues which will have a real impact on us and our performance in relation to future economic growth.

The Strategic Scorecard will focus on longer-term, high level strategic priorities which will have a major and direct influence on our strategic direction and future performance. The 5 suggested strategic priorities are;

- Preparation for the next Programme for Government
- Maximising benefits from Strategic Partnerships
- Planning for Corporation Tax
- Future Visioning and Horizon Scanning
- Global Benchmarking for world class performance

AH felt, that while the tabled paper was the right direction, some themes that the Board were looking for i.e. effectiveness, export, local government reform, sub regional, resource management, were not covered in the proposed priorities. It was agreed that these elements were of more operational nature but still needed to be addressed in the short term. DD agreed to draw up a template for the appropriate ELT member to complete for discussion at August's ELT.

MR commented that an exercise has been issued to SMT as part of the Corporate Plan Scoping to gather their views. It was agreed to wait to further debate at the next ELT strategy session in August when the returns will have been collated.

Action: DD to action the completion of a short term template to address areas discussed and to bring forward a consolidated position on key strategic themes.

2.3.2 Transform Scorecard

DD tabled an updated version of the draft Transform scorecard.

The purpose of the scorecard is to ensure ELT have visibility of the key metrics within Transform in a timely basis, captured in a single place. The suggestion is to bring the scorecard back to ELT on a monthly or quarterly basis.

The group discussed the tabled paper commenting that it was a good piece of work and were content with the structure and format of scorecard. Some raised

concerns about how much detail was contained. It was agreed that the future discussion on the Transform Scorecard would be by exception.

Action: DD to include Transform Scorecard as part of the ELT & SMT monthly management reports.

2.4 Interim evaluation of the Co-Fund

William McCulla and Sinead Magee attended to present the tabled paper.

The purpose of the tabled paper is to seek approval of the Co-investment Fund interim evaluation report and associated action plan.

WMcC commented that the fund has been performing very well over the last three years and whilst the evaluation reflects that; it does put forward a number of recommendations for consideration.

The group discussed the recommendations detailed in the summary paper.

BD had a concern about increasing the upper investment limit of the Fund. Would increasing the upper limit attract deals only in the upper range and therefore losing focus on the small companies? WMcC and SM felt this would not be the case as the lower limit will also be reduced from £250k to £150k. In addition, the KPIs proposed for the top up would help keep the focus on small companies.

AH commented on the additional work incurred with the ERDF reporting. There is a need to be certain what the additional work is and what the cost will be. SM pointed out that there is a proposal to uplift the total management fee which will be less than a pro rata cost.

ELT endorsed the interim evaluation report and proposed action plan and the CEO signed the paper to go forward to Invest NI's Board for consideration.

During the discussion, issues were raised concerning the evaluation protocol. The group discussed some of the issues that arose during this evaluation. DD reported that the evaluation framework will be up for re-tendering early next year.

AH asked that a more joined up approach be considered to highlight any issues of concern. MC commented that this should be done via Jonny Shaw, Procurement Manager and agreed for ELT members to flag to JS any issues re procurement. MC to discuss with JS and take forward

Action: MC to take forward

2.5 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control Meeting.

3. ORGANISATION DESIGN/HUMAN RESOURCES

3.1 HR Update

- 3.1.1 Overtime – AB reported that she has followed up with BMcB. AH asked that this item come back to ELT for further discussion when BMcB and BS are in attendance.
- 3.1.2 Employer of Choice Award – AB reported that INI were shortlisted in the final four for this award. JF will ask the panel for some feedback.
- 3.1.3 Business Development Academy – AB reported that a few more reports have been completed.
- 3.1.4 Performance Management – AB reported that completion rate of year end reports is currently at about 78%. ELT to keep reminding staff to finalise.
- 3.1.5 Balcony – AB commented that a risk assessment has been carried out on possibility of using the balcony. Some remedial work to be carried out before staff will be able to use.
- 3.1.6 Car park shutter – Work will be carried out over the next few weeks.
- 3.1.7 Career Development Workshops – AB commented that a continuous theme is that of career progression and the requirement for financial competence. AB will be issuing a communication piece to staff on this topic.

3.2 Any Other Business

- 3.2.1 Air Route Development – MC updated the group on the potential of an air route development fund.
- 3.2.2 End to End Process – JF briefed the group on recent agreement to the claims rules on all client programmes. This will simplify procedures and ensure a consistent message is relayed to companies. Training will be carried out for staff in early October.
- 3.2.3 European Entrepreneurial Region 2015 – OH reported that following a joint application by NILGA & Invest NI, Northern Ireland has been successful in winning this award. The joint application was endorsed by the three MEPs and the 26 local authorities. The award will be presented in Brussels on 25th June.

OH to speak to Press office to try to promote this when the Minister is in the USA next week.

- 3.2.4 Regional Start – OH reported that Regional Start will be going to Board for the option to extend the contract to October 2015. OH confirmed that the team have spoken to all the shadow Councils who have given their initial support to this. If approved, formal agreement will be sought from the 11 Councils.

Next Meeting: No meeting in July, next meeting Monday 18th August 2014

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

MEETING MINUTES – MONDAY 18TH AUGUST 2014

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Donal Durkan, Peter Harbinson, Olive Hill, Barry McBride, Kevin McCann, Bill Scott

Apologies: Brian Dolaghan, Jeremy Fitch

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 17th June were approved.

1.2 Actions outstanding from last meeting

- 1.2.1 Evaluations – MC spoke to Procurement Manager. It was agreed that MC & PH would produce a piece for newsweekly to remind staff about the rules around procurement.

Action: MC/PH

1.3 Current Board Priorities Update

DD tabled paper as a follow up to the discussion at the June meeting. It was agreed that the areas to be focused on would be: Customer Management Programme; Effectiveness; Exports; Sub Regional Agenda; Local Government Reform, and Resource Management with Transform to be added.

The group discussed the projects listed. MC felt that some of these fell very neatly into the Board Working Groups. BS felt that the Local Government Reform project is quite operational but is listed to give the Board some comfort that these areas are being addressed. This project will come off the list by March/April 2015. There was a discussion on whether Internationalisation should be included on the list but it was agreed to leave it off until a separate piece of work on this area has been concluded.

DD commented that the intention is that this paper will be dealt with quarterly, by exception at Board.

DD agreed to make some revisions to the spreadsheet for consideration and updating (status and comments section) by ELT colleagues.

Action: ELT

Donal Durkan left the meeting at this point.

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 CR Activity

Paddy Robb joined the meeting.

- 2.1.1 ISO14001 – PR spoke to the tabled paper. The general feeling was that this was the right thing to do but that the organisation needed to be aware of some of the costs behind implementation. The cost of implementing ISO14001 is approximately £6,000 pa (£3,000 direct ISO14001 costs and £3,000 cost of staff time)

ELT agreed to proceed but at a delayed timescale i.e. new financial year. This was due to a number of other ongoing initiatives. In the interim a lot of the elements will be covered in the Transform scorecard.

- 2.1.2 CR Volunteering - PR spoke to the tabled paper. PR commented that the number of staff volunteering was quite small but that L&D were looking to drive this up. The overall picture is that the organisation is not overly burdened by CR volunteering and that team away days are a good use of time for CR. It was agreed that there was a need for some quality projects within the project bank.

KMcC asked how widely other teams know what is going on as this can often drive others to participate. OH felt there was a need to refresh minds on the process as there is some very good material but it needs publicised more.

- 2.1.3 CR Scorecard – PR spoke to the tabled paper. The CR scorecard is still very much in draft form. JF will bring to ELT on a quarterly basis.

2.2 Staff Survey Action Plan

AB presented to the group on this topic focusing on the five chosen routes to high employee engagement. The group discussed these five areas.

It was agreed that AB would produce a communication to staff to address what we have done to date and what we are doing next.

Action: AB

3. 2014 – 2015 BUSINESS PLANNING

3.1 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control Meeting.

3.2 Risk Register Quarterly Update

Damian McAuley spoke to the tabled paper. ELT agreed the following actions:

Business Solutions Group

- Risk 3 - Failure to deliver drawdown of the Agri-Food Loan Scheme – Agreed to be managed at Group level
- Risk 9 - Failure to recognise the risk to electricity security of supply in NI over the next 5 years – Agreed to be managed at Group level

Business and Sector Development

- Risk 2 – Failure to implement appropriate monitoring in respect of clients with live LOOs/FAAs – Agreed to be managed at Group level
- Risk 5 – Inability to influence investment decisions to large scale business – As this is a new risk it was agreed that it should be on the Corporate register until we have a better understanding.

Communications

- Risk 1 – Internal and external audit pressures based on Article 13 and 16 funding – Agreed to be managed at Group level
- Risk 3 – Communications procurement contracts (delays in awarding) – Agreed to be managed at Group level
- Risk 4 – Sponsorships – Agreed to be managed at Group level
- Risk 5 – Communication Team Resources – Agreed to be managed at Group level

Finance & Operations

- Risk 4 – Failure to comply with agreed claim processing timelines and requirements due to resource constraints, resulting in claims backlogs – Agreed to be managed at Group level
- Risk 5 - Failure to create and implement an agreed approach to appraisal delivery could increase the risk of loss of funds – Agreed to be managed at Group level
- Risk 8 – Failure to create and implement a standard, all encompassing approach to appraisal delivery – Agreed to be managed at Group level
- Risk 9 – Failure to complete robust financial appraisals on a timely basis – Agreed to be managed at Group level

Strategy

- Risk 2 – Failure to report accurately due to missing and/or incomplete data – It was agreed that this risk should be deferred until after the conclusion of current exercise (October)

ELT agreed with the removal of those mature risks to the risk log as detailed in the tabled paper.

ELT asked that DMcA include a new risk on budget.

Action: MC/DMcA

3.3 Casework Review

Damian McAuley spoke to the tabled paper. From both DETI test drilling and the real-time casework reviews, it can be concluded that, in general, there are no major deficiencies in the casework approval process. However, it is clear that there continues to be scope for significant improvements in the understanding, processing and presentation of cases for approval and these issues will be addressed through the End to End Process project over the coming months.

The key issues include:

- Incomplete understanding of the intervention principles and the appraisal criteria;
- Confusion and lack of clarity in relation to some of the processes (use of templates, etc);
- An inadequate approach to proportionality;
- Limited understanding of economic efficiency tests;
- Confusion and duplication in relation to joint projects (e.g. SFA and skills)
- Wide variations in the quality of presentations;

ELT endorsed the recommendations in the tabled paper. In particular it was agreed to aim for 100% review of cases over £100k and a sample of those under £100k; and to define an agreed process for feedback to the author of the submission and their line manager.

MC was concerned about the lack of knowledge of intervention principles by some of those presenting caseworks. A lot of quality and presentational issues have come out of the test drilling.

DMcA stated that there is still a training need (last refresher in 2013). It was agreed that more in-depth training is required and that this was scheduled to be rolled out in Autumn 2014.

DMcA to ensure DETI is briefed on the outcome of the recommendations of this review.

Action: MC/DMcA

3.3 Casework Review

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- An inadequate approach to proportionality;
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- Wide variations in the quality of presentations.

ELT endorsed the recommendations in the tabled paper. In particular it was agreed to aim for 100% review of cases over £100k and a sample of those under £100k; and to define an agreed process for feedback to the author of the submission and their line manager.

MC was concerned about the lack of knowledge of intervention principles by some of those presenting caseworks. A lot of quality and presentational issues have come out of the test drilling.

DMcA stated that there is still a training need (last refresher in 2013). It was agreed that more in-depth training is required.

DMcA to ensure DETI is briefed on the outcome of the recommendations of this review.

Action: DMcA

3.4 Any Other Business

No further items for discussion.

Next Meeting: Thursday 18th September 2014

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

MEETING MINUTES – THURSDAY 18TH SEPTEMBER 2014

Attendees: Donal Durkan (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Olive Hill, Barry McBride

Apologies: Alastair Hamilton, Jeremy Fitch, Peter Harbinson, Bill Scott

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

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

1.2 Actions outstanding from last meeting

1.2.1 *Evaluations* – MC to follow up with PH on piece for newsweekly.

1.2.2 *Staff Survey Action Plan* – AB reported that the draft communication is currently with CEO for approval.

1.2.3 *Risk Register* – new risk added and will be brought to ELT at next quarter end.

2. 2014 – 2015 BUSINESS PLANNING

2.1 Current Board Priorities

DD tabled an updated version of the current Board priorities paper. The Chief Executive has a commitment to report to Board on a quarterly basis and this will be presented at September's meeting.

DD commented that there was a need to agree how this is to be presented. It was suggested that each of the action owners provide a slide demonstrating the current status.

Action: DD, MC, BMcB, BS & AB

The group discussed the use of the colour coding on the progress cell. DD was content to consider the suggestion made.

Action: DD

2.2 Transform Scorecard

DD tabled an updated version of the Transform scorecard. The ultimate objectives of the Transform Scorecard are to give ELT total visibility of the wide range of Transform projects ongoing across the organisation, to highlight our Standards of Service as detailed in our Customer Charter and to highlight key trends in our performance as part of our commitment to a journey of continuous improvement.

DD commented that the level of activity shown on the Scorecard underscores both the wide and varied range of work being undertaken across the organisation and the level of staff engagement. ELT agreed that it is important to have this level of visibility and to recognise the continued effort and commitment of a large number of people.

DD also set out David Weir's role within the process. As the Transform Project Leader David will work with each of the Action Owners to ensure that each project is updated on a timely basis with sufficient detail to enable discussion at both ELT and SMT. This may at times involve a level of challenge on progress and milestone measures. ELT were content with this approach.

There are a number of projects on the scorecard that do not have sufficient updated information and DD would appreciate if ELT owners could ensure that this is updated and project owners inserted where missing.

Action: ELT

DD proposed to take the Scorecard to ELT for the next two months and a decision can then be made as to whether a monthly or quarterly review would be more appropriate at both ELT and SMT. He indicated that some Project Leaders expressed a concern that there may not be significant changes to project updates to warrant a monthly review.

Action: DD

The group discussed the colour coding in terms of hitting and missing the milestones. BD felt the colour needed to reflect where the project currently is but in some way notes if milestones have been missed. OH felt that there is good value in having the red which means we have missed the targets as this brings it into focus.

MC asked that as we develop the scorecard if a one page guidance note can be issued to project owners to ensure consistency when updating the information.

Action: DD

There was also a discussion on whether or not all projects listed on the Scorecard could be classified as 'Transformational'. DD agreed to consider this as part of the next update.

Action: DD

It was agreed that projects 'On Hold' and 'Completed Projects' should be removed to a different tab on the spreadsheet.

Action: DD

AB reported on some information that has been pulled together by the L&D team in relation to the staff survey action plans. It was agreed that AB would share this information with the group.

Action: AB

DD will reflect on all of this feedback and bring back to ELT in October.

2.3 One Truth

David Greer and Darrell McCullough joined the meeting to present this item.

'One Truth' primary objectives are to provide a mechanism to enable access to high level corporate information and enable 'drill-down'; ensure it is available in the right place, in the right format at the right time to enable informed decisions and in doing so will increase consistency/improve efficiency - reducing the need to rework/reinvent information.

DG informed the group of the journey to date and showed some examples of how data can be presented.

In summary much progress has been made however we need to continue to maintain a corporate focus on the collection of accurate and timely data inputs, engagement with and by key users and in doing so we increase our capacity to make connections and explore the relationships within our combined intelligence. This approach is supporting our ability to make evidenced based decisions.

2.4 Data Accuracy

DD previously tabled a paper on this topic in June. ELT approved the paper's recommendation to establish a Working Group to carry out a scoping study. and report its findings and recommendations to ELT.

This paper sets out those findings and recommendations going forward. It is vital that the recommendations from the Working Group feed into the development of the CRM2 project.

There was a discussion around CCMS and a need to introduce a central review function which would report on performance across the organisation. BMcB commented that he will be presenting to ELT on CRM2 shortly and this issue can be picked up again as part of that discussion. BD agreed to consider the involvement of a senior member of the team to engage on data accuracy going forward.

Action: BD

OH asked that the Working Group for CRM2 include some Operating Group staff.

Action: BMcB

MC suggested that the mid-year management briefing would be an opportune time to discuss with line management staff.

Action: AB

2.5 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control Meeting.

3. ORGANISATION DESIGN/HUMAN RESOURCES

3.1 liP Assessment

Paddy Robb joined the meeting to present this item to raise awareness of the forthcoming liP assessment scheduled to commence on 29th September.

Invest NI is working towards achieving gold status during this assessment. During the assessment approx. 70 staff will be informally interviewed and feedback from staff is anonymous.

PR distributed an information pack for ELT members to read and review. PR asked that ELT members raise awareness within their Groups about the importance of this assessment and to encourage participation (including ELT members).

Action: ELT

The assessment will be completed by 8th October, the liP report will be issued by the end of October and findings and recommendations presented to ELT members in November before communication to the wider organisation.

3.2 Performance Management Update

AB commented that as there was not a full complement of ELT members at today's meeting, she had agreed with DD to include this topic on the ELT strategy day scheduled for 2nd October.

It was agreed that AB would forward to ELT the full review document in advance of the forthcoming meeting.

Action: AB

3.3 Any Other Business

- 3.3.1 *National Customer Service Week* – DD tabled a paper for information. The opportunity to participate in National Customer Service Week is timely as Invest NI approaches its annual formal Customer Service Excellence (CSE) accreditation. It will enable us to promote key customer service themes and activities directly to staff members. It will also provide a forum whereby we can promote areas where we have been successful in delivering continuous improvement.

It will also help inform and engage staff on the wide range of customer service focussed activities that impact across the organisation. This will be a useful lead into the preparation required to undertake the annual CSE assessment.

- 3.3.2 *Overtime* – BMcB was concerned that this issue had not been closed off. It was reported that this had been agreed and BMcB agreed to check with his Director.
- 3.3.3 *Resource Planning* – It was agreed to have a follow up discussion on this topic when there is a full complement of ELT members to participate.
- 3.3.4 *Internationalisation Register* – DD reported that this will now be going out for update on a monthly basis.

Next Meeting: Wednesday 22nd October 2014

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

MEETING MINUTES – WEDNESDAY 22ND OCTOBER 2014

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

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

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

1.2 Actions outstanding from last meeting

1.2.1 *Direct & indirect job creation and counting* - A number of meetings have been organised with other members of the CEO Forum to further develop this work. It will be brought back to ELT in December.

1.2.2 *Transform Scorecard* – these actions were covered under today's agenda item.

1.2.2 *Data Accuracy* – BD reported that he has asked Grainne McVeigh to participate in the joint working group. BD & DD to come to an agreement on leadership of this working group.

1.2.3 *CRM2* – ELT agreed that BD, BMcB & MC meet to discuss replacement SRO.

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 HR Update

2.1.1 *Performance Management* – AB referred to the Review of the Performance Management Process and Performance Management Leadership Charter papers previously issued to the executive team.

BS asked what ELT's view is on the report when discussing with staff. AB commented that the report opens a lot of issues, identifies some areas to be addressed (which ELT will now take forward over time) and will be tackled via the Commitment Charter.

There was an agreement that some of the wording required work within the Charter and it was agreed that ELT would feedback any amendments to AB.
Action: ELT

- 2.1.2 *Recruitment* – The team had a debate on the current recruitment process. It was agreed to have a separate meeting to further flesh out some of the issues being raised.

Action: AB

3. 2014 – 2015 BUSINESS PLANNING

3.1 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control Meeting.

3.2 Risk Registers

ELT noted the paper tabled and agreed with the proposals put forward namely:

Business Solutions Group

- Risk 3 - Failure to deliver drawdown of the Agri-Food Loan Scheme (Overall Rating Score 16) - Recommendation to be managed at Group level – agreed.
- Risk 10 - Failure to recognise the risk to electricity security of supply in NI over the next 5 years (Overall Rating Score 16) – Recommendation to be managed at Group level - agreed.

Business and Sector Development

- Risk 2 – Failure to implement appropriate monitoring in respect of clients with live LOOs/FAAs (Overall Rating Score 6) -Recommendation to be managed at Group level – agreed.

Communications

- Risk 4 – Sponsorships (Overall Rating Score 8) - Recommendation to be managed at Group level – agreed.
- Risk 5 – Communication Team Resources (Overall Rating Score 12) – Recommendation to be managed at Group level – agreed.

Finance & Operations

- Risk 4 – Failure to comply with agreed claim processing timelines and requirements due to resource constraints, resulting in claims backlogs (Overall Rating Score 6) – Recommendation to be managed at Group level – agreed.
- Risk 8 – Failure to create and implement a standard, all encompassing approach to appraisal delivery (Overall Rating Score 12) – Recommendation to be managed at Group level – agreed.

Strategy

- Risk 2 – Failure to report accurately due to missing and/or incomplete data (Overall Rating Score 9) – For consideration as to whether to be escalated to Corporate register – DD and Damian McAuley to rework the wording and resubmit to ELT (via email) for consideration.

Action: DD/DMcA

3.3 Enterprise Zones

DD tabled a briefing paper on Enterprise Zones. This paper was noted by ELT.

3.4 Transform Scorecard

DD tabled a briefing paper on Transform Scorecard. A number of actions were outstanding from the previous presentation of the Scorecard. These have been actioned as follows:

- Insufficient to up to date information – completed
- Monthly review – DD proposed to take the Transform Scorecard back to ELT next month at which point a view can be taken on whether it should be presented to ELT and SMT on a monthly or quarterly basis. DD proposed to colour code changes in next month's Scorecard to help in the decision making process.
- One page guidance note – completed
- 'Transformational' projects – DD has proposed to remove the Technology & Systems Projects (3 projects) and the Corporate Governance Projects (4 projects) from the Transform Scorecard as they are not considered 'Transformational'. MC to consider as these projects fall within his area of responsibility.
- Removal of 'On Hold' and 'Completed Projects' - completed

3.5 Board Half Day Strategy Session

DD tabled a briefing paper on the Board strategy session planned for 11th December 2014.

ELT agreed with the proposed agenda tabled and this will now be included in forthcoming Board papers.

ELT discussed the makeup of the Corporate Plan Steering Group. It was agreed that DD should pick who he wishes to be included in this Group.

AH asked that ELT have a pre-brief session in advance of the Board session to ensure that ELT is fully briefed and has an agreed view.

Action: DD/AU

3.6 Any Other Business

No further business.

Next Meeting: Thursday 20th November 2014

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

MEETING MINUTES – THURSDAY 20TH NOVEMBER 2014

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

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 22nd October were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Data Accuracy* – DD to provide update at management briefing session on the afternoon of 20th November.

1.2.2 *Transform Scorecard* – MC confirmed that the Microsoft Technology, WAN, Security Network Systems, Corporate Change Control, Finance Systems 2015, Operating Manual update, and Meridio/Paper Files projects should be removed from the scorecard, as they are not considered transformational.

Action: DD to remove

1.2.3 *Board Half Day Strategy Session* – Pre session with ELT arranged for 2nd December. DD to chair as AH will be overseas.

2. 2014 – 2015 BUSINESS PLANNING

2.1 Transform Scorecard

The Transform Scorecard was first tabled at ELT in September, initially to come to the group on a monthly basis.

The summary page shows some of the areas of continuous improvement. DD asked that ELT reinforce some areas i.e. picking up customers with appointments and forwarding of complaints/feedback.

AH felt it was worth providing the Board with an update on the casework training, DD to flag to Board secretariat.

Action: DD

AB reported that all staff engagement champions are now in place and asked that ELT work closely with them to ensure that they understood the important engagement issues in their group.

AH commented that the Transform Scorecard was now in good shape and the format is working well.

Given the developments to date DD proposed that the Transform Scorecard should be tabled at ELT on a quarterly basis going forward unless any areas are seen to be going off track, in which case it should be brought back for discussion immediately. ELT was in agreement.

2.2 Proof of Concept

JF opened the discussion by seeking ELT agreement on how the changes to the Evaluation Protocol were being interpreted.

As DETI have now changed the rules around evaluation reports, JF sought clarity on what needed to be brought to Board.

It was recommended that ELT consider that the cut off point for what should be brought to ELT and Board is now. Invest NI has had verbal agreement from DETI to the change in protocol and the changes are already underway.

MC agreed that anything that has not been completed to this stage follows the new protocol.

ELT therefore agreed that cut off would be as of 20th November 2014.

2.3 Property Report

JF opened the discussion by welcoming William McCulla and Sharon Keenan.

Following a tender competition RSM McClure Watters was commissioned to undertake a review of our property interventions and make recommendations. This report completed in October 2014 and covers both 'Grade A' office space and industrial property.

Sharon Keenan took the group through the presentation and highlighted the key findings. The presentation will also be made to the Invest NI Board on 26th November.

2.4 NI Connections Presentation

BMcB opened the discussion and introduced Andrew Cowan, Director for NI Connections.

BMcB reported that some very good work has been carried out by Andrew and NI Connections but that going forward funding will be an issue.

Andrew Cowan took the group through a presentation on his work to date.

AH thanked Andrew for his presentation which ELT found very informative.

2.5 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control Meeting.

3. ORGANISATION DESIGN/HUMAN RESOURCES

3.1 HR

It was agreed to follow up on HR issues at the next ELT update session 2nd December due to time constraints.

3.2 Any Other Business

No further business.

Next Meeting: Monday 15th December 2014

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

MEETING MINUTES – MONDAY 15TH DECEMBER 2014

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

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

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

1.2 Actions outstanding from last meeting

- 1.2.1 *Casework training* – has been included on forward planner for Board in February 2015.

2. 2014 – 2015 BUSINESS PLANNING

2.1 Measuring Jobs Supported by Invest NI

David Roberts attended and spoke to the tabled paper on measuring jobs.

A paper setting out options for measuring jobs supported by Invest NI was presented to ELT in June 2014. It was agreed that the Economics Team would explore the merits of the options in more detail as well as examine approaches by partner economic development bodies –Scottish Enterprise, Welsh Assembly Government, London and Partners, and Enterprise Ireland/IDA.

The review has identified a number of complex issues which require further consideration before arriving at a definitive proposal. Whilst some conclusions have been drawn it was agreed that it will be beneficial to continue this work alongside the Corporate Plan development phase. The overarching recommendation is that no changes are made at this point in the current Corporate Plan cycle.

In looking forward, it is proposed that:

- Further analysis is undertaken of the job benefits from the range of Invest NI solutions and the practicalities of how these benefits can be captured and reported on.
- A review is undertaken of the 2013 KPI data to examine the extent to which targets/forecasts could be developed for employment growth amongst

Account Managed firms. This review will involve colleagues in the Corporate Information Team.

- Discussions are undertaken with DETI on wider performance metrics and performance measurement. Experience shows that a smaller set of targets which can be clearly linked to Invest NI's interventions would be appropriate for the next Corporate Plan period, as is the case with other development agencies.

ELT were content with the recommendations proposed. It was agreed that DD and DR would take forward.

Action: DD/DR

2.2 Removal of Temporary Changes to Property Policy

JF referred to the paper tabled by the Property team.

The tabled paper is to notify ELT of the Property team's intention to bring to an end the various interim changes to the property policy which were introduced in 2009 to assist companies during the economic downturn.

A number of temporary measures were introduced and recommendations are:

- A final twelve month renewal in respect of the moratorium on build breach from 1st January 2015 to 31st December 2015.
- Notice to be given to those still availing of the other measures that this will be the last year the moratorium will be offered.
- Relevant companies are notified that, from 1st January 2015, the other interim measures that were put in place will no longer be made available and Invest NI will be in contact in due course to discuss how remaining issues of breach can be resolved.

AH was not clear on the proposal to give lessees the opportunity to buy out the "build" period clause. It was agreed that JF would follow up with Property to clarify this point.

Action: JF

AH asked that the Property team engage with clients now and not to leave until the end of the extension period.

ELT approved the paper.

2.3 Agri Food Marketing Options

John Hood attended and presented on the proposal for a single food marketing organisation.

ELT discussed the proposal as put forward in the presentation. JH felt that the preferred option, to follow the Scotland model, was the best model but only if there is industry buy-in and willing collaboration.

AH wants to understand the role Scottish Enterprise has with Scotland Food & Drink; how their goals and objectives are aligned and how it measures success against them. DD to liaise with our contacts in Scottish Enterprise to ask for their feedback.

Action: DD

JH stated that there is no confirmed timeline at present other than to invite the Minister to announce the way forward.

AH commented that Board endorsement will be required to the proposal and they will need to respond on the pros and cons for Invest NI.

It was agreed that a meeting should be held with the Department to discuss in early January.

Action: BD/JH

2.4 Monthly Finance/Management Report

ELT meeting recessed to convene Finance Control Meeting.

2.5 Any Other Business

2.5.1 *Papers submitted to the Department* – MC to review how to work with the Co-ordination team to get better visibility of those papers submitted to the Department that are not making progress and will need to be escalated at the Oversight & Liaison meeting.

Action: MC

2.5.2 *Internal Audit report* – MC will issue note on how to adhere to corporate governance.

Action: MC

Next Meeting: Monday 19th January 2015