

INVEST NORTHERN IRELAND EXECUTIVE LEADERSHIP TEAM MINUTES 2012

Wednesday 14th March 2012
Friday 27th April 2012
Thursday 17th May 2012
Wednesday 13th June 2012
Wednesday 25th July 2012
Monday 17th September 2012
Tuesday 16th October 2012
Thursday 15th November 2012
Monday 17th December 2012

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

MEETING MINUTES – WEDNESDAY 14th MARCH 2012

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock, Jeremy Fitch, Amanda Braden, Peter Harbinson, Donal Durkan, Bill Scott

1. ORGANISATION DESIGN

1.1 Status Update & Feedback from Open Forum

AB provided an update on final structure at Grade 7 level and feedback from the Staff Open Forum which was hosted by AH and AB on 12 March 2012.

Action:

AB & DD to finalise recruitment pack & timeline for G7 post for Strategy & Market Research;

AB to consider ongoing engagement with staff through Open Forums and how best to take forward a small number of action points;

The Executive Leadership Team (ELT) to prioritise communicating with their respective teams to embed the principles underlying the new organisation structure.

1.2 Organisation Structure – Finance & Internal Services

MC presented final structure of Finance & Internal Services Group and the key priority areas for each Division. At present the management of SFA remains within MC's group but with a dotted line to Business Solutions for overall product development. Also the management of AQs and FOIs remains with MC with PH having a formal role in the "sign off" process.

Action:

MC to finalise total structure of Group across all grades;

MC & PH to communicate process for completing AQs / Fols across Finance & Internal Services and Communications.

1.3 Implementation Plan – DPs and rest of organisation

AB provided an update on proposed staff movements at DP level and updated the team on the recruitment to lead the Enquiry Handling Team.

Action:

AB to finalise all movements at DP level and develop communications to all staff;

AB to maintain a list of all proposed positions that have been put on “hold” due to current budgetary constraints to enable ELT to prioritise staff requirements going forward;

MC to clarify business case for additional DP within PSU;

PH & BS to develop a communications plan to launch and promote the Enquiry Handling Team;

AB to finalise all movements below DP level and bring forward proposal to ELT;

AB to lead the development of seating plans for new structure and proposed location of ELT.

1.4 Budget Allocation – Staffing

MC provided an updated on projected staffing costs for 2012.13 & proposed changes to the processing of programme-related travel expenditure. This will necessitate a minor change to the current process, primarily, within the financial management team.

Action:

MC to update processes around coding of travel expenditure.

1.5 Delegations at Executive Leadership Team

MC presented an updated proposal for delegations across non-casework related expenditure for members of ELT. ELT was broadly content with the approach with the exception that specialised areas such as IT, R&D and Promotions & Marketing, should be restricted to functional areas of expertise.

Action:

MC to update the Delegations Table to reflect functional areas of expertise and circulate to ELT.

1.6 Customer Definitions

TM presented an updated paper on proposed customer segmentation for ELT consideration. Further work was required to define options around the

management of “tracked upwards” and, for example, how fast growing new technology companies would be handled in the proposed model. AH emphasised the need to consider “account management services” across all Customer Groups, commensurate with company needs and Invest NI goals. This should include management via web, telephone as well as 1:1 engagement.

Action:

BS to lead finalisation of segmentation framework and customer definitions for start-ups and existing businesses;

MC to develop a simplified governance framework applicable to smaller financial offers.

1.7 Senior Management Team Meeting

AB outlined options for corporate engagement with Grade 5/6s and with all staff reporting to a member of ELT. It was agreed that SMT should continue to meet in the short term but further work is required to re-shape the SMT meeting and feedback should be sought from Directors / Heads of Divisions. Also it was agreed that a quarterly business update should be held with a wider leadership group commencing early in the new financial year.

Action:

AB to update proposal on engagement with staff at Grade 5 and Grade 6 level, seeking feedback as appropriate;

PH to develop a proposed schedule / format for internal business updates.

2. 2012 - 2013 BUSINESS PLANNING

2.1 Feedback on PfG, Economic Strategy and Invest NI Corporate Plan

AH provided an update on the status of the PfG and Economic Strategy, both of which have now been published in their final versions. It was noted that the revised target of increasing exports by 20% will be very stretching and is significantly beyond any proportional increase previously achieved over a similar time period. Several further small amendments to the Corporate Plan were suggested prior to its submission to the Department and Minister.

2.2 Draft Key Performance Indicators by Group

GC presented a draft template of how the Scorecard Performance KPIs could be split by the new client facing groups (Account Managed, International and

Regional). ELT were content with the proposed approach and it was recommended that an additional column be added to incorporate two year 2011-13 performance. It was also advised that Trade targets should be split by market.

It was noted that formal reporting in the new format cannot begin until CCMS etc has been adjusted to take account of the reallocation of clients within the new groups.

Action:

GC to incorporate recommended changes.

2.3 In-Year Budget Management

MC outlined the various options for reporting in year budgets going forward.

Action:

MC to finalise budget proposals paper and circulate to ELT for final consideration.

2.4 Q1 Performance Forecast

Was not discussed and is to be brought back to the next meeting.

2.5 Q1 Communications Plan

PH provided a summary of the Communications Plan for April – June 2012. It was also noted that a potential change in protocol may require all advertising expenditure over £10,000 to obtain Ministerial approval. The communication strategy for the publication of the NIAO Report on Invest NI Performance was discussed and MC agreed to speak to David Sterling to finalise the most appropriate means of taking forward. The venue for the 2012 Staff Conference was agreed and proposals for the running order will now be worked up.

Action:

PH to provide CEO with a list of all advertising in the last year that exceeded £10,000.

3. 2012– 2013 STRATEGIC PLANNING

3.1 Feedback from O& L on Policy Initiatives

Was not discussed

3.2 Recommendation on Approach to Diaspora

JF presented a paper on the proposed approach to Diaspora. ELT were content with all the recommendations outlined and the paper will now be considered at the March Board meeting.

3.3 Recommendation on Board Working Groups

The Team considered the proposals for the new Board Working Groups and it was agreed that more informal project based groups would be the most productive and beneficial going forward. It was agreed that the following themes should be put to the Board for consideration as options for initial working groups:

- High-Growth/Early-Start Strategy
- Access to Finance – what next on financial instruments?
- Strategy for Targeting Specific Markets: China
- Key Propositions for the Future
- Energy and other key issues facing NI industry
- RPA and sub regional development

3.4 Board and ELT Strategic Agenda Items

For the April Board it was agreed that a presentation should be developed which looks at the proposed single Department of the Economy and the work being done with DEL to address skills issues.

Action:

JF/TM to follow up with Tracey Walsh and Niall Casey

It was agreed that the topic for discussion at the May Board should be the Trade Strategy. TM to follow up with VK

In June the topic will be the Sales and Marketing Strategy.

The April Board should also consider a short presentation on where we are at present and where we are going

Action:

MC to speak to the Chairman and agree how best to approach this.

3.5 Any Other Business

Attendance at Oversight & Liaison meeting

AH proposed that MC, TM & DD will attend all O&L quarterly meetings with other members attending depending on agenda items.

Action:

AH to follow up with JF.

New Divisional names

A document has been circulated to ELT for consideration

Action:

AB/AG to sanity check before issuing to staff

Secondment Options

ELT were asked to consider if there were any gaps within their new groups that could be filled via secondments. ELT to feed back ideas directly to Amanda

Date of next Meeting

27th April 2012, CEO's office

Cc Chairman
Damian McAuley
Alison Gowdy

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

MEETING MINUTES – FRIDAY 27th APRIL 2012

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock, Jeremy Fitch, Amanda Braden, Peter Harbinson, Donal Durkan, Bill Scott, Grainne McVeigh

1. MINUTES OF LAST MEETING

The minutes of the meeting of 14th March were approved.

Actions Arising

All actions arising from the meeting of 14th March were noted as complete with the exception of the following:

1.6: Customer Definitions: PH to develop a communication to all staff about what is proposed going forward.

MC to confirm governance procedures for interventions of less than £5k.

2.3: In-Year Budget Management: MC will provide a paper to JF & TM for their consideration and input prior to circulating for full ELT approval.

2.5 Q1 Communications Plan: A note is being drafted seeking clarification on the issue of advertising expenditure in excess of £10k – PH to agree final note with AH prior to submission to OFMdfM.

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 Wrap Up of Organisation Design Action Points

Transition Planning

It was noted that job specifications and job plans should reflect the fundamental changes that are being sought in client management. There is also a need to ensure that stakeholders are stakeholders for the whole organisation and not just specific groups or teams.

Open Forums

A Change Forum has now been established to follow up on the recent Organisation Design forum. It was suggested that a future framework for forums could be based on the Peoples' Quality Council model. It was noted that it was essential that ELT follows up on suggested ideas and pursues issues raised within the forums if buy-in is to be maintained.

Action

AB to consider an appropriate mechanism for implementing changes brought forward as a result of direct staff feedback.

Communication Planning

AB updated ELT on communication planning which is now well underway and which will include a roll-out to all staff of how we intend to communicate with our customers going forward as well as reemphasising the intended outcomes of the whole Organisation Design process.

Seating Plans

New seating plans are well advanced and AB will now follow up on some further amendments prior to agreeing final overall arrangements.

2.2 Staffing Issues

Replacement Staff

A range of bids for replacement staff were presented and ELT agreed that the following could be appointed:

DP Property Services Unit
DP Economist/Evaluations
EO International Investment
DP x 2 Business Solutions
EO Corporate Communications
Territory Manager Asia Pacific

It was also agreed that temporary EO maternity cover should be provided within the Technology and Process Development Division.

Admin staff transferring to the Enquiries Handling Team could also be back-filled at zero cost.

Action

ELT were asked to provide a prioritised list of staff bids so that a full and detailed assessment could be made. ELT to provide these directly to AB.

MC/AB to look at full list of bids and assess: cost implications, programme vs. admin expenditure, forward pressures, alignment to PfG or essential support activity, risks etc.

Job Titles

It was suggested that as part of the finalisation of the Organisation Design, customer facing staff job titles should be renamed.

Action

JF to canvas opinion of staff within his group and report back.

2.3 Secondment Plan

Action

ELT to provide a list of posts for potential external secondments for consideration at next Performance and Planning meeting.

Levelling

AB provided an update on the levelling exercise completed to date

Action

AB to provide guidance on each of the suggested levels for year-end performance markings.

AB to develop process for driving adherence to Performance appraisal process in 2012/13.

2.4 Interim Staff Survey

Paddy Robb joined the meeting and provided an overview of the proposals for an interim staff survey and the supporting action planning. It was agreed that an employee engagement index increase of 2% (to 65%) should be included in the 2012/13 Scorecard. It was agreed that the interim survey should proceed in June and should cover all staff.

Action

AB, PH & PR to develop a branding proposal for the Staff Attitude Survey.

2.5 People Development Framework

PR presented an overview of the new People Development Framework which contains various pathways for growth via a mixture of generic and bespoke training content. ELT were content with the proposals and requested that the Framework include consideration of the product portfolio and the potential it offers.

3. BUSINESS PLANNING AND PERFORMANCE

3.1 Corporate Risk Register

Damian McAuley joined the meeting and ELT considered the latest updated Corporate Risk Register. The following amendment to the Register was agreed:

Risk 14 STES/Jobs Fund – can now be removed as programme has bedded in and therefore operationally now falls under Risk 11 ‘Failure to identify and deliver against objectives that appropriately reflect PfG targets’

Action

ELT to provide feedback to DMcA on the relevance of the existing risks, any new risks which should be included and any updates to the status of existing risks. In particular, ELT were asked to consider any lessons emerging from recent procurement exercises with a view to developing a new risk on procurement and how the process is managed.

3.2 2011/12 Scorecard

ELT consider the year-end Scorecard and noted the overall positive outturn for the majority of targets. AH drew ELT’s attention to the outturn for claims processing which had been red for the majority of months during the year. AH asked ELT to consider how best they could address areas of under-performance.

Action

AB to develop a framework for the identification of root cause/counter measures/performance planning.

3.3 Monthly Management Report

The monthly Management Report was considered and approved.

3.4 Forecast Quarter 1 Performance

GMcV, JF and TM provided updates on WIP and pipeline within their groups.

Action

AH to develop a preferred framework for Group reporting of quarterly performance forecasts.

3.5 Corporate Plan/Operating Plan

It was noted that DETI had now agreed to formally submit Invest NI's Corporate Plan for approval.

PH highlighted that significant progress had already been made towards the achievement of the existing four year Customer Satisfaction target and ELT therefore agreed that, subject to clarification that the target is purely based on Account Managed customers, it should be amended within the Plan as follows:

'Establish a new customer satisfaction system which takes account of the wider business base and achieve a corresponding satisfaction rate of 72% amongst account managed customers'

Action

PH to clarify and amend target as appropriate.

AH informed ELT that DETI had developed a table of headline Economic Strategy Indicators/Goals without any direct input from Invest NI. Whilst only in draft form at present, the table included a number of targets which were not wholly measureable by Invest NI. It also omitted some significant headline indicators such as the 25,000 job promotion figure.

It was agreed that a note should be sent to David Sterling highlighting Invest NI's suggestions for the most appropriate targets and indicators. This should include a specific target on export numbers if possible.

Action

DD/TM to develop a proposed export numbers target.

4. 2012 – 2013 STRATEGIC PLANNING

4.1 Proposed North South/Agency Meeting

Action

TM to check with DETI to see if Permanent Secretary is taking any other staff in support to the meeting.

4.2 Board Working Groups

The priority order of working groups was agreed as follows:

- | | | |
|----|---------------------|------------------|
| 1. | High Growth Starts | BS to lead |
| 2. | Going East | BMcB /VK to lead |
| 3. | Energy Costs | JF/TM to lead |
| 4. | Sub-Regional Growth | BS to lead |
| 5. | Corporation Tax | DD to lead |

It was agreed to remove the original proposal for an Access to Finance working group as this work is now being extensively covered elsewhere.

Action

DD to prepare full paper of proposals for consideration at May Board meeting.

4.3 – 4.7

Updates were provided on each item with no specific actions required.

4.8 Key Issues/AOB

BS provided a verbal update on the current status of the Business Start Programme.

Date of Next Meeting

Thursday 17th May, 9am CEO's Office

Cc Chairman
Damian McAuley
Alison Gowdy

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

MEETING MINUTES – THURSDAY 17th MAY 2012

Attendees: Alastair Hamilton, Tracy Meharg, Jeremy Fitch (2pm onwards), Amanda Braden, Peter Harbinson, Donal Durkan, Oonagh Hinds, Barry McBride, Alison Gowdy (am), Damian McAuley

Apologies: Mel Chittock

1. MINUTES OF LAST MEETING

The minutes of the meeting of 27th April were approved.

Actions Arising

All actions arising from the meeting of 27th April were noted as complete with the exception of the following:

1.6: Customer Definitions:

Action: JF/BS/DD to agree responsibility for Jobs Fund projects of less than £5k.

2.3: In-Year Budget Management: Agreement has been reached and a paper drafted.

Action: MC to circulate paper to ELT for consideration.

3.5 Customer Satisfaction Survey:

Action: PH to develop a process on how we would gather data on customer impact across the wider business base

2. ORGANISATION DESIGN/HUMAN RESOURCES

**2.1 Human Resources
Secondment Plan**

A draft of list of potential secondment opportunities was considered.

Action

AH/AB to prioritise the list of posts along with potential cost implications and report back at next ELT meeting.

Staff Survey Action Plan

AB provided an update on engagement activity and the proposals for the interim staff survey which will be issued in late June.

Performance Monitoring: Root Cause and Counter Measures

AB presented a template for analysing root causes of under performance against targets. ELT agreed that this would be a useful management monitoring tool to adopt going forward.

Action

AB to populate template to allow ELT to consider what the template would look like against an actual live target.

Resource Bids

AB updated ELT on the current table of resource bids. ELT were asked to ensure that any staff who now have significantly changed roles have in place their new job descriptions prior to 12/13 job plans being submitted.

Action

MC/AB to review in terms of budget availability/headcounts etc.

Customer Facing Staff Job Titles

It was suggested that as part of the finalisation of the Organisation Design, customer facing staff job titles should be renamed.

Action

JF to canvas opinion of staff within his group and report back.

3. BUSINESS PLANNING**3.1 2012 – 2013 Corporate Scorecard**

ELT considered an initial draft of the Scorecard for 2012-13. It was noted that information on some of the key Performance targets is still being compiled and work on this is progressing but has been complicated by the movement of customers under the new organisation structure. It was felt that consideration should be given to a 1 year export target is timely and accurate monthly/quarterly performance information is available. In addition, it was felt that the proposed FOI

target should be removed as this was too specific to be captured at Scorecard level.

Action

GC to liaise with Trade to determine if a suitable Export target can be agreed.

MC to consider if the current audit target is appropriate or if it should be replaced by one focused more on root causes. (If target is retained then the reference to Priority 1 issues should be removed).

MC/DMcA to develop a controllable casework days target which takes end to end processing time into account.

GC to liaise with OH and G Armstrong to develop a headline target for the new Enquiries Handling Team.

3.2 Finance Update/Monitoring Return

The CEO provided a brief update on the June Monitoring position.

3.3 Group Performance Updates

Executive Directors provided short updates on key highlights/lowlights within their groups.

Action

TM/PH to discuss potential for positive publicity as a result of the recent Lisburn land transaction.

TM/PH to consider the potential for increased in market visibility of what we are doing in terms of the Leadership & Management Programme.

TM/PH/WMcC to develop a clear communications plan for the Access to Finance strategy and involve the Minister in launching/promoting the Fund where possible.

PH/BS/MMcB to provide ELT members with a full programme of activities for the week of the Irish Open.

BMcB/TM/JF to ensure that all briefings related to Ministerial launches/visits are copied to the relevant Regional Office managers.

AG to provide AH with a summary of the next steps on Creative Media.

3.4 Monthly Management Report/Year-End OPMR

Action

MC to circulate year-end Audit Report to ELT.

TM/BS to provide AH with graphs showing historical progress of registrations/visits to nibusinessinfo & 0800 enquiries.

PH to see if an explanation can be provided as to why the staff feedback questionnaire score on the duration of the conference was so low.

3.5 Corporate Plan Launch

The CEO provided a short summary of the proposals for launching the Corporate Plan and Year end results at the end of May.

4.1 Future Prospects for Improving the Quality of FDI

Bill Montgomery joined the meeting and presented an overview of DETI's FDI report. It was noted that DETI will present the findings at the ETI Committee on 31 May.

4.2 Social Media Policy

Noyona Chundur joined the meeting and gave ELT an overview of the potential for the organisation to further integrate social media into its communication tools. ELT felt that there were a number of significant opportunities which could be capitalised on, subject to the following being clarified:

- The associated direct and indirect costs;
- An outline of the tangible benefits to the organisation;
- An overview of potential risks and how these can be managed; and
- A recommendation on the way forward, including nominations of Social Media Ambassadors for the pilot.

Action

PH/NC to address each of the above and come back to ELT with final proposals.

4.3 Customer Satisfaction Survey - Action Plan

It was agreed that it would be useful to update the Board at its June meeting of progress in addressing the issues raised.

Action

AB to lead in the development of best practice account management methodology which could then be rolled out across the organisation.

AB/PH to liaise on the development of a presentation for the June Board.

4.4 Board Working Groups**Action**

Working Group owners to finalise project scoping agreements in advance of May Board meeting.

4.5 Casework Review of Delegated Limits**Action**

MC/DMcA to clarify how to address proportionality for projects under £5k and define an appropriate process for handling such cases.

4.6 – 4.8 UKTI/Devolved Administrations/HMRC Update/ELT Meeting on 13 June

Updates on each of the above were provided.

Date of Next Meeting

Wednesday 13th June, 9am 3CO1B

Cc Chairman
Damian McAuley

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

MEETING MINUTES – WEDNESDAY 13TH JUNE 2012

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

Alastair welcomed colleagues from DETI who were in attendance – David Sterling, David Thomson, Trevor Cooper, Graeme Hutchinson, Philip Rodgers, Aidan McMahon, Fiona McCausland and Ciaran McGarrity

1.1 CORPORATION TAX

We need to agree the new “net additional” job creation figures to be delivered under reduced CT and be clear on assumptions and caveats for the continuance of our existing baseline run rate.

Action: DD and GH will work together to determine the final figures including FDI, indigenous and all economy

AH asked if it was possible for INI to get a breakdown on the nature of job roles and skills requirements for projects in ROI and other agencies.

Action: JF/BMcB to see if this is possible

1.2 REGIONAL AID

Acknowledged uncertainty in relation to final outcomes – preferred position is retention of 100% coverage but highly unlikely.

Action: DD/GH to begin initial work on a range of scenarios on regional mapping.

1.3 **ENTERPRISE & INNOVATION ACTION PLANS**

Export strategy – What markets do we target and what policy interventions will be most effective in future?

Action: DD/GH to work together to review current position, bring forward new ideas and develop outline “action plan” for consideration by wider group in September

Innovation strategy - AH acknowledged that innovation is much wider than just R&D but key first step is to assess current position in relation to innovation (“where are we now?”), determine objectives and goals (where do we want to get to?), identify and understand the **gap**, before we can develop action plan to address innovation strategy in broadest sense.

Action: DD/GH to work together to review current position, bring forward ideas and develop outline “action plan” for consideration by wider group in September

AH comment re need for Invest NI to get better handle on SBRI programme and how SMEs can make more use of this.

Action: DD to investigate

1.4 **MINUTES OF LAST MEETING**

The minutes of the meeting of 17th May were approved with one amendment to record MC apologies.

Actions Arising

Actions arising from the meeting of 17th May were noted as complete with the exception of the following:

1.6: Customer Definitions: JF/BS/DD to agree responsibility for Jobs Fund projects of less than £5k.

Action: Will be agreed within next week.

1.7: Customer Satisfaction Survey: Ongoing

1.8: Secondment Plan: Ongoing

2.1: Performance Monitoring: Root Cause and Counter Measures: Carry forward to next meeting

3.1: Corporate Scorecard: Ongoing

4.3: Customer Satisfaction Survey - Action Plan: Ongoing

4.5: Casework Review of Delegated Limits: Clarify how to address proportionality for projects under £5k and define an appropriate process for handling such cases.

Action: Some further work to be carried out. TM to bring back next meeting.

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 Human Resources Update

Employee Recognition Scheme – Going according to plan, good level of interest and motivation to be part of scheme. Week commencing 18th June will go live to staff with email from AH. AH asked that any communication should carry the Invest NI values branding.

SMT Meeting – AB tabled draft presentation to use for discussion with SMT members on format of meeting going forward.

Compliance training – Reporting 100% compliance.

Performance Management – The number of completed year end reviews is still lower than expected. ELT to encourage staff to complete and focus on embedding this year 2012/13.

3. BUSINESS PLANNING

3.1 Finance Update

From September, Finance Control will be added to this agenda. MC briefed group on current Finance position.

Outturn – Position remains unchanged with outturn still very close to final budget.

Budgets 12/13 – budget for the year (post June monitoring) for Programme activity is somewhat increased over last year's outturn. Increase accounted for by a number of large transactions.

Spend year to date – spend for first two months of financial year slightly behind profile. This is as a result of a reporting issue for the month end as has just gone live on the OCAMS project.

Claims in hand are still high and Finance are working very hard to clear claims as quickly as possible. Any claims particularly requiring priority clearance, members to report to MC.

Profiles – have now been completed.

Action: MC will speak to members individually

DFP are commissioning exercise to review budgets for the next two years, teams have been requested to re-profile and update their requirements.

3.2 Monthly Management Report

Management report reviewed.

Action: MC to establish cost to business on responding to FOI and AQs (separately).

INI has received interim solution on advertising, now able to move forward on Innovation Vouchers and Boosting Business advertising. Advertising will recommence on Monday 18th June.

3.3 Monthly Performance Updates

Executive Directors provided short monthly update on key highlights/lowlights within their groups.

Action: PH to provide PR around Innotribe Start-Up Challenge entrant who have progressed to final.

4. OTHER ISSUES

4.1 Belfast Ambassador Programme & Camarata Ireland

Belfast Ambassador Programme – PH briefed the group. BCVC are keen to bring global conventions to Northern Ireland particularly in priority sectors. Need to get message out to client team to ensure visibility.

Action: PH to request input from ELT to build bank of these types of conferences

Camarata Ireland – PH to liaise with Bill on other opportunities

Action: PH to liaise with Bill Montgomery

4.2 Customer Satisfaction Survey

PH tabled presentation to be delivered at next Board meeting (25th June).

Action: PH to collapse 'product' actions into single agreed way forward.

4.3 Any other business

BMcB agreed to present results of DETI analysis and FDI pipeline at Board meeting.

TM requested clarity on process for requesting new staff. Management of resource to be agreed.

Action: MC & AB meeting to discuss.

MC informed group Memo of Reply on PAC BTI report due to be responded to next week.

MC commented on forthcoming PAC evidence session scheduled for January 2013.

Date of Next Meeting

Wednesday 25th July, 9am CEO Office

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

MEETING MINUTES – WEDNESDAY 25 JULY 2012

Attendees: Tracy Meharg (Chair), Donal Durkan, Bill Scott, Peter Harbinson, Amanda Braden, John Hood, Damian McAuley, Grainne McVeigh

Apologies: Jeremy Fitch, Mel Chittock, Barry McBride

1. MINUTES OF LAST MEETING

The minutes of the meeting of 13th June were approved with slight amendment.

Actions Arising

1.6: Customer Definitions: It has been agreed that Regional Business will take responsibility for Jobs Fund projects of less than £5k in the interim.

3.1: Corporate Scorecard/Operating Plan: Approval deferred to meeting on 22nd August due to holiday period.

4.5: Casework Review of Delegated Limits: TM and MC still to meet. Defer to September meeting.

Action: TM

1.2: Regional Aid: It was agreed DD would meet with TM, Rosie Goodwin and Charles Hamilton to gather information. DD to keep ELT up to date as the regional aid map changes.

Action: DD

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 Customer Service / Account Management Review Project

AB tabled proposal paper and highlighted that this was a continuation from the Transform project. It was agreed that other options to deliver this service be sought. ELT members to feedback any ideas to AB.

Action: AB to bring revised paper back to ELT update meeting 6th August

2.2 Resource Request

AB briefed group on paper tabled. Proposal is attempt to create a process whereby a resource request can be submitted and dealt with quickly.

It was agreed that the proposal being put forward was suitable for new roles and replacements as an interim solution. However, it was felt that this proposal required further review.

Action: AB to bring item back to September meeting

2.3 Staff Survey Team Action Plans

ELT felt that a lot of work was carried out on action plans last year and that a lot of these issues were still relevant.

ELT members wished to wait for the results of the new staff survey before updating action plans.

Action: ELT to amend action plans and bring back for discussion in September

3. BUSINESS PLANNING

3.1 Finance Control

ELT meeting recessed to convene Finance Control Meeting. Additional attendees for this session were Ian Maxwell, John Hume and Des Fegan.

3.2 Corporate Risk Register

DMcA briefed ELT on the changes to the Corporate Risk Register from last quarter as per tabled paper. There is a need to shape the register into a more meaningful document. DMcA is proposing to review each Groups register to ensure any Group risks are escalated to the Corporate Register as required.

It was agreed that a trigger was required for when a risk could be removed from the register.

Action: DMcA to draft proposal

Current Risk Register is still very much a work in progress. Intention is to bed down at the next quarter (to be reviewed in October). Any further amendments to the current quarter to be fed back to DMcA by end of July.

Action: ELT

3.3 Monthly Performance Updates

Executive Directors provided short monthly update on key highlight/lowlights within their groups.

Bill Scott joined the meeting for the afternoon session.

4. STRATEGIC PLANNING

4.1 Survey Activity 2012-15

PH tabled paper previously circulated for comment. The proposal is to consolidate all survey requirements into one contract, including staff surveys, enabling a degree of consistency across channels and audiences in questioning.

ELT endorsed the proposal.

4.2 Social Media

PH tabled paper previously circulated for comment. It is proposed to run a pilot, at marginal cost, which will be reviewed after six months. Some small technical issues to be resolved namely staff having appropriate smart phones, restrictions around certain apps. Risk to be mitigated on Communications Group Risk Register. It was agreed that an Ambassador should be nominated for International Business.

ELT endorsed the proposal.

4.3 Board Working Groups

All Board Members have been advised of the Board Working Group that they have been allocated to. Proposal is to have the first meetings in September.

DMcA to distribute list of allocate Board Members once he has spoken to Chairman.

Action: DMcA

ELT leads to set up meetings for September.

Action: JF, BS and TM

4.4 DEL/DETI/Invest NI Liaison Meeting

DD informed ELT that the last DEL/DETI/Invest NI meeting was held in September 2011. The next meeting has been scheduled for 20th September 2012.

It was suggested that agenda should be series of updates/presentations.

Action: ELT to share agenda items with Gary Cushnahan.

4.5 DETI/Invest NI Meeting

Item covered under actions arising discussion.

4.6 North/South Inter Agency Meeting

The group discussed the proposed agenda. Propose adding new items:

- Economic downturn
- New corporate plans and priorities
- Access to Finance (to include update on Siol guarantee scheme)
- Update on new Client engagement models
- Changes to State Aids
- The Gathering
- NI Connections

Action: AU to feed back to SMP

4.7 Any Other Business

4.7.1 *Procurement issue* – BS updated ELT on the current position.

4.7.2 *SMT meeting* – AB distributed proposal paper. AB to obtain further views from AH.

Action: AB to speak to AH

4.7.3 *Planned Industrial Action* – AB has issued notice to ELT.

4.7.4 *Advertising* – PH confirmed issue now resolved, Department to use Invest NI's 2010/11 figures as baseline.

4.7.5 *KPIs* – DD informed ELT that he will be issuing a note to Directors to ask teams to populate CCMS with KPI information. JH commented that JF has asked Brian Dolaghan to carry out some work in this area and would suggest liaising with him.

4.7.6 *Job Creation Data Collection* – DD informed ELT that note will be issuing on data collection for job creation.

Next meeting: 17th September 2012

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

MEETING MINUTES – MONDAY 17TH SEPTEMBER 2012

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

Alastair welcomed colleagues from DETI who were in attendance – David Sterling, Graeme Hutchinson, Fiona McCausland, Colin Lewis, David Thomson, Phil Rodgers, Ciaran McGarrity, Shane Murphy

1.1 EMERGING ECONOMIC CHALLENGES

Given the recent release of the Labour Market Statistics and the announcement of job losses at FGW; GH provided an overview on recent performance and prospects for the Northern Ireland Economy.

1.2 CORPORATION TAX UPDATE

GH provided an update on Corporation Tax. Following a meeting of the JMWG in June work has focussed, over the summer months, on costs. Invest NI has continued to work closely with DETI officials on potential job numbers that could be created if Corporation Tax powers were devolved to the NI Executive. Further meetings have been organised during the Autumn.

Action: GH/DD to continue to work together as further developments come to light.

1.3 REGIONAL AID UPDATE

FMcC provided an update on the latest position. The Government's response to consultation on revisions to the Industrial Development Act (1982) was published on 28th June. Briefing sessions have been held with NI MP's during July and September. DETI officials, with input from Invest NI, will continue to engage with BIS. New RAG for 2014-2020 will be adopted from 1st January 2014.

Action: GH/DD will continue to work together as details on new assisted area maps and population coverage are determined.

1.4 **INNOVATION STRATEGY**

GH and RJ provided an update on the development of the Innovation Strategy. The structure of the Innovation Strategy – Knowledge Generation, Knowledge Exchange and Knowledge Exploitation were agreed. The high level of engagement between DETI and Invest NI was noted. GH indicated that a draft Innovation Strategy is to be submitted to the Executive Sub-Committee for the Economy by the end of December.

Action: Invest NI to consider a range of potential actions and implications, for inclusion in the strategy.

DETI to organise a meeting with Invest NI to discuss, agree, and finalise actions and to begin drafting the strategy for wider consultation.

1.5 **ENTERPRISE STRATEGY**

PR and TM presented an update on the export part of the Enterprise Strategy. SP provided an overview of the latest position on sub-regional growth and FMCC provided an update on the Social Economy.

Action: DETI to organise a joint workshop with Invest NI to discuss potential actions (exports) for inclusion on the Enterprise Strategy.

GH/BS to continue to work together on updates in relation to sub-regional growth.

DETI/Invest NI to continue to work closely on developing initiatives within the Social Economy sector.

1.6 **CLOSURE OF DIRECTGOV AND BUSINESSLINK AND LAUNCH OF GOV.UK**

There was a short presentation and discussion on the impact of GOV.UK on nibusinessinfo.co.uk. There has been a change in the earlier commitments given to the Devolved Administrations by the GOV.UK team with the result that nibusinessinfo.co.uk has had to develop an alternative online solution to maintain relevance for businesses in NI. It was agreed that Invest NI should provide part input to correspondence between OFMDFM and the Cabinet Office on this issue. This input should highlight the NI Executive's concern with the change in approach and confirm Northern Ireland's continuing commitment to GOV.UK

2. PREVIOUS MEETING

2.1 Minutes of Last Meeting

The minutes of the meeting of 25th July were approved.

2.2 Actions outstanding from last meeting

Casework Review of Delegated Limits - MC & TM to finalise and bring to October meeting.

Corporation Tax - Breakdown of job roles and skills requirements, this has been delayed due to challenges in obtaining information. JF/BMcB to bring to October meeting.

SBRI Presentation - to be brought to October meeting.

3. ORGANISATION DESIGN/HUMAN RESOURCES

3.1 Human Resources Update

Performance Reviews 2011-12 - AB briefed the group on the yearend figures. It was agreed that Divisions needed more regular detailed reporting.

Action: AB to send summary of next phase

Sickness Rates - AB briefed the group on current sickness rates. It was agreed that a further more in-depth discussion was required.

Wellbeing Programme - AB asked that ELT encourage your staff to attend when programme is launched on 5th October.

3.2 Staff Survey Team Action Plan - Cross organisation issues

It was agreed now that Interim Staff survey results have been released that ELT bring their action plans to October's meeting.

Action: Agenda for October

3.3 Interim Survey and Employee Engagement

Interim Survey

Paddy Robb presented the results of the interim staff survey. It was agreed to send electronic version of results to ELT members for communication to their

Groups. This will in turn feed into Staff Survey Action Plans which will be presented at the next meeting.

Action: PR & ELT

Employee Engagement

Anne Marie Murphy presented a paper on employee engagement. ELT endorsed the proposal particularly the packaging of employee engagement activities under the 'Investing in You' banner.

PH to consider the idea of a ticker-tape on the Intranet site and/or TV screens for messaging.

Action: PH

3.4 L&D Scorecard Measure

An action from a previous Board meeting was to have a Learning & Development (L&D) scorecard measure. Paddy Robb presented a set of meaningful targets for L&D to help the organisation achieve its targets.

Action: AB and PR will finalise and forward to SMP for inclusion in the scorecard

4. BUSINESS PLANNING

4.1 Finance Control

ELT meeting recessed to convene Finance Control Meeting.

4.2 Monthly Management Report

The monthly Management Report was considered. AH reported that he had asked Business Performance Team to change the presentation of the KPI charts following Board member feedback. There is still some work to be done on these.

Action: DD to ensure chart 7b year 1 figure is correct.

4.3 FOI & AQ Cost

MC tabled a paper on the cost to Invest NI of answering FOIs and AQs. The analysis provided confirms that numbers of FOIs & AQs are rising, in the first six

months of the year Invest NI has answered more than last year in total. MC reported that it was very difficult to put a financial cost to.

Action: AH and MC to discuss

5. STRATEGIC PLANNING

5.1 CCMS Phase 2 Implementation Project

BMcB and Steve Chambers presented the proposal for phase 2 CCMS for approval by ELT. ELT agreed with the proposal. There was a suggestion that this could be used as a secondment opportunity but it was felt that the Project Manager needed to have knowledge of the workings of Invest NI.

Action: BMcB to proceed

5.2 Branding Framework

PH reported that he had discussed with each member of ELT the branding framework. There was broad agreement to the principles of the framework. Go for It and nibusinessinfo would not be included in this branding. There were some issues with regards to application in international markets and the timing.

AH reported that he had briefed OFMDFM special advisors.

Action: AH to brief Permanent Secretary
PH to take to Board in October

5.3 Efficiency Working Group Update

Richard Johnston presented an update on the recent efficiency working group.

This group was convened as a result of an action from March's Board meeting and will form part of the Board workshop in January 2013. Board members on this group are Alan Lennon, Rose Mary Stalker and Roy Adair.

The group debated the information being presented and felt that further work needed to be carried out.

Action: MC to bring back to ELT in October

5.4 Report to those charged with Governance

AH stated that he felt this report needed to be circulated more widely to ELT members. In summary there are 9 recommendations, two of which are priority 1 around procurement issues. It is proposed to include procurement training as part of the training and development programme and currently investigating possibility of having member of CPD in Invest NI as a point of engagement.

5.5 Client Segmentation

JF presented paper on client segmentation. The team has been working for some months on developing a framework that will help all client-facing staff when dealing with both the wider-business base and our existing client base.

One amendment to the paper tabled is that under "Ownership/Resource Allocation" this be extended from three months to six months.

TM commented that this was one of the biggest residual issues from Transform but it is not without its risks. MC commented that this is about how Invest NI manages risk; it is proportionate and does not cover big schemes like SFA and employment activity. MC is confident that this poses minimal risk (is measured and controllable). Training for staff will commence in October.

In managing expectations, as part of the communication, briefing to be prepared for Permanent Secretary and Minister.

Action: JF to prepare briefing note

ELT members approved the paper presented.

5.6 Any Other Business

Legal Advisor - The new legal advisor has been appointed and will commence in Invest NI on 8th October.

SMT - It was proposed to have 1-2 topics for discussion to enable brainstorming.

Action: AB to follow up

Date of Next Meeting

Tuesday 16th October, 9am

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

MEETING MINUTES – TUESDAY 16TH OCTOBER 2012

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

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

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

1.2 Actions outstanding from last meeting

Corporation Tax – BMcB & JF tabled paper on follow up action. It was agreed to share information with DETI.

Action: BMcB

Enterprise Strategy – Joint workshop between DETI and Invest NI still to be arranged by DETI.

CCMS Phase 2 – BMcB reported project has stalled whilst trying to find a suitable Project Manager.

Client Segmentation – JF will verbally brief Minister Foster and Permanent Secretary.

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 Human Resources Update

Secondments – AB reported project moving forward. ELT agreed to consider areas other than banking.

L&D Scorecard – AB reported this has now been finalised. From December HR will focus on programmes as they close and how effective they were.

Pay Remit - Carolyn McKenna briefed ELT members on the current pay remit submitted to DFP.

Action: AB

2.2 Staff Survey Team Action Plans

All members of ELT reported that communication of the interim survey results to Divisions had been carried out. ELT members raised issues that had been fed back during this communication.

It was agreed to focus on these issues at the forthcoming ELT Team Action Days (4th & 10th December) focussing on:

1. Key points in the survey that ELT need to take action on and
2. Drafting of a resource plan going forward (including business case to Department if required).

Action: AB to include on programme for Team Action Plan days

2.3 Appraisals and Mid Year Reviews

ELT discussed the issue of levelling in respect of midyear reviews. There are two main issues – consistency of approach and bell curve. AB to distribute timetable for completion of midyear reviews.

Action: AB

3. BUSINESS PLANNING

3.1 Finance Report/Management Report

ELT meeting recessed to convene Finance Control Meeting.

3.2 Corporate Risk Register

Discussion of this item took place during Finance Control Meeting.

3.3 Offers Approved/Accepted

AH tabled paper on move from reporting on Offers Accepted back to Offers Approved. It was agreed that this was the correct route to take and should now be formally communicated to staff.

Action: PH

3.5 Quarter 2 Performance Updates - Operating Divisions

Due to additional discussion on finance/management reports this item was not discussed. DD however asked that going forward an update will be included on Jobs Fund.

AU to distribute performance updates to ELT members for information.

Action: AU

AH commented that he had attended the presentation of the outcomes of the process mapping event as part of the continuation of the Transform programme. AH wished to record that this was an excellent example of bottom up change off the back of Transform. AH reported that he had supported and endorsed the project on behalf of ELT.

4. STRATEGIC PLANNING

4.1 PSG Jobs & Economic Initiative

DD tabled list of the proposals being put forward from the jobs and economic initiative. An updated version is due to be circulated later this week.

Action: DD

ELT agreed that the list should be circulated to Divisions to ensure there is alignment to what we are doing.

Following the next PSG meeting scheduled for 19th October there will be a call to action to take forward and DD has requested from ELT colleagues some resource assistance.

4.2 Innovation Strategy Update

DD gave a brief update on the current situation of the innovation strategy.

There has been a good level of engagement between the Invest NI and DETI teams. The Minister has asked for a draft strategy to be ready for December. Maureen McGuigan is currently drafting inputs on behalf of Invest NI. This together with input from DETI will be shared across a range of relevant departments during October.

4.3 SBRI Presentation

Joanne Coyle delivered a presentation on SBRI (Small Business Research Initiative). It was agreed that DD would include SBRI on the E&JI proposals.

Action: DD

4.4 Online Virtual Advisor Diagnostic

Clare McLaughlin delivered demonstration of the Online Virtual Advisor Diagnostic tool.

BiTP update

Niall Casey joined the meeting. NC reported that the new BiTP scheme was in the final stages of approval. The main BiTP element will not change significantly; all criteria will remain the same. However, the introduction of the Economic Appraisal Framework for Skills and Training has enabled us to improve the quality of supported skills projects, with a greater emphasis on leadership and management development, transferability of skills and qualifications attained.

Recognising the need to make skills development support more accessible to smaller companies, in the approval process, we are seeking approval to introduce a “Skills Voucher” type approach which will offer 50% support against external training costs up to a maximum of £10K per company, for companies up to 50 employees.

4.5 Efficiency Working Group Update

MC provided a brief update on Efficiency Working Group. AH & MC will be meeting with Board Member to round off; AH and MC to speak to Chairman in advance of Board.

Action: AH/MC

4.6 International Small Business Conference Feedback

Bill Scott presented on his recent participation at the International Small Business Conference.

4.7 Any Other Business

Team Alignment Days – Scheduled for 4th & 10th December; any ideas to be fed to AB.

Action: ELT

Date of Next Meeting

Thursday 15th November, 9am

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

MEETING MINUTES – THURSDAY 15TH NOVEMBER 2012

Attendees: Alastair Hamilton, Tracy Meharg, Jeremy Fitch, Mel Chittock, Donal Durkan, Bill Scott, Peter Harbinson, Amanda Braden, Bill Montgomery

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

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

1.2 Actions outstanding from last meeting

Employee Engagement - PH commented that he had looked into the possibility of a ticker-tape on the intranet and TV screen messaging. However with only two TVs in the building PH is not sure message would reach all staff. We already have a good process of using the Twitter feed on the intranet and the all staff communication via email.

Overseas mobile phone costs - MC reported that he had met with BMcB and Steve Chambers is now taking forward.

Pay Remit - AH reported that he had provided a brief verbal update at the last SMT meeting. It was agreed that AB would provide full update at next SMT meeting (13 Dec) along with communication on Senior Civil Service pay remit.

Action: AB

Jobs Fund Acceleration Plan - DD currently pulling together.

Export Data Analysis - TM and DD have met with Corporate Information Team, currently looking at range of data.

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 Human Resources Update

Staff Attitude Survey Corporate Action Plans - AB provided update on the scorecard.

Team Alignment Planning Day - AH and AB will meet to discuss draft agenda before distribution to ELT.

Action: AH/AB

Performance Management - AB distributed stats on current status of job plans. TM requested this level of detail by division be provided on regular basis.

Action: AB

Secondments - AB has had initial discussions with the Banks and in principle they are interested.

Customer Management Secondment - Successful applicant has now been appointed with a potential start date of January 2013. AB to provide a brief at next SMT (13 Dec).

Action: AB

3. **BUSINESS PLANNING**

3.1 **Oversight & Liaison Meeting agenda**

The O&L meeting scheduled for Dec 11th will use data/results to the end of October. Given the date of the meeting we will not be in a position to collate results to the end of Nov and circulate to the Dept with sufficient advance notice.

We propose to have the Nov results available for Invest attendees just prior to the meeting in order that we can speak to the latest results as appropriate. The timing of this remains tight and I would encourage BSC performance data to be made available as quickly as possible to facilitate this.

Action: MC

3.2 **Finance Report/Management Report**

ELT meeting recessed to convene Finance Control Meeting.

3.3 **End to End Claims Presentation**

Presentation made by Project Team members. It was agreed that the Project Team should present to Operating Directors to gain their views.

MC asked Project Team members to be sure not to lose sight of the communication aspect both with internal and external clients.

3.4 Information Management & Governance

Steve Chambers and Nigel Sands presented.

Information Management & Governance review was commissioned as a result of a specific action from the Bio Science Technology Institute (BTI) PAC hearing.

It was confirmed that the proposed actions would significantly minimise any risk of a recurrence of the issues experienced in the BTI case and improve our operation in other areas as well.

Next step is to provide report to Board Audit Committee, DETI and Accounting Officer as to adequacy of paper and electronic file management and retention and disposal protocols.

ELT agreed that this was a good piece of work and approved the next steps and thanked the Project Team.

3.5 Group Performance Updates

Executive Directors provided group performance updates. AH asked that future updates be streamlined.

Jobs Fund SFA Pipeline for International Business in 2013/14 needs to be focussed on. BM to speak to BMcB to produce a plan for next meeting.

Action: BM/BMcB

3.6 Research Project

TM asked that this item be rescheduled for discussion at a later date.

3.7 Quarterly Customer Satisfaction Survey

Quarterly results were discussed.

Need to keep a focus on as we are now behind on the corporate scorecard. PH to check what we will be judged on at the end of the year is it rolling average or spot result.

Action: PH

4. STRATEGIC PLANNING

4.1 PSU Land Disposal

Seamus Anderson joined the meeting. TM briefed the group on current land holdings and the potential for surplus land.

In line with the Regional Development Strategy (RDS) Invest NI seeks to ensure that between 30 and 50 acres of land is zoned for industrial development purposes at each main HUB. Invest NI keeps its land holdings under continual review and follows the surplus land disposal guidelines issued by Land & Property Services (LPS) / Central Advisory Unit (CAU) if land surplus to requirements is identified.

ELT agreed, in principle, that this was the correct course of action. It aligns with the Executive's strategy however there is a requirement to manage the risks on a case by case basis.

ELT request that a paper be produced to demonstrate the risks and mitigation.

Action: TM/SA

ELT agreed that BS would speak to Council and following this JF would follow up with conversation with the business that has shown an interest in this area.

Action: BS & JF

AH asked that the Minister be briefed on our intentions.

Action: TM

4.2 Board Strategy Away Day Agenda

ELT discussed the proposed agenda for the Board Strategy Away Day.

On the Economic & Jobs Initiative it was agreed that this would be covered by the two Permanent Secretaries (DETI & DEL) and AH.

It was also agreed that Board Members should be asked to lead on the Board Working Group presentations.

DD to produce revised agenda.

Action: DD

4.3 Economy & Jobs Initiative

Martin Robinson joined the meeting. MR discussed each element of the initiative that impacts directly on Invest NI.

It was agreed that AH would speak to the Permanent Secretary in relation to A24 "Increase in DFP delegated cost per job threshold".

Action: AH

4.4 Regional Aid Update

DD recently attended a meeting with BIS official receiving an update on the current position, implications for Northern Ireland and the development of UK assisted area maps. Northern Ireland has lost its 100% area assisted coverage entitlement.

Regional aid guidelines are currently being pulled together (by end December) with multi lateral discussions by Feb 2013.

4.5 Any Other Business

Streamlining Briefing Process – AH commented that very detailed briefing is still being produced for the Minister, despite receiving instruction from Private Office on streamlining of documents. MC/PH to ensure this request has been fed out to Divisions.

Action: MC/PH

NI Economic Policy Unit – Need to understand governance and accountability responsibilities.

Action: MC

Invest to Save - Need to signal that money will have to be passed back to DFP.

Action: TM/MC

Business Alliance – PH confirmed that briefing to Business Alliance mid year results briefing will happen on 10th December.

MLA Road show - Event has been pushed back to 26th Feb 2013.

Sickness Absence – It was agreed that ELT would review the current policy. To be tabled at next meeting.

Action: AB

Discretionary Recognition Awards – To be tabled at next meeting.

Action: AB

Jobs Created/Promoted – It was agreed that members of ELT would meet to progress this issue.

Action: ELT

Role of the Economist – It was agreed that members of ELT would meet to discuss and try to resolve issues.

Action: DD/ELT

Date of Next Meeting

Monday 17th December, 9am

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

MEETING MINUTES – MONDAY 17TH DECEMBER 2012

Attendees: Alastair Hamilton, Tracy Meharg, Jeremy Fitch, Mel Chittock, Peter Harbinson, Amanda Braden, Martin Robinson
Apologies: Bill Scott, Donal Durkan

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 15th November were approved with slight amendment.

1.2 Actions outstanding from last meeting

Balanced Scorecard/Jobs Fund - Plan to be drawn up encompassing all aspects of business to get Jobs Fund back on track.

Action: MR

Balanced Scorecard/Export Data - Item to be discussed at February Board meeting. Teams have met and are producing statistics. TM will present paper at January ELT meeting before presentation to Board.

Action: TM

Economy & Jobs Initiative - AH confirmed he had spoken with the Permanent Secretary. It was agreed that a file note confirming the agreed position should be produced and forwarded to DETI.

Action: MR

Jobs Created/Promoted - Some analysis work to be carried out on the data collected from sector team pilot. To be brought back to this meeting in January.

Action: MC/MR

2. **ORGANISATION DESIGN/HUMAN RESOURCES**

2.1 **Human Resources Update**

L&D Priorities - AB presented paper which detailed the key development issues that senior managers have identified in the organisation. Aim is to prioritise some of these areas. The group discussed the proposed actions under the three headings:

- (a) Customer Engagement
- (b) Casework
- (c) Leadership & Management

ELT agreed with the proposed actions. With reference to casework, it was agreed that this did not need to be rolled out across all staff but to focus on client facing staff.

Sickness Absence Policy - AB presented paper detailing the information provided to Managers on Invest NI's sickness absence policy. This process has been in place for some time and has been agreed by Unions.

It was agreed that HR would review the language used in some of its letters/paperwork. TM asked to see the detail behind the process.

Action: AB

Leadership & Management Programme - AB confirmed that Wilson Sloan have been appointed. AB to check if CPD have issued letters.

Action: AB

3. **BUSINESS PLANNING**

3.1 **Transform Update / Prioritisation of Projects**

Steve Chambers and Martin Robinson delivered presentation.

ELT requested that they be sighted on the background information relating to the list of projects. SC to provide copy of paper that was issued to the Project Board.

Action: SC

For the Board, it was agreed to produce a presentation to focus on priority one's and to present where we are moving to on Transform (including timelines). Proposed presentation for Board to be brought back to ELT in January.

Action: SC

3.2 Finance Report/Management Report

ELT meeting recessed to convene Finance Control Meeting.

3.3 SFA Pipeline for International Business 2013/14

BMcB provided updated paper. This document will now be provided to CEO on a monthly basis.

Action: BMcB

It was agreed BMcB and MC would meet to ensure operating plan targets match up.

Action: BMcB/MC

MC also agreed to speak to team to see if there was any way to have projects entered on to CCMS before validation process so that we have sight of them in one location.

Action: MC

AH requested that a table be produced and updated each month until April 2013, similar to the FDI forecast pipeline, to cover charts in the monthly management report focussing on:

Chart 1 - Total New Jobs Promoted (13,300 jobs)

Chart 2a - Jobs Promoted in Locally Owned Companies (3,199 jobs)

Chart 3a - New Jobs Promoted in Externally Owned Companies (3,270 jobs)

Chart 7a - Jobs Promoted through Jobs Fund (4,473 jobs)

Action: Gary Cushnahan

3.4 PSU Land Disposal - Risks

TM presented paper. Recommendation is Invest NI moves ahead with the disposal of those lands highlighted. AH commented that he wished to understand the risks in terms of previously vested land. TM reported that the review hasn't indicated any however once LPS is instructed to carry out their evaluations any of these issues will come to light.

ELT endorsed the paper as proposed.

3.5 G8 Discussion

PH reported that he had met with Ian Proud and Niamh Mulholland who are in the lead on the forthcoming G8 visit.

At this stage expectation is 250 delegates and 300-350 media, no decision or intentions to bring anyone other than the G8.

Other areas discussed were:

- Branding
- Showcase Northern Ireland food
- SME/start up roundtable discussions/visits
- Media centre
- There will be no gala dinner - opportunity for a reception for delegates/media showcase

A briefing session will be held in London in Jan/Feb (Bill Montgomery to attend).

TM suggested pulling together a list of potential firms (in each geography) who could invite leaders to visit them whilst in Northern Ireland.

Action: PH

PH to produce a revised version of his paper, scoping out each element and to detail more accurately costs associated.

Action: PH

4. STRATEGIC PLANNING

4.1 Economy & Jobs Initiative

MR briefed the group on the current status of each initiative allocated to Invest NI.

4.2 Regional Aid Update

MR briefed the group on current status. There is a proposal for a Ministerial visit to be made to try to make a case for Northern Ireland to retain special status. Unless BIS align and agree to make this representation to the Commission for Northern Ireland to retain special status then no further progress will be made.

A meeting has been arranged with Vince Cable with Ministerial MPs to meet on 8th January 2013. MR agreed to circulate briefing provided for this meeting.

Action: MR

A meeting has been arranged with Vince Cable with Ministerial MPs to meet on 8th January 2013. MR agreed to circulate briefing provided for this meeting.

Action: MR

4.3 Any Other Business

WIG Industry Group - AH commented that he had presented at the Whitehall & Industry Group event in London. General criticisms had been around the areas of energy costs in Northern Ireland and the lengthy planning process. Positive feedback received on presentations made. Consistent message was that Invest NI needs to get its message out.

O&L Feedback – AH reported on the recent Oversight and Liaison meeting. There was a particular focus on yearend figures; a request for further information on buying time; also some feedback on our product communication. TM commented that she and PH had already discussed and have a few ideas in relation to the website that could be made very quickly.

Great Campaign – AH reported on a recent meeting he had in No. 10. The GREAT campaign has been approved for another 2 year period and will be the campaign used around the world. In terms of a Northern Ireland sub tag, it will be “Great Britain and Northern Ireland” if campaign being used in UK markets. At international events that NI Ministers are involved in they will ensure this sub tag is used.

There was an agreement to take from us some high quality graphics and text to be used in branding material.

Action: PH

There was no objection with Invest NI taking the look of the campaign to make a Northern Ireland version.

Evaluation Framework - Strategy Team propose to review existing evaluation framework to make process more efficient. Existing framework will continue until such time as new arrangement is in place. Work has commenced on review with a target completion date of June 2013.

Date of Next Meeting

Thursday 17th January 2013, 9am