

**INVEST NORTHERN IRELAND
EXECUTIVE LEADERSHIP TEAM
MINUTES 2016**

Wednesday 13th January 2016

Wednesday 10th February 2016

Wednesday 16th March 2016

Wednesday 13th April 2016

Wednesday 11th May 2016

Wednesday 15th June 2016

No meeting in July 2016

Wednesday 17th August 2016

Wednesday 14th September 2016

Tuesday 11th October 2016

Thursday 24th November 2016

No meeting in December 2016

**INVEST NI EXECUTIVE LEADERSHIP TEAM
PERFORMANCE REVIEW AND PLANNING MEETING
MEETING MINUTES – WEDNESDAY 13 JANUARY 2016**

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Peter Harbinson, Olive Hill, Oonagh Hinds, Vicky Kell, Bill Scott

Apologies: Jeremy Fitch

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

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

1.2 Actions outstanding from last meeting

1.2.1 *Internal Groups Customer Service Standards* – AB to provide a paper for next meeting on the progress within HR.

Action: AB

1.2.2 *Common Language for Continuous Improvement* – Confirmation that a paper will be tabled at the March meeting.

Action: O Hill

1.2.3 *Simplified Costs* – PH confirmed communication was covered in recent Newsweekly. PH to consider communication to external customers.

Action: PH

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Employee Action Plan

AB referred to tabled action plan. AB reminded the group that this action plan is for use by all teams as an aide memoire. Whilst HR can assist with the outcomes, each group/team should be taking forward the actions.

The group discussed the Business Development Academy diagnostics and the linkages to personal development. It was agreed that O Hill/AB will issue a further communication to explain how this all joins up.

Action: O Hill/AB

The group discussed the forthcoming employee survey. PH confirmed that the questionnaire is currently under review with the aim of issuing mid/end February. It was agreed that the outcome of the Best Companies survey should be communicated to staff now.

Action: PH

2.2 Performance Management – Objective Setting

Edith Coleman & Siobhan Haughey joined the meeting for this discussion.

EC presented to the group on the long term vision for embedding a Performance Management Culture within the organisation.

The group discussed organisation wide core objectives for 2016/17 cycle.

The group welcomed the concept and agreed that it presented a useful opportunity for the organisation to work towards common goals in these key areas. AB will finalise the final approach and recirculate to ELT.

Action: AB

2.3 Best Companies to Work

Mary de Almeida joined the meeting for this discussion.

MdA reported that the results of the Best Companies survey have now been received and Invest NI has received accreditation and met its scorecard target. As this was the organisations first time applying for this accreditation this is a very good result.

The group discussed the survey results and the immediate actions. It was agreed to include this in the core brief at the end of January and AB and MdA to put forward the proposed information to be presented.

Action: AB

2.4 Leadership Forum Planning

The group discussed the proposed agenda for the next leadership forum meeting at the end of January.

It was agreed to extend the time allocated to the Board members and to source a staff member to present on an area other than casework. O Hinds and BD agreed to consider an appropriate person.

Action: O Hinds/BD

The group agreed that a session of the leadership forum should be convened in February to present on the current status of the corporate plan. O Hill agreed to lead on arranging in conjunction with Neil Gibson, Ulster University.

Action: O Hill

2.5 Leadership Development Planning for ELT

Siobhan Haughey and Paula Wilson joined the meeting for this discussion.

PW distributed a suggested programme and spoke to each of the elements proposed.

It was agreed that ELT members would attend the forthcoming cohorts to gather inputs from staff to help develop the programme for ELT. AB/SH to secure dates in ELT schedules.

Action: AB

2.6 Resources

MC presented to the group on Finance and Operations resourcing. It was agreed that further discussion would be required on this topic.

It was agreed to cover Transfer Policy a further resources meeting.

3. 2015 – 16 BUSINESS PLANNING

3.1 Consumer Council

AH welcomed John French, Chief Executive of the Consumer Council to the meeting. John gave a short presentation on the work of his organisation and its engagement with Invest NI.

3.2 Board Away Day Follow Up

AH reported on the recent Board strategy session. General updates will be picked up by O Hill and M Robinson. Some areas for further development were:

- Draft Business Charter – O Hill to lead
- Next Generation FDI – start to work up plans for infrastructure and education – BS to lead with input from O Hill on education
- Sector plan – start to move to the next stage and develop what this will look like – BD to lead
- Entrepreneurship – start to develop what this looks like and who does what – O Hinds to lead
- Hill will circulate summary from the meeting

Further actions will be issued in due course.

3.3 Any Other Business

3.3.1 *Sub Regional Working Group* – O Hinds suggested that the TOR for this Group may need to be revised as it moves into the next phase.

3.3.2 *SE Hubs* – AH asked that a ministerial paper now be produced. O Hinds commented that the Department is also working on a paper and Invest NI may provide part input to that.

Action: O Hinds

Next meeting: Wednesday 10th February 2016

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

MEETING MINUTES – WEDNESDAY 10 FEBRUARY 2016

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

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 13th January were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Simplified Costs* – PH to build into a future customer e-zine.

1.2.2 *Casework Feedback* – It was agreed to hold a quarterly forum for those involved in casework to receive feedback to improve the process. BD will liaise with Casework team to arrange.

2. 2015 – 16 BUSINESS PLANNING

2.1 Health & Life Sciences Presentation

Grainne McVeigh attended the meeting to deliver a presentation on the Health & Life Sciences sector. The group discussed the presentation and it was agreed that it should now be presented to the Invest NI Board in February.

2.2 Doing Business Internationally Presentation

Bill Scott delivered a presentation to the group on Doing Business Internationally. The group discussed some changes to the presentation. It was agreed that this will be presented to the Invest NI Board in March.

2.3 InterTradelreland

AH welcomed the Chief Executive and senior management team from InterTradelreland (ITI).

ITI provided an update on a number of areas to the Executive team including Interreg, Export Matters and clusters.

ITI are about to commence the development of their next Corporate Plan and commented that they would be keen to engage with Invest NI during the consultation period.

ITI referred to their recently completed report on clusters. ITI are proposing to put together an all island working group to use the report to maximise opportunities. ITI would be keen to have involvement from Invest NI.

ITI also referred to their Business Monitor survey and offered Invest NI the opportunity to use this survey.

2.4 Document Retention and Disposal and EDRMS

Steve Chambers attended the meeting to present this item. Internal Operations has recently discussed how best to manage legacy file stores, Outlook Public Folders and Meridio working documents with the DFP Records Management team and with PRONI.

The group discussed the paper tabled and the proposed retention schedule, querying some of the rules around retention periods.

ELT approved the paper tabled which will now be presented to the Audit & Risk Committee.

2.5 Board Strategy Key Progress

Updates were provided by the relevant Executive Director on their project plan progress to date.

It was agreed that an update would be provided every 2-3 weeks to ensure these projects progress in a timely manner.

MC commented that he would be keen to see some detail on spend and resources. There is a need to understand what will be required.

It was agreed that a project plan would also be produced for the digital project.

Action: PH

It was agreed that a meeting be convened to discuss segmentation.

Action: AU

3. ORGANISATION DESIGN / HUMAN RESOURCES

3.1 Employee Action Plan & Employee Champions

AB presented an update on the Employee Action Plan. The group discussed updates to each of the key areas of focus.

AH queried if there was a central log of issues raised via the employee champions. AB confirmed that the L&D team keep this information.

It was agreed that core brief will be distributed to direct reports in advance of the direct reports meeting. PH asked that ELT colleagues ensure that information is provided in a timely manner to allow this to happen.

AB asked that ELT colleagues give some thought to actions completed this year so that when the results of the employee survey are available the team will have next stages and outputs ready.

3.2 Internal Groups Customer Service

AB presented the progress within HR's continuous improvement project on Internal Groups Customer Service.

The group discussed and there was some differing opinions on whether this should focus on service or quality.

It was agreed to try to map out where the areas of importance are in terms of internal service, what are the issues and what can be done to improve.

AB agreed to liaise with a number of ELT members and Paddy Robb and present back to ELT.

Action: AB

3.3 Performance Management Objective Setting

Edith Coleman attended the meeting and the group discussed the proposal tabled.

It was agreed that the principle felt right and that the organisation should take some time to review and focus on SMART objectives with a proposal to have one core objective for each section of the scorecard for 2016/17.

It was agreed that AB would review the format of the job plans and come up with a common format. It was suggested that some analysis be carried out against other organisations of similar size.

The tabled paper also proposed refresher PDP training be carried out to try to improve the quality of job plans. It was agreed to review training needs once the review of the job plan format had been carried out.

Action: AB

3.4 Standards of Service and Transform Scorecard

Paddy Robb attended the meeting to discuss this topic. The group discussed the current Transform scorecard and respective ELT members provided updates.

The group also discussed the results of the December standards of service.

3.5 Any Other Business

3.5.1 *Potential Board Schedule* – Carol Keery joined the meeting for this item. The group discussed the proposed topics for presentation to the Invest NI Board. CK to provide updated forward schedule.

Action: MC

3.5.2 *Performance Management* – AB to share mid-year profile.

Action: AB

3.5.3 *Staff Conference* – PH to start to flesh out what programme will look like including potential to have employee champions involved.

Action: PH

Next meeting: Wednesday 16th March 2016

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

MEETING MINUTES – WEDNESDAY 16 MARCH 2016

Attendees: Olive Hill (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Jeremy Fitch, Alison Gowdy, Peter Harbinson, Oonagh Hinds

Apologies: Alastair Hamilton, Bill Scott

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 10th February were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Client Segmentation* – Following a meeting between key ELT members, further analysis is to be undertaken.

1.2.2 *Internal Groups Customer Service* – Paddy Robb is currently working on this and will report back to ELT once in a position to do so.

1.2.3 *Potential Board Schedule* – Carol Keery will meet with CEO to finalise and will circulate schedule after this meeting.

1.2.4 *Levelling* – Following previous discussion there is still some further information to come in. Once available AB will share with the team.

1.2.5 *Staff Conference* – PH to discuss further with CEO. ELT still keen to use Employee Champions.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Employee Engagement Activity

Mary de Almeida joined the meeting to discuss this item.

MdA commented that Invest NI has requested further analysis to provide a more thorough understanding of engagement across the organisation. An activity schedule was tabled which brings the Best Companies and Employee Engagement survey activity together into one work stream.

The group discussed the merits of issuing some of the information to staff before the Easter break. It was felt that more information from Best Companies would be useful.

Action: AB & PH

MdA reported that one of the action is for Invest NI to engage with Scottish Enterprise to learn more about their experience.

MdA reported that in conjunction with the staff survey results the proposal is to draft an action plan and will pick out the themes that cut across both sets of results. A draft action plan to be brought to ELT in April.

Action: AB

2.2 Performance Management Job Plan

Edith Coleman joined the meeting to discuss this item.

Following on from a previous discussion it was agreed to produce an example of a Job Plan template for use by ELT members to work with their Direct Reports to agree objectives for the 2016/17 cycle.

At present the online system will not be able to hold the template, however a link to a shared folder in Meridio would hold these job plans. A template sample was tabled. The template was broken down into three areas – scorecard; team/shared and individual.

The group discussed the template proposal but felt that they needed to see some further worked examples particularly with how the cascade would continue. EC stated that this was solely for ELT Direct Reports.

O Hinds felt that it was important not to lose the values overlay.

Action: AB/EC to work with JF and provide a further worked example to ELT.

3. 2015 – 16 BUSINESS PLANNING

3.1 Common Language for Continuous Improvement

Paddy Robb joined the meeting to discuss this item.

Approval was received previously from ELT to pilot an approach to standardise the tools and methodology used in continuous improvement activity within the organisation. The aim is to recommend a common approach which will provide a standardised reporting framework, communication and develop a common language set amongst all participating staff. The agreed approach to be piloted is the A3 approach.

Four areas have been identified to focus on – Determination, GAP Application, Standards of Service and Complaints and Feedback.

The four projects are all at the early stages and are currently analysing data. The project leaders will be attending A3 training, following this further updates will be provided using the A3 template. It is anticipated that the first of the projects will start to complete in April. More definite timescales will be confirmed once the scoping stage is complete.

The group were all very complimentary of the work done so far. MC stated that he was aware of a couple of projects that could be included and that he would pick up with JF. AG also stated that she would have a few projects that she would be keen to included however as this is a pilot PR is reluctant to take on any further projects at

this stage. PR stated that this toolkit can be used by teams to implement continuous improvement themselves.

BD asked PR to ensure that if there is a quick fix to a problem that the organisation should just do it ensuring that we do not over-engineer the process.

JF felt that it would be good to feedback to the initial staff member who raised the issue so that they are kept informed of the progress being made. PR agreed to do this and to also provide a piece for Newsweekly.

Action: O Hill

OH asked if the standards of service project was focusing on internal and external standards of service. PR commented that the project team is trying to cover both aspects so that organisation ends up with one standards of service.

It was agreed that PR would present an update to the group at the meeting in May.

Action: O Hill

3.2 Invest NI Evaluation Plan 2016-19

David Roberts joined the meeting to discuss this item.

The paper tabled is to seek ELT approval for the 3 Year Evaluation Plan to cover the period April 2016 to March 2019, in parallel with submission to the DETI Policy Evaluation and Liaison Unit.

The INI evaluation programme has expanded significantly in the last 3 years:

- Positives - strengthened governance and accountability, regular assessment and clear link to funding approvals, broad ownership across the organisation.
- Issues – difficult to attribute benefits to individual programmes, often evaluating too early to fit in with approval cycles, significant resource implications (staff and external consultancy), potential survey fatigue amongst customers.

DR put forward three options to consider in going forward with evaluations namely:

- Status quo;
- Evaluate the performance of solutions on a thematic basis; or
- Evaluation performance from a customer perspective.

The group discussed the options being put forward.

O Hill felt that there is a better way to do this and the customer survey could be used as it details all the information required (both quarterly and annual survey).

BD stated that the client monitoring could be better used along with the new CRM system. However, BD was concerned that if we move to a customer perspective that this is further engagement with clients and there is a sense that there is too much customer engagement already.

It was agreed that DR would engage with ELT members individually to gather their thoughts and present the final options in June.

Action: O Hill

The group then discussed the tabled evaluation plan for 2016-19 and approval was given.

3.3 Emerging Risks & Risk Management Policy and Strategy

Carol Keery and Colin Morelli joined the meeting to discuss this item.

The revised Risk Management Policy and updated Emerging Risks register were tabled for consideration and approval.

3.3.1 Risk Management Policy

The Risk Management Policy was due for review on 1st January 2016. The review has been delayed but is now presented for approval before going to the Board at its April meeting.

The group were content with the proposed changes as tabled.

3.3.2 Emerging Risk Register

CM commented that there is a commitment to update the emerging risk register twice a year and the paper tabled today will be presented to Board in April.

The group discussed the tabled amendments and were content with the proposed changes as tabled.

3.4 Corporate Plan – Project Plan updates

Each Executive Director provided an update on their respective project plans.

- **Education** – All meetings now held. Due to present to Board on Education in May.
- **Digital** – Reminder to have all comments back to PH by 25th March.
- **Customer Segmentation** – further work to be carried out as there are a number of implications, principle is straight forward but now more work than envisaged.
- **Entrepreneurship** – Looking at current provision and checking for potential duplication out in the market. Reviewing sample of clients transferred to sector teams.
- **Infrastructure** – No real movement since last update. Meeting held with Neil McIvor, UKTI.
- **Corporate tax** – Market research not available until June. HR to be engaged to scope out technical sales resource (recruitment or procurement). Engage with Board member Deborah Lange for expertise.

3.5 Any Other Business

- 3.5.1 *Customer Experience Week* – PR joined the meeting to discuss this item. Customer Experience Week will be 18th – 22nd April. Proposal is to ask ELT to get involved this year and volunteer to shadow or have someone shadow them.

ELT agreed to participate and will hold some time in their diaries. Communication will follow in Newsweekly.

3.5.2 *Champions* – A list of the most recent questions and answers was tabled for information. There was an agreement that there may be a need to re-positioning of the use of the champions as some of the questions should have been directed to the suggestion box.

3.5.3 Budget – MC asked that Divisions keep on top of budgets as we approach year end.

Next meeting: Wednesday 13th April 2016

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

MEETING MINUTES – WEDNESDAY 13 APRIL 2016

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan (PM), Jeremy Fitch, Peter Harbinson, Olive Hill, John Hood (AM) Moira Loughran (AM)

Apologies: Brian Dolaghan (AM), Oonagh Hinds

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

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

1.2 Actions outstanding from last meeting

1.2.1 *Internal Groups Customer Service* – PR taking this item forward. Will present update at future meeting.

1.2.2 *Levelling* – Item discussed at meeting on 4th April. Future session to be held to revisit.

1.2.3 *Staff Conference* – PH provided first draft of programme. ELT still keen to have Employee Champions participate and Departmental representation to present on new Department of the Economy.

1.2.4 *Performance Management Job Plan* – JF and EC to meet to see in practice how the cascade will work.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Engagement/Best Companies

AB referred to tabled paper.

AB reported that the CEO had provided a review of this year's employee engagement results in Newsweekly to all staff. The article set out where we are now and what's next on engagement. AB reported on some of the detail, timings and plans around those next steps.

2.2 Leadership Development Programme

AB provided an update on the Leadership Development programme. ELT will begin their next phase of Leadership Development on 11th May. AB stated that the executive team needed to be sure that they were tackling the right things.

BS felt that there was some confusion arising amongst staff about how the programme will proceed. It was agreed that AB would provide a communication

piece tying everything together i.e. what we are doing, when we are doing it and what we aim to achieve by the end of the process.

Action: AB

As participants in the programme, ML and JH provided some feedback on their experience of programme.

3. 2016 – 17 BUSINESS PLANNING

3.1 Invest NI Fore-sighting Research Process

Martin Robinson attended to discuss the tabled paper.

As part of Invest NI's ongoing continuous improvement journey and our vision to become a world leading business development agency, it is important that we develop and put in place a process to proactively identify emerging market opportunities and embed global Best Practice in order to improve the global competitiveness of our business base.

Strategy Group will lead and co-ordinate this work by carrying out a programme of research and fore-sighting activity, linked to our new Corporate Strategy, the new Programme for Government and future refresh of the Economic Strategy for Northern Ireland.

The group discussed the proposal. MC stated that he was content with the principle but wanted to be sure that we avoided including adhoc projects and to keep a watch on resource commitment.

MR felt that this was more about emerging market projects. AH stated that in his mind this was bringing together known and emerging sectors and future business opportunities. OH felt that this would be a good time to revisit the prioritisation piece of work.

The group endorsed the approach as presented. It was agreed to try a few projects and then to reflect.

It was agreed that a communication piece would be prepared and that MR would attend divisional meetings to promote. It was agreed to consider this for the next direct reports meeting or a future leadership forum meeting.

Action: OHill

AH stated that he would like to see some of the in-market staff involved.

Action: OHill/BS

3.2 Operating Plan 2016/17

Carol Keery and Gerard McNally attended to discuss the tabled paper.

CK opened the discussion by stating that this was an opportunity to move forward and put in place a more streamlined process. The co-ordination team have identified some measures that they felt could be removed at this stage.

The group had a debate around rebalancing and rebuilding. AH noted that we have a policy on rebalancing and rebuilding and this will remain until a new economic policy is issued by the new Executive following the election.

The group discussed each of the scorecard targets and suggested changes where noted.

It was agreed that following the publication of the new programme for Government, the executive team should carry out a detailed review of the operating plan targets and how the operating plan is used as a management tool.

OH felt that a more challenging debate on target levels was required at a future point in time when there is better visibility of the new Executive's priorities.

GMcN to make the suggested changes and re-table at the next ELT Finance Control meeting.

Action: CK/GMcN

3.3 Skills Development/Business Development Academies

JF gave a presentation on skills development and business academies to be presented to the Board this month.

The group provided some suggestions on information to be included.

3.4 Resourcing / VES

Siobhan Haughey and Cathy Casey joined the meeting to participate in this discussion.

AB confirmed that a staff briefing will take place on 5th May at which time all the details of the scheme and how to apply will be provided to staff.

3.5 World Leading Economic Development Agency

Paddy Robb and Alan Wilson joined the meeting to present the tabled paper.

AW provided an update on the progress of the Transform Project Group. The aim of the presentation was to propose the approach for Invest NI's journey to world leading for the next 5 years.

The group discussed the proposed vision statements and agreed that there was some challenging language.

The group discussed what they felt made Invest NI a world leading organisation. BD was keen to understand what the organisation was trying to be. BD would like to see a 'big thing' that was clear and obvious that the organisation was trying to achieve.

The group discussed the success measures and key milestones. It was agreed that if a key milestone did not map back to the value statements then it should not be included. JF felt that the corporate scorecard covered a lot of the key milestones and PR/AW agreed to review.

Action: PR

OH commented that there was a lot of things already done that are very good and we should take the opportunity to remind staff how far the organisation has come. It was agreed to build in to the staff conference programme as it ties in to Best Companies, employee engagement and the conference theme of 'professionalism'.

Action: PH

3.6 Digital Strategy

PH presented the current digital strategy. PH thanked the group for all the feedback provided by the teams, a lot of the ideas had been very useful.

The group agreed that this was the way forward for the organisation and now was the time to take it forward as it ties in with the aim to become a world leading organisation.

The group agreed to form a couple of focus groups to brainstorm and make recommendations as to how the organisation would bring this strategy to life.

Action: PH

PH to consider if this could be socialised at the staff conference. What does the future bring in the next 5-10 years?

Action: PH

3.7 Any Other Business

3.7.1 *Sponsorship* – PH raised the topic of sponsorships. PH felt that it would be worth revisiting the principles around sponsorships to reconfirm the position agreed last year. It was suggested that this should be covered at the leadership event in June.

Action: PH

Next meeting: Wednesday 11th May 2016

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

MEETING MINUTES – WEDNESDAY 11 MAY 2016

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

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 13 April were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Invest NI Fore-sighting Research Process* – It was agreed that this was better discussed at a future Direct Reports meeting.

1.2.2 *World Leading* – Work will continue to progress and 'world leading' approach to form key element of staff conference. Significant overlay with best companies and employee engagement actions and important to ensure both pieces of work are aligned.

Action Olive / Amanda

1.2.3 *Sponsorships* – will now be covered at meeting on 17th May.

2. 2016 – 17 BUSINESS PLANNING

2.1 Standards of Service / Transform Scorecard

Paddy Robb attended to discuss the tabled paper.

PR presented a comparison on the standards of service between 2014/15 and 2015/16. There are nine targets that can be directly compared and three that cannot due to a change in the target.

The group discussed the contactability target and the potential reasons behind the low result. It was agreed that PR would provide the numbers behind the percentages.

Action: OHill/PR

MC and PH to meet and close out the discussion on the roll out of the 'dial 0' option. Following a conclusion of this discussion, it was agreed to use this opportunity to review the contactability procedure, be clear that there is no disparity between internal and external service and take proactive actions where policy is not being adhered to.

Action: MC

The group discussed the Meridio document move and the impending deadline for completion. As there appeared to be differing views, it was agreed that MC would discuss with the project lead with a view to issuing a direction by the end of the week.

Action: MC

2.2 Common Language for Continuous Improvement

Paddy Robb attended to discuss the tabled paper.

Following approval in March, it was agreed to pilot an approach to standardise the tools and methodology used in continuous improvement activity within the organisation. The aim is to recommend a common approach which will provide a standardised reporting framework, communication and develop a common language set amongst all participating staff. The agreed approach to be piloted is the A3 approach.

The tabled paper provided an update on all of the current pilot projects.

AH asked how the organisation can move the methodology on? Is it a good methodology that the organisation should adopt and now move to the next stage?

O'Hill stated that she felt the methodology was very good but cannot be rolled out until the current pilot projects have completed. PR stated that the pilot projects should complete before the end of the summer and that he will report back the recommendations at this time.

Action: O'Hill/PR

BD commented that he would like to see the out-workings of one of these projects and asked that one of the project leaders present to ELT. O'Hill to consider.

Action: O'Hill

2.3 Corporate Risk Register

Carol Keery and Colin Morelli attended to discuss the tabled paper.

CM reported that two new risks have been added to the Corporate Risk Register, as follows:

- COR018 – Failure to deliver the agreed Digital Strategy to meet Invest NI's digital aspirations; and
- COR019 – potential impact on NI levels of exporting and FDI following the EU referendum

The group discussed the wording of both new risks and agreed CM would revisit and resubmit to ELT.

Action: MC/CM

CM also reported that no risks have been removed from the register and the mitigated rating for four risks have changed in this update. AH asked that COR011 should be amended to remove the reference to the Growth Loan Fund.

CM also reported that Group Risk Registers have been reviewed and that there has been some movement. The Risk Management policy has now been approved by the Invest NI Board and this will be uploaded to the intranet.

AH asked that the Risk Register be reviewed in line with the new Departments. CM confirmed that he will be undertaking some housekeeping on the registers.

MC raised an issue with reporting of risks at recent casework panels. MC felt that there may be a need to carry out some refresher training particularly to client facing staff. It was felt that the new casework template may address some of these issues but MC/CM agreed to review.

Action: MC/CM

AH raised a concern in regard to the new casework template and asked the team to ensure that the new template was compliant with commitments given at PAC's. MC to review and report back. BD asked that the staff who have undertaken the template review be kept informed if any changes are required due to these commitments.

Action: MC

2.4 Gate Employment Grant

Stephen Wightman and Frankie McCourt attended to present on this topic.

FMcC presented a proposed pilot employment grant called GATE (Gaining Access to Employment).

GATE will be a new employment product initially developed for large companies that will incentivise clients to recruit some of those furthest from the labour market. It involves a joined up government approach that provides an attractive employment support proposition to the company whilst effectively helping those that are disadvantaged gain access to employment.

BS queried if using Bridge to Employment would be limiting the recruitment pool. SW confirmed that the team have had a lot of discussions on this and it was felt that using Bridge to Employment will help ensure an integrated offering that reaches those we are most trying to target.

FMcC stated that the real emphasis under the pilot will be on the Client Manager/Client Executive effectively selling this integrated proposition to customers to secure job creation projects.

MC asked if there was a control period. SW stated that there is no legal requirement to have a one, however to ensure job sustainability the project team have put in place a 5 year control period.

ELT complimented SW and FMcC on this project and for all the hard work carried out to get to this position.

In line with requirements, a policy paper will now be finalised and submitted to ELT for consideration and approval.

Action: JF/SW

2.5 NI-CO

Graeme McCammon attended to present an update on the work of NI-CO to the Executive Leadership team.

Following the presentation AH asked if there was an opportunity to raise the profile, both at home and abroad, of the work that NI-CO does and if there was something that could be played back in to the Programme for Government.

GMcC stated that he has previously had discussions with Junior Minister about promoting internationally. GMcC asked if NI could have an International Development Minister similar to the job that Humza Yousaf does for the Scottish government.

AH felt that it would be good to liaise on this and get an alignment on emerging opportunities. GMcC also felt that there was a need to have better links in to the Republic of Ireland.

AH thanked GMcC for coming to update the team on the work of his organisation.

3. ORGANISATION DESIGN / HUMAN RESOURCES

Carolyn McKenna and Mary de Almeida joined the meeting for the following items.

3.1 Voluntary Exit Scheme (VES) / Transfers

AB reported that the Voluntary Exit Scheme was launched to staff on 5th May. AB wished to thank, in particular, the Communications team for all their help in getting this information out to staff. AB confirmed that clinics are in place for those staff who need to discuss any issues.

CMcK referred to the tabled paper on transfers. The group discussed the detail of the proposal and agreed that in light of VES, the transfer policy should be suspended and reviewed again following completion of VES.

It was agreed that a communication piece be written informing the staff of the reasons behind the suspension of the policy as discussed.

Action: AB/CMcK

3.2 Security Vetting

CMcK reported that in the November 2015 Information Security Audit process, as an audit point, Invest NI was asked to consider the pre-screening of candidates for employment. Invest NI currently carries out pre-employment identity and reference checks and requires candidates to disclose unspent convictions as part of the standard recruitment process. All job offers are conditional on these elements being closed out satisfactorily.

However, there is a risk that a relevant undisclosed conviction might remain undetected. While the likelihood of this occurring is low, the ramifications of a malicious or criminal act perpetrated by a staff member on the organisation could be significant.

ELT approved the introduction of basic security vetting checks for potential new appointees to Invest NI.

3.3 INI HQ Building Opening Hours

MdA reported that Invest NI will shortly be going out to tender for the new Facilities Management (FM) contractor which gives the organisation the opportunity to amend the opening hours of our building through the new contract without any cost to Invest NI.

The tabled paper detailed the cost savings if the building was to close earlier than the current closure time.

ELT agreed with the proposal to close the building at 7pm. It was also agreed that MdA would consider the impact of opening the building at 7am. MdA to report back to ELT for final decision.

Action: AB

3.4 Corporate Engagement Action Plan

AB thanked ELT members for attending the recent sub-cluster meetings.

MdA asked ELT to agree corporate action plan; agree board presentation and to discuss medium and long term approach to engagement in Invest NI.

MdA stated that she has tried to pick out key themes from both sets of data produced. The proposed categories and themes are:

- Category – leadership / Themes – resources and visibility
- Category – development and progression / Themes – flexibility and performance management
- Category – values / Themes – revitalise
- Category – communication / Themes – core brief, strategic communications and intranet

JF stated that he would like to see where the suggestions originated from i.e. staff survey/best companies. MdA will produce a key for the document.

Action: AB/MdA

AB reported that staff focus groups have been producing a lot of really proactive thoughts which has also helped to crystallise the propose action plan.

OH felt that there was overlay with the World Leading piece of work and that a lot of the detail needed fleshed out and with more depth.

AH felt that a lot of the issues have been on the agenda for quite a while. There are bigger pieces of work that can be connected to all of the suggestions for example the talent plan.

Action: AB

AH also stated that he would like to review/redefine the roles and responsibilities of line managers and HR business partners. AB to follow up.

Action: AB

JF felt that if every division was to focus on their individual action plans that this would drive improvement across the organisation. There is a big onus on the next level of management to drive the action plans.

It was agreed that AB/MdA would condense the current draft plan, the headings were good but there are too many actions.

This needs to be completed in time to report at the Staff Conference.

3.5 Leadership Development

The executive team undertook a training session in the afternoon on Leadership Development. This session was not minuted.

Next meeting: Wednesday 15th June 2016

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

MEETING MINUTES – WEDNESDAY 15 JUNE 2016

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

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 11 May were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Invest NI Fore-sighting Research Process* – 13 projects were submitted, review held and three projects have been selected to progress. Projects will now be placed on the project bank.

1.2.2 *Standards of Service* – AH would like to see what we need to do next.

1.2.3 *Standards of Service* – MC now has a draft paper on the roll out of 'dial 0' which he will review and issue to ELT.

1.2.4 *Common Language for Continuous Improvement* – this will come back to ELT in September.

1.2.5 *Corporate Risk Register/Casework Refresher Training* – MC would like to see how the new casework template beds in and then review need for refresher training.

1.2.6 *VES/Transfer Policy* – It was agreed that the communication piece to staff should be issued as soon as possible.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Employee Action Plan

Mary de Almeida and Siobhan Haughey joined the meeting for this discussion.

MdA referred to tabled paper highlighting the responses to recent comments made by Board members. It was agreed to ask the Employee Champions to attend a future Board meeting. AB to liaise with Board secretariat to schedule.

Action: AB

The group discussed the draft action plan. AB commented that she would like to have this agreed quickly to allow it to be included in the next core brief at the end of June.

The group discussed line management skills and agreed that all line managers should undertake refresher training except those that have undertaken an appropriate course within the last 12 months. It was agreed that ELT should also participate in this refresher training.

Talent management programme – AH would like to see what a programme would look like before committing to a pilot. It was agreed to remove this action from the current plan and to come back in September with some proposals.

Action: AB

AB will now simplify the corporate action plan and share with ELT before issuing to staff.

Action: AB

2.2 Employee Champions

Neil McGarry and Oliver Parsons joined the meeting for this discussion.

NMcG and OP shared some of the topics being raised at employee champions meetings. Some of the issues currently being raised are around leadership, line management and visibility.

It was agreed that ELT will continue to attend employee champions meetings as it was felt that this was allowing issues to be raised at the top level of management. AB to provide forward schedule of meetings to allow ELT to commit to attendance.

Action: AB

It was suggested that the staff suggestion box questions and answers are now published on a quarterly basis. PH to discuss with Internal Communications.

Action: PH

2.3 Performance Management - the way forward

Edith Coleman joined the meeting for this discussion.

The group discussed the end of year ratings for 2015/16. It was evident that the forecast markings did not match those submitted at year end. Some ELT members were concerned that they were only being made aware of this after year end reports had closed.

There was a concern that there were still some issues relating to spans and layers within the organisation. AB agreed to bring back the line management report structure information.

Action: AB

EC put forward suggestions for the way forward namely improve the process; revisit our aims on identifying underperformance and high performance and refresher sessions for all line managers.

AH felt that we had failed to deliver against the performance management charter in using the full range of ratings and that some real effort needed to be demonstrated to achieve this.

It was agreed that a further session was required to take the next steps forward.

Action: AB

3. 2016 – 17 BUSINESS PLANNING

3.1 CRM Planning – Next Stages

Bill Scott led on this discussion. BS commented that the objective of this discussion was to get ELT agreement as to who owns the overall ownership and responsibility to maintain and take forward the CRM system. BS tabled a paper listing out some of the areas that are currently ongoing and need managed.

The group debated where this may sit within the organisation and it was agreed that ownership should reside with the Business & Sector Development group with support from the IT team on the maintenance element.

BS will pull together a terms of reference and roles and responsibilities for ownership.
Action: BS

BD felt that there was also a wider debate required around the ownership of other core processes within the organisation. The group discussed this and MC commented that his group were currently putting some thoughts down on this topic and that he will bring to ELT for discussion.

Action: MC

3.2 GATE

Stephen Wightman and Frankie McCourt joined the meeting for this discussion.

SW reported that the tabled paper was a follow up to the presentation provided last month. SW is seeking endorsement and approval to run a pilot of this programme for one year. The proposal for the pilot is for 250 jobs with expected operating budget of £1.75m.

The group discussed if the tabled paper would cause any limitations. In discussing this issue the group asked if there would be any concerns in launching the product and then reviewing after a period of time rather than running a pilot.

It was agreed that SW would amend the paper to reflect that GATE is not being introduced as a pilot programme with a specified budget and job target but as an additional targeted employment grant available under existing SFA provisions and therefore will be considered on a project by project basis. The paper will indicate that a review will be undertaken based on a minimum of four projects and within a time period of 12 months. SW to ensure the Department for the Economy has been duly informed and to speak to CIT to ensure they will be able to pick up and report on the numbers/job quality.

Paper to be resubmitted following amendments.

Action: JF

3.3 Entrepreneurship

David Bradshaw and Gary McCausland presented to the group on this area.

The group made some suggestions to be made before presentation to the Board in June.

3.4 LED Delegation

Oonagh Hinds referred to the tabled paper. This paper had previously been tabled in May where some clarification was sought from the Department.

O Hinds reported the feedback from the Department was that the LED Measure has always been recognised as an integral part of the Operational Programme which was approved by the NI Executive and the EC. Additionally, the ERDF Managing Authority will formally designate Invest NI as the Intermediate Body for delivery of this Programme. On the basis that the individual applications and therefore the actual budget spend will be subject to full formal approval procedures at the appropriate delegations levels, we are content that the ELT approval (based on the attached paper) is sufficient.

ELT were content following this assurance from the Department to approve the paper as tabled.

3.5 Post Segmentation Review

BD presented to the group on this topic.

The group discussed the initial thoughts put forward. It was agreed that further discussions were required and BD will facilitate with ELT members to investigate further and report back to ELT with recommendations and options.

Action: BD

3.6 Corporate Plan and PfG Discussion

O Hill presented to the group on this topic. It was agreed to remove the corporate plan element of the presentation and focus on the PfG discussion for presentation to the Board in June. It was agreed to provide the Board with this presentation in advance to allow some consideration to be given in advance.

3.7 Any Other Business

No other business tabled.

There is no meeting due to be held in July.

Next meeting: Wednesday 17th August 2016

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

MEETING MINUTES – WEDNESDAY 17 AUGUST 2016

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

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 15 June were approved. No meeting held in July.

1.2 Actions outstanding from last meeting

- 1.2.1 *Reporting of risks* – MC tabled a paper on this outstanding action. It is proposed that a short paper is prepared to be included in the Audit & Risk Committee’s review in November 2016 of the Accountability Grids, Invest NI’s record of how PAC recommendations are implemented. If the Committee is content that the change in positioning is justified (i.e., that it will make consideration of project risk more effective) and in keeping with the PAC recommendation that “Invest NI ensures that risk management is fundamental to all its investment decisions”, we will advise DfE.
- 1.2.2 *INI HQ Building Opening Hours* – AB commented that this had been discussed with the Union approximately two years ago. AB felt that now was not the time to readdress and would consider raising at the end of the year.
- 1.2.3 *Staff suggestions* – AB and PH to agree mechanism for HR to provide updates on a regular basis and Comms will ensure are uploaded to the intranet.
- 1.2.4 *Ownership of core processes* – MC issued a proposed paper by email to ELT members. ELT to respond to MC and if required paper will come to ELT for discussion.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Corporate Engagement Action Plan

AB referred to her tabled paper.

This paper provides an update on progress over the last month and plans in each of the key areas of the plan. The group discussed the paper and the proposed actions.

It was agreed to make the ELT charter visible at meetings. AB to provide copy to be included upfront at each meeting.

Action: AB

It was agreed that the Leadership Forum meeting planned for 20th October could be used to start to socialise the new corporate plan and to introduce the new Executive Director for International Business.

AB referred to the wrap session by Wilson Sloan for the recent leadership programme. It was felt that this may be better placed to take place in January.

The Business Development Academy project team is currently undertaking an evaluation of the BDA tools. The tender is due to close this week and L&D will continue to work with the organisation to progress.

AH stated that he would like to see the information captured on the HR Business Partner. This will be part of the line management discussion. AB to clarify and bring back for further discussion.

Action: AB

2.4 Contactability Policy

Paddy Robb joined the meeting for this item.

Our contactability policy must ensure that both external and internal customers can speak to a staff member when they need to. We want to make improvements to these points and are aiming for cultural change across the organisation.

There are 3 key component parts to improve our contactability activities – policy, process and telephony; communication, education and support and measures and reporting.

The group discussed the recommendations proposed. It was agreed that there was no need to change to a two option system i.e. 1 for voicemail and 2 for colleague.

It was agreed that the current policy needs to be reviewed and to be clear in laying out what we expect from staff especially in relation to the 4 hour call back promise.

Action: MC

2.5 Standards of Service

Paddy Robb joined the meeting for this item.

The group reviewed the Invest NI standards of service for July. The majority of the results have maintained or are above the targets.

In relation to the business related correspondence, the Business Support team will be assigned further resources to help service additional work streams and to maximise response times to customers.

3. 2016 – 17 BUSINESS PLANNING

3.1 World Leading

Paddy Robb, John McClune and Joanne Coyle joined the meeting for this item. The purpose of the presentation by the team was to propose the overall model and approach for our Transform journey and to propose the success measures and milestones to map our journey to 'world leading' for the next 5 years.

In relation to the target for the Best Companies, the group agreed that the target for 2021 will be 50-25 in the not for profit category.

The group discussed each of the key milestones proposed and how the organisation was going to measure performance. It was agreed that this could not be done in isolation and would sit parallel to the operating and corporate plans. It was agreed that the organisations performance needed to be included i.e. delivery against PfG and corporate plan. It was agreed that this would be added to the action plan.

Action: OH

The group discussed the proposal to have pulse surveys. Following the commitment not to have another survey, it was agreed to look at “pop up” questions as a method to survey the staff on how the organisation was doing.

It was agreed that it would be useful to share at the forthcoming direct reports meeting. MC stated that he would be happy to trial at his team meetings.

The proposal is to present to INI Board in September. OH to scope out resource implications as part of the ongoing discussion on resourcing.

Action: OH

OH wished to put on record her thanks to the team for all their work on this project.

3.2 Honours

Carol Keery and Alistair Moffett joined the meeting for this item.

The group discussed the tabled paper and AM requested that all citations to completed and returned by the end of August.

Action: ELT

3.3 Corporate & Emerging Risk Registers

Carol Keery joined the meeting for this item.

Corporate Risk Register

The group discussed the amendments as laid out in the tabled paper and agreed that the proposed changes be made, which included the addition of a new risk on the EU Database and a change of wording on the Referendum Risk.

CK stated that the Group registers have been cross checked to ensure consistency of approach, in particular where risks are similar. Three risks were removed from Group Registers as part of a housekeeping exercise. ELT is asked to note that if a risk is escalated to the Corporate Risk Register, it should not stay on the Group Register as well.

In addition, one risk was removed from the Regional Business Group register as it is being managed at an acceptable level of risk. No risks were added to the Group Registers as part of this update.

ELT approved the update and the Corporate Risk Register will now be included in the August Board papers.

Emerging Risk Register

CK referred to the tabled paper providing an update on the Emerging Risks Register. The group discussed each of the risks, proposed amendments and the rationale for movement.

ELT agreed to all the proposed changes.

3.4 CRM Next Steps

BS referred to his tabled paper.

BS stated that the aim of the paper is to define the three main roles within the scope of this terms of reference with the overriding objective of making the maximum impact from the successfully delivery of the updated CRM processes and system. This will have a significant impact on progressing our aspiration to be world leading.

The group discussed the terms of reference and in particular JF raised the issue of information security. MC stated that he did not think this was any different to his role as owner of the OACMS system.

JF agreed to take on the CRM owner responsibility and it was agreed that the regional and international teams will be required to be involved.

3.5 Scaling / Pre Scaling Presentation

Nick McCormick joined the meeting to present.

ELT reflected that this was a very good and well-presented presentation. This will now be presented to INI Board in August.

3.6 Invest NI Evaluation Plan

David Roberts and Evelyn Judge joined the meeting for this item.

In line with the Northern Ireland Guide to Expenditure Appraisal and Evaluation (NIGEAE) and good governance practice, Invest NI undertakes regular evaluations of its programmes to ensure they are meeting their objectives and delivering value for money. Programme evaluation activity is designed to complement, and add value to, regular project monitoring and the completion of Post Project Evaluations (PPEs).

A review undertaken by the Economics Team reveals, however, that the current programme by programme approach is not a fully efficient or effective process. The key issues and options are laid out in the tabled paper and ELT are asked to consider recommendations to move to a new process which can maximise the value of evaluation activity to the organisation. The group discussed the paper and the pros and cons to each of the proposed options.

JF asked how we could tie in what we are doing on monitoring that could provide us with more evidence. There was some concern that the organisation would not have the adequate level of granularity to make a decision on whether a scheme was inefficient if it was to be evaluated under the thematic proposal.

It was agreed that some further information be provided on how individual programmes would be identified, delegations and monitoring.

DR stated that the proposal is to continue with the evaluation programme for 2016/17 as is and start to transition from April 2017. DR also stated that he would propose to do some initial sounding out with departmental colleagues.

Action: OH

3.7 PfG Update

OH presented to the group on the current position with regards to the Programme for Government indicators and Invest NI's recommendations.

OH will continue to liaise with the department and keep ELT and Board updated.

3.8 Post referendum action plan

OH presented to the group the proposed presentation for Board on the post referendum action plan.

The group made some suggested amendments.

3.9 Any Other Business

3.9.1 Infrastructure – AH updated the group on some infrastructure pieces that have come to the fore recently within the organisation. AH asked that ELT members give some consideration to where this area might fit within the organisation.

Action: ELT

3.9.2 Investors in People – AB commented that a proposal will come to ELT shortly.

3.9.3 Ministerial visits – AH updated the team on recent Ministerial visits. Procedures will be reviewed in conjunction with the Minister's office.

3.9.4 October monitoring – MC updated the group on the forthcoming monitoring round.

Next meeting: Wednesday 14th September 2016

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

MEETING MINUTES – WEDNESDAY 14 SEPTEMBER 2016

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Peter Harbinson, Olive Hill, Tracy Meharg, Bill Scott

Apologies: Jeremy Fitch, Oonagh Hinds

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 17 August were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Core processes* - MC is currently working through the changes as proposed by ELT members. Paper will come to November meeting.

1.2.2 World Leading – PR has made the suggestions as proposed and taken all the action plans and combined. AH asked to see the presentation before it goes to Board.

1.2.3 Evaluation Programme – David Roberts to attend next meeting to provide an update.

1.2.4 Infrastructure – It was agreed that OH will now take this forward.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Follow up on organisation VES

AB stated that the general feedback following the direct reports briefing had been good. It was noted however that the meeting had been poorly attended and it was agreed that ELT should ask their direct reports to attend as it is an important part of organisation communication. In relation to general Organisation structure following VES it was agreed that ELT would work to Tuesday 4th October meeting as the date to have preliminary proposals for next stage.

AB requested that ELT send their plans through to her a few days in advance to allow the HR team to review. To allow that to happen AB requested that they are sent to her by Thursday 29th September.

Action: ELT

It was agreed that a communication piece be drafted to issue at the first exit point for those staff leaving under VES.

Action: ELT and AB

AB distributed a paper on line management span sizes. The group discussed the role and structure of line management within the organisation. AH stated that a paper needed to be drafted that outlines the issues and challenges around line management, efficient operation, opportunity to develop and culture. The paper will assist ELT to agree a way forward.

It was also agreed that ELT should consider span sizes as they review structures following VES. Some areas had a very high level of 1-1 and 1-2 line management reporting spans. The ongoing general goal within Transform is that span sizes of between 1-6 and 1-8 created a more efficient and effective management structure and was best practice in terms of organisation design.

Action: AB

2.6 Corporate Engagement Action Plan

Mary de Almeida joined the meeting for this item. MdA provided an update on the progress against the action plan over the summer months. Progress has been made under the four themes.

It was agreed to circulate the terms of reference for the development and progression working group.

Action: AB

AH felt that it would be useful to have sight of the full action plan with visible timelines as he is keen to see some of these actions flowing in to the delivery stage. MdA stated that the summer months were planned as investigative time on the projects.

The group discussed their team charter. It was agreed to share some of the discussions around the key themes of the charter. AB to draft a paper to help communicate the principles of the charter.

Action: AB

2.7 Proposals for Pilot Talent Management Programme

AB referred to tabled paper and the group discussed the proposal put forward.

TM briefed the group on some work she has previously undertaken in this area and highlighted the programmes undertaken by NICS and Whitehall. TM agreed to share a paper from NICS.

Action: TM

AH asked if it was possible to ask an external organisation to come in and share their experience, a similar public sector organisation.

Action: AB/TM

It was agreed to look at pulling together an initial programme focussing on direct reports and ELT succession. This also needs to include capturing where we are currently i.e. adhoc processes.

TM stated that she would like to see something in terms of helping to build diversity within the organisation. TM said she would approach Whitehall to see if they could share their experience

3. 2016 – 17 BUSINESS PLANNING

3.1 Capital Grant Assistance

John Hood joined the meeting for this item.

BD and JH provided the group with an update on the current proposed scheme. Part of the proposal is that Invest NI will be the delivery arm for the scheme. There are still a lot of areas to be agreed.

The group discussed the proposed grant rates and the funding. AH asked that Invest NI be satisfied with clear lines of accountability and responsibility for the scheme.

JH to keep the group updated as discussions continue.

3.2 Common Language for Continuous Improvement

Paddy Robb joined the meeting for this item.

PR took the opportunity to bring the group up to date on progress made.

PR stated that he had hoped to have one of the pilot projects present but due to current demands this was not possible. PR commented that projects have not progressed as quick as expected due to availability of staff time.

PR highlighted that there have been some positive things coming out of the A3 approach. PR pointed out that there is a need to improve at the initial scoping stage.

PR hopes to be able to communicate, during customer service week, the outcomes of the complaints and feedback project.

3.3 Strategy

3.3.1 Update on PfG and Economic Strategy

Martin Robinson attended to deliver a brief presentation.

MR briefed the group on the current discussions on PfG and the economic strategy. AH will discuss with the Permanent Secretary.

Action: AH

3.3.2 Adopting a flexible working model

OH delivered a presentation on this topic.

The group discussed the proposal being put forward. It was agreed to re-look at the piece of work previously completed on prioritisation but to widen and to consider the current environment. ELT members are to consider what is doable within their team and what would be a reasonable expectation to contribute to the 'pool'.

OH to provide a summary of the current projects and the time required to be allocated.

Action: OH

AB to recirculate the resource plans to allow ELT members review and refine.

Action: AB

3.4 Any Other Business

3.4.1 Contactability – MC provided an update on the contactability paper. The policy has now been revised in to a single page with the emphasis being on the spirit of the policy. Changes are currently being made to the telephony system. A couple of client team will trial for two week and then will go live across the organisation.

3.4.2 Fileplan – MC updated the group on the Meridio transfer project. MC asked ELT for the approval to move to the next stage of running the scripts to remove the old working documents areas. TM to check with R&D division before actioning, ELT agreed to proceed.

Action: TM

3.4.3 Customer Service Week – OH highlighted that the next customer service week will take place at the beginning of October and encouraged ELT member to once again take up the opportunity to be part of the job shadowing day.

Next meeting: Tuesday 11th October 2016

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

MEETING MINUTES – TUESDAY 11 OCTOBER 2016

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Jeremy Fitch
Peter Harbinson, Steve Harper, Olive Hill, Tracy Meharg, Bill Scott

The Chief Executive wished to record, on behalf of the organisation, his sympathy to the family, friends and colleagues of staff member Shane McArdle who recently passed away.

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 14 September were approved.

1.2 Actions outstanding from last meeting

1.2.1 *Core Processes* – MC confirmed updated paper will come to November's meeting.

1.2.2 *Evaluation Programme* – OH confirmed updated paper will come to November's meeting.

1.2.3 *VES Communication* – AB currently drafting piece in advance of first leavers.

1.2.4 *Leadership Charter* – AH to discuss at one to ones and publish by December.

1.2.5 *Fileplan* – MC confirmed that the 'delete scripts' have now been run and will continue to run over the next few weekends. Attention will now move to the relocation of post 2011 documents.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Corporate Engagement Action Plan

AB referred to the tabled paper which provides an update on progress with the Corporate Engagement Action Plan on the four key themes of the plan.

Leading From the Front

AB confirmed that the leadership development programme will close with a meeting of the full cohort on 14th December.

AH asked that the team spend some time shaping this agenda in advance. OH stated that she would be keen to have Board members participate. TM felt that staff should also participate in terms of giving their perspective on the programme. OH to speak to Board secretariat to invite Board members.

Action: OH

AB to ensure draft agenda is discussed by ELT in advance.

Action: AB

The group discussed the proposed statement from ELT to staff about the Leadership Charter. The group aired their views on this issue and it was agreed that AH would discuss at one-to-one meetings and publish by December.

Action: AH

Development and Progression

AB updated the group on recent progress. AB to corral some of the information coming out of the employee champions meeting and take forward. AH stated that there will be some overlay with the priorities resourcing role.

AB stated that a key action is to undertake training for our line managers to support effective performance management. Create Express will be providing a fresh perspective, delivering a one day programme focussed on building line manager skills and confidence in having effective conversations. All current line managers will be required to attend the training, which will begin at the end of October.

Our Values

AB reported that the external standards of service have been refined and launched during Customer Service Week. The Transform project team are building on this work to prepare an internal standards of service.

Making Connections

AB updated the group on the forthcoming improvements to encourage a digital community. HR and Communications will be meeting to take this forward via core brief.

MC commented that it might be worth taking a look at the civil service social media presence. AH asked that Mary de Almeida present an update on the work that she has been taking forward in this area.

Action: AB

2.8 Roles and Responsibilities of Line Managers

2.8.1 HR Business Partner

Carolyn McKenna joined the meeting for this item. AB stated that the aim of the tabled paper is to initiate discussion on the role and responsibilities of the 'Line Manager' in Invest NI alongside the role of the Human Resource Business Partner. The discussion needs to take place on the context of the drive to create more efficient and effective spans of control i.e. the ratio of direct reports to line managers across the organisation.

The group discussed the issues and whilst supportive of the paper recognised the importance of maintaining consistency across the organisation.

The group agreed that this was correct direction of travel but there needs to be an agreement in how the organisation approaches this. HR Business Partners are there to support and guide as oppose to do. It was agreed that more granularity was required in regards to what a line manager is tasked with and what an HR Business Partner will do.

It was agreed that one of the difficulties facing line managers is in dealing with non-performers. It was agreed that it would be helpful to know what the roles were in this instance for the line manager and HR Business Partner.

AB to take forward and draft up a definition paper on the role of the line manager and the HR Business Partner.

Action: AB

2.8.2 Career Paths

AB referred to the tabled paper. The aim is to encourage growth based career culture in Invest NI in which we support our staff to build and grow their capabilities.

AB stated that the HR team is currently engaging with the employee champions on what this should look like and is still currently in the research phase.

AB to keep the group updated as this progresses.

3. 2016 – 17 BUSINESS PLANNING

3.1 KPIs and Performance Measurement

David Greer attended the meeting for this discussion.

KPI

OH referred to the tabled paper and the proposal to improve the KPI validation process. This proposal will enable CIT to validate and quality assure a complete client listing and associated KPI data in a streamlined and timely way. It will avoid the duplication of effort which currently takes place due to additional data being made available subsequent to when reports are required.

The group discussed the pros and cons of moving the validation date to January/February however there were concerns that there would be nearly a two year lag in reporting.

It was agreed to keep to the current timing of November and then to reassess when the Programme for Government is published.

Action: OH

Performance Reporting Framework

Invest NI's Performance Measurement Framework sets out the relationship between the PfG Outcomes, those PfG indicators which are most relevant to Invest NI, a range of activity measures and associated performance measures/impacts.

The group discussed the first draft of the reporting framework. It was agreed that it would be useful to understand where these feed in to the Programme for Government indicators.

OH to revise the framework and bring back for further discussion.

Action: OH

3.2 Mid-year target review

Carol Keery, Alistair Moffett and Gerard McNally attended the meeting for this discussion.

GMcN presented to the group on the target review; historical outturn review and the forecast positions. The group discussed the information presented and the areas that will require focus to get to year end.

GMcN again reiterated the need for projects to be put on work in progress sooner and asked ELT members to remind their staff of the importance of this task.

Action: ELT

The group reviewed each of the corporate scorecard targets. It was agreed to keep the R&D target at the originally set range. Therefore no target changes will be put forward to the Board.

3.3 Review of Complaints and Feedback policy

Carol Keery and Colin Morelli attended the meeting for this discussion.

CM provided an update on progress of the complaints and feedback policy review; sought approval for the major changes to the policy and provided an update on the related continuous improvement project.

The group were content with the proposed changes. CM stated that the next steps will be to rollout new policy in late October/early November; begin new process to measure complainant satisfaction and regular reporting (ELT, Core Brief) to begin following end of Q3.

3.4 Risk Workshop

Carol Keery and Colin Morelli attended the meeting for this discussion.

CM stated that Invest NI has a commitment to provide a refresher presentation to its Board members.

The group reviewed the proposed presentation to the Board members. The group agreed that there was too much detail in the presentation and that it should be pitched at a higher level. MC to review with the team in advance of the Board presentation.

Action: MC

3.5 Client Executive - Key Accounts Management

Karen Bradbury attended the meeting for this discussion. JF and KB took the group through the proposed presentation for the Board on this topic.

The group agreed that the presentation was good and offered some suggestions to be included.

JF and KB to revise in advance of the Board meeting next week.

Action: JF

3.6 Any Other Business

- 3.6.1 Economist – It was agreed that David Roberts would have a slot every two months (commencing December) at this meeting to keep the group up to date on developing information.
- 3.6.2 Councils – BS reported that Invest NI will soon start to see the first cuts of Community Plans coming from the Councils. BS stated that these will be reviewed by the Regional Managers and the Strategy team but that input will be sought from other parts of the organisation. This will be a long process up to February 2017.
- 3.6.3 Corporate external events – AH raised this issue. It was agreed to take a table at a forthcoming event with the focus on high growth start up/entrepreneurship and then to re-evaluate. It was agreed that BS would take the lead on this event (with support from TM).
Action: BS

Next meeting: Wednesday 24th November 2016

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

MEETING MINUTES – THURSDAY 24 NOVEMBER 2016

Attendees: Alastair Hamilton (Chair), Mel Chittock, Jeremy Fitch, Peter Harbinson
Steve Harper, Olive Hill, Tracy Meharg, Bill Scott, Clare McLaughlin

Apologies: Amanda Braden

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 11 October were approved.

1.2 Actions outstanding from last meeting

1.2.1 *VES leavers comms* – this was included in Newsweekly on 25 November.

1.2.2 *HR Business Partner* – AH reported that he was concerned this was already being adopted before roles had been agreed by ELT. CMcL to follow up with HR team.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Update on Employee Engagement Action Plan – Social Media

Mary de Almeida attended the meeting to discuss this item.

MdA was asked to investigate the use of internal social media tools to provide new ways for Invest NI staff to communicate with each other. This was an action included in the Employee Engagement Corporate Action Plan 2016. The tabled paper provides the outcome of the investigation and recommended way forward. The group discussed the recommendations put forward by the working group which were to allow Inside Invest to bed into the organisation and then revisit in 2017/18 particularly in the areas of flexible working and in overseas/Regional Offices.

However, the group is keen to consider the benefits of the introduction of a tool across the organisation although discussed areas of concern in operating a social media tool. How does the organisation ensure it is not misused? MdA and the working group to consider how this could be achieved.

AH asked if it was possible to get a demonstration of 'Yammer', the current tool used by the NI Civil Service. MdA to take forward and arrange demonstration.

Action: MdA

2.2 Corporate Engagement Action Plan

Mary de Almeida attended the meeting to discuss this item. MdA tabled an update on the status of the action plan. Key highlights are:-

- Leadership Event will take place on 14th December at Girdwood.

- Champions working group investigated how we can increase our skills and development experience opportunities.
- Terms of reference for career path development projects have been circulated and a project plan is being prepared with a view to launching in January 2017.
- “Managing Performance with Confidence” courses have started, all line managers invited to sessions over the next 3 months.
- Conclusion of investigation on using internal social media tools, and the new interactive *Inside Invest* has been launched.
- Web page is under construction to share engagement activity on our Intranet.
- A development session is being procured to build on the skills and knowledge of our Employee Engagement Champions.

MdA reported that progress will be communicated to the organisation through Core Brief and an update will be presented to the Invest NI Board in January. Representatives from the Engagement Champions will also attend ELT and Board meetings to explain more about their role.

Action: MdA

3. 2016 – 17 BUSINESS PLANNING

3.1 Core Processes

Carol Keery attended the meeting to discuss this item.

The ownership of core processes was discussed at ELT in August. The tabled paper takes on board the feedback that followed this discussion and is re-presented for approval. The paper is cognisant of the organisational changes that have taken place/are proposed as a result of the VES as well as the resource implications that may arise from implementation of the recommended options.

MC stated that the tabled paper isn't a final outcome but details the issues and how the organisation can move forward. MC stated that the PCC Division are currently in the process of finalising the Operating Manual. This is a major piece of work, during which a number of 'orphan' policies have been discovered.

BS stated that whilst he was in agreement with the paper tabled, International and Trade have not been included. MC to ensure this is picked up with those respective teams.

Action: MC

MC stated that if ELT had no objections to the proposals, he would look to implement with immediate effect. The Operating Manual work is underway and there will be issues for the group to work through. MC proposed bringing an update back in 6-9 months (May 2017) to see what has worked well.

Action: MC

ELT approved the proposals as tabled.

3.2 Job Counting

TM stated that she had received the information from OH to take this issue forward. On the particular project in question, there is a precedent that allows us to follow the proposed approach. ELT were content.

AH stated that there was a need to resurface the conversation on job counting and in particular what to measure going forward.

AH stated that there is a debate to be had on what is Invest NI's policy on counting jobs in the new Programme for Government however the bigger issue will be when we move into corporation tax. There is no ability in our existing methods to count the promoted or created element as companies go through a process of creating those jobs.

It was agreed to bring this discussion back to ELT for further discussion.

Action: TM/JF/OH

3.3 Large projects/offers

JF provided an update on this previous discussion. JF reported that he had approached the Divisions and reviewed the data as far back as 2012/13 with projects/offers more than 50 jobs. The group discussed the issues associated with the list.

TM suggested that some comms be prepared to pull from as required. AH stated that he would like visibility on this and to draw ELT in as required.

JF to bring updates as required.

Action: JF

3.4 Performance Reporting Framework

Fiona Johnston attend the meeting to discuss this item.

3.4.1 Performance results chain

OH tabled a representation of the relationship between inputs, outputs, impacts and outcomes. OH spoke to paper and what happens in other devolved administrations.

It has been agreed that KPIs will be the reporting structure going forward but that the Scottish Enterprise model is the most attractive to Invest NI.

AH again raised the points which were earlier discussed under job counting. OH to speak to the Department with a view to moving towards the Scottish model.

Action: OH

OH to distribute copy of the flow chart from Scottish model.

Action: OH

The group reviewed the framework and agreed with the proposal.

3.4.2 Invest NI Designation as a Producer of Official Statistics

OH referred to the tabled paper. Official Statistics (OS) refer to data that are quality assured and which are published by a body listed within an OS Order. In Northern Ireland there are a number of ALBs who are listed as OS producers in the OS Order 2012 and NISRA have approached Invest NI to suggest they become a named producer.

The group discussed the proposal as tabled. ELT are in principle happy to go down this route. OH to look at the suggested data sets, in light of PfG and Economic Strategy and also to see if the organisation can withdraw if so desire.

Action: OH

3.5 Evaluation Programme Update

David Roberts and Evelyn Judge joined the meeting to discuss this item.

In August, the Economics Team put forward a proposal to establish a new approach to programme evaluation across Invest NI. Having considered a number of alternatives, a preferred option was identified which involves moving from the current 'silo' approach to one where evaluations would be completed on a thematic and segmentation basis. The new arrangements would increase the strategic value of evaluations, whilst also addressing issues around impact attribution and survey fatigue. ELT approved the preferred option in principle but requested some further detail.

DR referred to the further detail requested in the tabled paper. ELT agreed with the proposal and are content to move forward.

AH asked that MC close off on the accountability and governance issue with the Department and Audit and Risk Committee, if required.

Action: MC

It was agreed that a standard paragraph be produced for caseworks to explain the change.

Action: OH

ELT wished to thank DR and his team for this excellent piece of work.

3.6 Any Other Business

3.6.1 *Standards of Service* – It was agreed that these do not need to be included in the Board pack

3.6.2 *Staff movements* – MC raised the issue of some upcoming proposed team movements. MC quoted a very high number of movements. CMcL agreed to speak to the HR and Contacts Management team to clarify the numbers.

Action: CMcL

3.6.3 *liP* – CMcL provided an update on the outcome of the recent liP assessment.

Next meeting: Wednesday 11th January 2017