

**INVEST NORTHERN IRELAND  
EXECUTIVE LEADERSHIP TEAM  
MINUTES 2017**

Wednesday 11<sup>th</sup> January 2017

Thursday 9<sup>th</sup> February 2017

Wednesday 15<sup>th</sup> March 2017

Monday 10<sup>th</sup> April 2017

Wednesday 17<sup>th</sup> May 2017

Wednesday 15<sup>th</sup> June 2017

July – no meeting

Wednesday 16<sup>th</sup> August 2017

September – no meeting

Monday 9<sup>th</sup> October 2017

Tuesday 14<sup>th</sup> November 2017

December – no meeting

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

**MEETING MINUTES – WEDNESDAY 11 JANUARY 2017**

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

Apologies: Amanda Braden

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 24 November were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 *Leadership Charter* – The group discussed the leadership charter following the discussion at the Leadership Forum in December. It was agreed to take this forward as part of the next meeting.

1.2.2 *HR Business Partner* – due to the unavailability of AB it was agreed to postpone until the next meeting in February.

1.2.3 *Job Counting* - OH to circulate information again. It was agreed that we need clarity around recommendations. TM/JF/OH to meet.

1.2.4 *Performance Results Chain* - OH to discuss with D McLean, DfE.

1.2.5 *Evaluation Programme Update* – MC reported that he had discussed with the Chair of the Audit & Risk Committee. No requirement for approval from the Committee.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

Mary de Almeida attended the meeting to discuss the next two items.

**2.1 Invest NI North Eastern Regional Office**

The group discussed the current accommodation provision for the North Eastern Regional office and the possible options for a new location as laid out in the tabled paper.

The group discussed the costs associated with the move and agreed that the recommended option was the best choice. Pending business case approval, it is anticipated that the move will take place on 25<sup>th</sup> February 2017.

ELT approved the proposal to move the North Eastern Office from Thomas House to Greenmount Plaza in line with DAO 06/12 and the NI Executive's Asset Management Strategy.

## **2.2 Corporate Engagement Action Plan**

Mary de Almeida attended the meeting to discuss this item.

MdA referred to the tabled paper and some of the key highlights to date. Progress has been made against all actions on the Employee Engagement Corporate Action Plan, and all are on track to complete by the end of this reporting year.

Core Brief continues to be the main mechanism for communicating progress, although this will be supplemented with communications through the new web page, for example communicating the answers to the questions raised by the Engagement Champions. The Board presentation will now take place in February and will include an update on progress and a presentation from the Engagement Champions.

AH asked about the forthcoming staff pulse survey. MdA confirmed that a meeting is scheduled with Millward Brown this week to agree the format and timetable of the survey. It was agreed that a free text box should be included for staff to leave additional comments due to this being a 5 question pulse survey.

### **Social Media**

The group discussed the follow up on a social media tool. PH confirmed that since the last meeting he has discovered that Yammer is not widely used in the NICS and is not a social media tool as such. PH stated that he did not have a sense that there is a strong appetite for a social media tool from staff.

The group agreed to allow Inside Invest to further bed down and to ask Kevin Johnston from the e-commerce team to present to the group on tools currently being promoted to client companies. It was agreed to cancel the request to have a demonstration on Yammer.

It was also agreed to try to include articles within Inside Invest that would encourage discussion from staff.

## **2.3 Transform Action Planning Approach 2017-18**

Paddy Robb attended the meeting to discuss this item.

PR referred to the tabled paper which provides more detail on the proposed approach to developing an aligned Transform Action Plan for 2017/18.

The next phase of Transform was agreed and communicated out at the ELT Direct Reports meeting on the 8<sup>th</sup> December. Through January and February this will be cascaded down to all Groups and Divisions.

PR briefly touched on the four stages in developing the Transform Action Plan. The timeframe for developing, agreeing and producing the plan is tight considering the coordination involved. The action planning activity also takes place over year end, which poses its own challenges. However the coordination, facilitation and administration of the activity will be carried out by the Transform Team, with support of the Transform Project group. Therefore the input from the customer facing staff will be minimised in terms of time and maximised in terms of 'added value'.

ELT agreed to the proposal as detailed in the tabled paper.

MC provided an update on the Projects Board and the review currently underway. AH would like the review to be completed before the launch of the Transform Action Plan and to have a clear plan on separation of Transform projects and 'business as usual' projects; the life of the projects and the governance on Transform. MC agreed to push forward and report back to ELT.

**Action: MC**

### **3. 2016 – 17 BUSINESS PLANNING**

#### **3.1 International Strategy and challenges**

Steve Harper introduced this item.

Following the launch by Minister Hamilton of the International Trade Plan, SH tabled a paper with the proposed 10 locations for international expansion.

SH reported that he has been approached by staff querying the opportunities to work overseas in these new locations. SH stated that he had formed a small working group team (including Human Resources) to work on this. CMcK pointed out some of the HR issues to be considered.

The group debated the options and agreed to open to staff for expression of interests as this would offer staff some international exposure and also provide some development opportunities. If insufficient interest from staff the next option is to use the FCO platform to fill these posts.

The working team is currently pulling together job descriptions which should be completed by this week.

#### **3.2 Corporation Tax Research Report**

David Roberts attended the meeting to present the findings of the corporation tax FDI sectoral and competitiveness analysis.

DR reported that the intention is to finalise the report and then come and give a more in-depth presentation to ELT and Board. The group discussed the headline findings and made some suggestions for amendment in advance of presenting to the Board.

#### **3.3 Any Other Business**

- 3.3.1 *Entrepreneurship* – TM and BS provided an update on the Grade 6 position and the additional work to be covered to pull together our approach on entrepreneurship.

**Next meeting:** Thursday 9<sup>th</sup> February 2017

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

**MEETING MINUTES – THURSDAY 9<sup>th</sup> FEBRUARY 2017**

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

Apologies: Steve Harper

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 11 January were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 *Job Counting* – TM stated that unfortunately the team have not had the opportunity to meet to discuss. AH asked that this be done as soon as possible as this need to be clarified and is tied to the Corporate Plan.

**Action: TM/JF/OH**

1.2.2 *Performance results chain* – OH stated that DfE were no further on and she will be meeting with them on 14<sup>th</sup> February to make a recommendation.

**Action: OH**

1.2.3 *Transform Action Planning Approach 2017-18* - MC stated that he has spoken with Paddy Robb and is proposing that business as usual projects are separated from the major Transform projects. This proposal would also ensure visibility of both elements by the new Chief Digital Officer to ensure that sufficient awareness of digital opportunities is maintained. MC/Paddy Robb will finalise and bring presentation to ELT

**Action: MC**

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Employee Engagement and Engagement Champions**

Rachel Hill, Cheryl Wallace, Iain Joannides and Mary de Almeida attended the meeting to discuss this item.

The Invest NI Board has requested an update on employee engagement and the work of the champions. AB introduced the team who took the group through the proposed presentation to Board.

MdA confirmed that the staff survey has been issued and it is hoped to have the results in early March.

The champions asked if ELT would consider sharing the relevant sections of core brief with them in advance of it being issued. PH to consider how this can be done.

**Action: PH**

It was agreed that ELT members would reconnect with champions in their Group to ensure full engagement.

**Action: ELT**

Amendments will be made to the presentation and brought back for final run through before being presented to the Board in March.

**Action: AB**

### **2.3 Customer Engagement Programme**

Clare McLaughlin attended the meeting to discuss this item.

CMcL stated that a Customer Engagement Programme is being developed as part of our ambition to become a "Trusted Business Partner". There are four modules with two providers secured through the tender process. CMcL stated that the pilot session has taken place but that the feedback has not been particularly positive. ELT members also provided some feedback that had been passed to them by staff who had attended. The group discussed the issues that arose from the pilot programme.

It was agreed that the Core Relationship Management skills module will be reworked based on feedback from pilot participants. A new pilot will be run and signed off before programme is rolled out. AB to ensure ELT is provided with an update in advance. Performance of the provider to be raised with their Programme Manager.

**Action: AB**

It was also agreed that a communication to those staff who attended the pilot session should be issued to state that feedback is being taken on board and that L&D will be meeting with the provider to discuss.

**Action: AB**

### **2.4 HR Business Partner**

AB referred to the tabled paper.

AB stated that over the last number of weeks she has met with her ELT colleagues to seek feedback. AB provided a brief summary of the feedback received to date.

It was agreed that there is a need to understand in real detail the role of the HR business partner and what skill sets the business partner and line managers should have. TM felt that the business partner also needs to understand the Group that they are supporting. It was agreed that AB would follow up with ELT colleagues.

**Action: AB**

### **2.5 Flexible Resourcing**

George McKinney attended the meeting to discuss this item.

GMcK referred to the latest tabled version of the Flexible Resourcing Strategy Options paper. GMcK wished to focus on the options as detailed in section 5 of the paper and to agree how to proceed and potential communication to staff. GMcK took the group through a series of questions to gain the views of the executive leadership team.

It was agreed that JF, TM and BS would meet to further discuss the issue of segmentation.

**Action: JF, TM & BS**

ELT to reconvene in 3-4 weeks to discuss next steps and what is required to move this forward.

**Action: OH**

### **3. 2016 – 17 BUSINESS PLANNING**

#### **3.1 Risk Register – Q3 sign off**

Colin Morelli attended the meeting to discuss the corporate risk register update at 31<sup>st</sup> December 2016. All risks have been reviewed and updated, with queries/challenges made by the Performance, Compliance and Co-ordination team (PCC) where appropriate.

There have been no additions and two risks have been removed from the register at this update. Other minor changes have been made around the wording of some risks during an ongoing house-keeping exercise.

OH stated that she felt the mitigated risk score for COR18 (Digital Strategy) was too low and that, instead of being reduced from 9 to 3, should be reduced from 9 to 6. There was also a query around the wording of the mitigating actions and the ownership of the risk. CM to change score from 3 to 6, amend wording and change the ownership to Olive Hill.

CM to make changes and issue to ELT for signature.

**Action: CM**

#### **3.2 Entrepreneurship**

BS introduced Patricia Devine and David Bradshaw. Following a previous presentation to the Invest NI Board, the team have been requested to provide an update on where the organisation is in terms of its work in the area of entrepreneurship.

DB stated that entrepreneurship cuts across everything that Invest NI does as an organisation. The key message is that Invest NI are in this market place but we do need to create a better awareness of this.

BS stated that the difficulty in taking this forward is when we look at what Invest NI is doing it is very comprehensive. The perception is that Invest NI is not active in this area but the evidence most definitely refutes that.

The team took on board some feedback and agreed to align the presentation more clearly with the draft Corporate Plan and also to be more explicit in terms of next steps and our coordination role.

**Action: BS**

#### **3.3 Corporation Tax update**

David Roberts attended the meeting to provide an update on corporation tax providing a more in-depth presentation on key conclusions and recommendations.

The group discussed the presentation and this will now be presented to the Invest NI Board in February.

#### **3.4 Corporate Plan & metrics**

An updated version of the draft Corporate Plan 2017-2021 was tabled for discussion. AH stated that there had been no changes to the content of the plan just the presentation of the information.

The group discussed the proposed plan in detail and debated the metrics to be included. AH asked colleagues if they were comfortable with the proposed three pillars and ELT members confirmed they were.

PH/OH will now update and provide a further draft in advance of tabling at the next Board meeting.

**Action: PH/OH**

#### **3.5 Any Other Business**

No further business.

**Next meeting:** Wednesday 15<sup>th</sup> March 2017



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

**MEETING MINUTES – WEDNESDAY 15<sup>TH</sup> MARCH 2017**

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

Apologies: Alastair Hamilton

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 9 February were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 *Leadership Charter* – AB highlighted that the next leadership forum will be a session with Ben Bryant. It may be possible to cover the leadership charter at the staff conference. AB will discuss with CEO.

1.2.2 *Job Counting* – TM stated that team had met but there were still differing opinions on this topic. It was agreed to draft a definition for assisted jobs and that a further discussion at ELT be held to bottom out.

1.2.3 *HR Business Partner* – AB confirmed this is being worked on by team and will bring to ELT in April.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Employee Engagement**

**2.1.1 Employee Engagement Survey update**

Mary de Almeida and Clare McLaughlin attended the meeting to discuss the next two items.

MdA reported that the organisation has now received the score for the recent engagement survey and has achieved 64.1, this takes us back to 2014/15 levels. AB stated that it was disappointing that the score had gone down but that this was still a very good score benchmarked against other organisations.

MdA took the group through the timelines of the next steps. MdA also reported that the Chief Executive had recently met with the Employee Champions and this had been a very productive and engaging session.

**2.1.2 liP Report**

Invest NI was successfully reaccredited to Investors In People Gold standard in December 2016, with the assessor recommending that Invest NI enter the 2017 liP Awards.

CMcL summarised the report's feedback on strengths, areas for focus and recommended actions. The full report has been circulated to ELT with the Executive Summary published via Newsweekly with an open request for comments and feedback.

The group discussed the suggestion to apply for the IIP Health and Wellbeing Award and it was agreed not to proceed with this at the present time.

### 2.1.3 Customer Engagement Programme

CMcL provided an update on the recent Customer Engagement Programme. CMcL stated that all actions had been followed up on since the last meeting. CMcL has met with provider and reworked the first module. The plan is to run a further pilot in early April and the team has a number of volunteers to undertake this.

## 2.2 Transform Action Plan update

Paddy Robb and Dave Vincent attended the meeting to discuss the next two items.

PR confirmed that the Transform update has now been rolled out to all Divisions. The next stage is to pull together the action plan as this will shape the direction for continuous improvement activity within the organisation. This will be one plan with four themes with the digital piece being the enabler.

PR stated that the Transform action plan workshops will take place in April. The purpose of the workshops are to facilitate discussion of current and planned improvement activity across the organisation.

MC agreed to issue a note to confirm that given the agreed structure of Transform the existing Project board is now dismantled and that a new Technical Project Board, which will focus specifically on IT projects, will be created.

**Action: MC**

## 2.3 Chief Digital Officer

DV provide the group with summary of activity during his first six weeks in the organisation. DV stated that in discussions with staff there is a clear appetite for change.

JF raised an issue with his CRM role and stated that at this point he is grappling with it. The CRM team have indicated a need for resource and JF has a strong feeling that CRM should be the first major project tackled. OH stated that DV was not here to try to fix IT issues but to help the organisation move towards its digital aspirations.

OH stated that part of the next ELT strategy meeting will be dedicated to discussing our digital aspirations.

## 3. 2016 – 17 BUSINESS PLANNING

### 3.1 High Growth Firms

Martin Robinson attended the meeting to discuss this item. MR presented a synopsis of a recent report entitled "High Growth Firms in Northern Ireland: A

Strategic Appraisal and Policy Assessment” highlighting the conclusions and implications for the organisation.

The group discussed the report and felt it would be helpful to share more widely with the organisation. OH/MR to discuss with L&D to agree the most suitable vehicle to do this perhaps a client workshop.

**Action: OH**

TM stated that she would be interested to know what policy research the Department is currently undertaking. MR agreed to source.

**Action: OH/MR**

### **3.2 Operating Plan 2017/18 & Scorecard**

Carol Keery and Gerard McNally joined the meeting to discuss Invest NI's 2017/18 Scorecard and Operating Plan. CK provided a short introduction on the key areas and activities that would be covered. The group then discussed each Scorecard and Operating Plan target in turn to agreeing a final position for discussion at Board.

The key issues emerging from the discussion were as follows:

#### **Scorecard**

- Business Performance to work with HR to develop an absenteeism target based on average outturn over the last three years.
- Both a Sunday Times Top 100 and survey based employee engagement target were to be included on the Scorecard.
- DfE has proposed new budget tolerances, this may require next year's budget target to be amended.

#### **Operating Plan**

- Operating Plan was to be structured around broad Invest NI support areas.
- Business Performance to liaise with Strategy and ELT to resolve minor target discrepancies between Operating Plan and Business Strategy metrics.
- Further consideration is needed regarding the future approach to targeting and measuring job quality. Op Plan to be updated to reflect this.
- Business Performance to work with measure owner to ensure Scaling and Pre-Scaling targets reflect Business Strategy ambition to double and treble, respectively, activity in these areas.
- Business Performance to work with measure owners to ensure consistency in the approach to first time innovators and first time exporters.

Due to time pressures, ELT were not able to identify the targets that they wished to bring forward from the Operating Plan in to the Performance Quadrant of the Scorecard. Business Performance will take this forward and make recommendations for ELT's approval prior to submission to Invest NI's Board.

### **3.3 R&D Repayables**

TM referred to the tabled paper. This paper explores the options for Invest NI making greater use of repayable forms of assistance to fund or part-fund R&D projects.

The group discussed the paper. MC raised the R&D ERDF funding restrictions and wished to discuss this with Finance colleagues. It was agreed to include this paper as an update for Board following MC's discussion.

**Action: MC/TM**

### **3.4 UK Industrial Strategy**

OH presented to the group on Invest NI's response to the UK Industrial Strategy Green Paper.

### **3.5 Aerospace Sector presentation**

Bill Montgomery, Michael Polson and William McGuinness attended the meeting to provide a presentation on the aerospace sector in advance of presentation to Board.

The group thanked the team for providing a very informative presentation and offered some suggestions for tweaking in advance of presentation to the Invest NI Board.

### **3.6 SE Hubs**

BS referred to the tabled paper. The group discussed the paper presented. Risks were noted and BS confirmed discussions would continue with the Department. It was agreed that the Invest NI Board would need to be briefed in due course.

**Action: BS**

### **3.7 Invest NI Evaluation Plan (2017- 2020)**

OH referred to the tabled paper. The purpose of this paper is to:

- a) Update ELT on the transitional arrangements being put in place as part of the revised programme evaluation approach, which was approved by ELT in November 2016. The revised approach involves moving from the current 'silo' approach to one where evaluations will be completed on a thematic and segmentation basis and
- b) Seek ELT approval for the 3 Year Evaluation Plan to cover the period April 2017 to March 2020.

ELT approved the 3 Year Evaluation Plan.

### **3.8 Corporate Plan metrics**

OH referred to the tabled paper. OH asked for any final amendments to be flagged and for ELT members to be ready to cover their areas at the forthcoming Board.

### **3.9 Any Other Business**

3.9.1 Board schedule refresh – Carol Keery joined the meeting to discuss this item. The group proposed some items for discussion and CK will table on to the forward planner.

3.9.2 Flexible Resourcing/Amendments – OH referred to the tabled paper. ELT agreed with the changes and approved.

3.9.3 Flexible Resourcing/Monitoring – OH referred to the tabled paper. ELT agreed with the changes and approved. SH asked if a trigger can be built in to the system to

send a referral to the Trade team when new export markets are being discussed with account managed clients. OH will raise during discussion with team.

**Action: OH**

**Next meeting:** Monday 10<sup>th</sup> April 2017

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

**MEETING MINUTES – MONDAY 10<sup>TH</sup> APRIL 2017**

Attendees: Alastair Hamilton (Chair), Mel Chittock, Amanda Braden, Jeremy Fitch,  
Alison Gowdy, Peter Harbinson, Olive Hill, Tracy Meharg

Apologies: Steve Harper, Bill Scott

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 15 March were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 *Core Processes* – to be tabled at next meeting.

1.2.2 *SE Hubs* – BS to provide update at next meeting.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

Mary de Almeida, Carolyn McKenna and Siobhan Haughey joined the meeting to discuss the HR items.

**2.1 Employee Engagement**

MdA referred to the tabled paper and the further analysis of the employee engagement survey data, provided by Millward Brown. The group discussed the analysis provided.

MdA reported that the next stage would be to gather further information, using the employee champions and to arrange staff focus groups. MdA will then table a proposed action plan at the next meeting.

**Action: AB/MdA**

OH asked that MdA review the feedback from the Regional group as there is something good happening there that other groups could benefit from and use as best practice.

MdA raised a couple of questions that that been put forward to the Employee Champions. The group discussed and agreed that no changes would be made at this stage.

**2.2 HR Business Partner**

AB referred to the tabled paper. AB has been working with the team to reflect on feedback received from ELT members since the previous tabled paper.

The group discussed the paper however AH stated that he was keen to see the HR Strategy before agreeing to any of the proposals. AH stated that the critical piece for him was the roles and responsibilities of the HR Business Partner and the Line Manager as this requires absolute clarity.

AG asked that HR also consider how they can assist with the international offices. With the increase in our overseas locations this is becoming a bigger task.

AB stated that today's paper was a starting point to building the HR Strategy and that the strategy will be tabled at the next meeting.

**Action: AB/CMcK**

### **2.3 Performance Management Review Plan**

SH presented to the group on the current performance management review plan. ELT were keen to progress the review with a view to communicating progress to staff at the staff conference in June 2017.

**Action: AB/SH**

### **2.4 Attendance Management**

CMcK presented proposals on short term sickness management. CMcK stated that the group have provided feedback on the current processes for managing attendance within the organisation. The group debated the proposals tabled in the paper.

Following discussion of the proposals, it was agreed that CMcK would reflect on certain aspects and provide further detail.

CMcK to review and progress as agreed.

**Action: AB/CMcK**

### **2.5 Car Parking**

MdA reported that she has spoken to some ELT members individually regarding this subject. The proposal is that new entrants to the organisation will not automatically qualify for a car park space.

The group discussed and agreed with this proposal.

### **2.6 Transform Update**

Paddy Robb, Dave Vincent and George McKinney joined the meeting to provide an update on Transform and alignment with agile working and digital engagement activity; recommended transformational priorities; support required to mobilise and next steps.

PR stated that there are four Transform priorities emerging – agile working; digital service delivery; trusted business partner and end to end processes.

The group agreed that these were the right priorities to be moving forward with. It was agreed that OH would be lead sponsor for agile working and digital whilst SH would take trusted business partner and JF end to end processes.

The group agreed that communication to staff should take place at the staff conference.

## **2.7 Ground Floor and Boardroom Refresh**

AH took the group through the proposals to refresh the ground floor and the boardroom areas of the building, the aim being to get better use of the spaces.

TM has some suggestions but will pick this up with Simon Moody directly.

**Action: TM**

It was agreed to proceed to prepare a business case to include proposed costings.

**Action: MC/SH**

## **3. 2017 – 18 BUSINESS PLANNING**

### **3.1 Whistleblowing Policy**

Colin Morelli joined the meeting to discuss this item. The paper tabled provides a summary of the changes to the Whistleblowing Policy and Guidance Manual.

The policy has been discussed at the Audit and Risk Committee a number of times and the Chair of the Committee wanted the policy to be robust. CM provide a summary of the changes to the policy and guidance manual.

TM raised an issue regarding staff non-compliance of organisational processes. The group discussed and it was agreed to add this to the paper.

**Action: MC/CM**

CM confirmed that the paper will now be submitted to the Audit & Risk Committee for their endorsement. Upon endorsement by the Committee, the updated policy will be communicated to staff.

**Action: MC/CM**

### **3.2 Board Action Plan**

Carol Keery joined the meeting to discuss this item.

Board Members completed a self-assessment evaluation exercise in summer 2016, with the results discussed at the Board Away day in November 2016. While the results of the exercise were overwhelmingly positive, indicating that Board Members feel that good or best practice has been adopted in all areas, a small number of areas for improvement were identified during the discussion. These areas have been incorporated into an Action Plan to be taken forward during the year.

CK took the group through the areas in the action plan. The group asked that point 2.8 be amended as this was not reflective of the discussion.

CK will now submit to the Board for noting.

**Action: MC/CK**

### **3.3 Operating Plan 2017/18**

Carol Keery and Gerard McNally joined the meeting to discuss this item.



The latest draft of Invest NI's Scorecard and Operating Plan for the 2017/18 financial year was tabled for review/approval. The paper now includes a strategic narrative section which draws heavily on Invest NI's draft Business Strategy for the period 2017/18 to 2020/21.

#### Scorecard

- Agreed to include the net promoter measure
- Agreed to remove the CSE measure

GMcN took the group through the changes in the wording within the operating plan targets. TM to work with Business Performance to finalise the definition for 'first time innovation' and consider alignment with other 'first-time' targets.

**Action: TM and Business Performance**

It was agreed to submit plan to Board with the caveat that the document still requires Departmental approval.

**Action: MC**

### **3.4 Job Quality & Assisted Jobs**

Carol Keery, Gerard McNally and David Roberts joined the meeting to discuss this item.

#### **3.4.1 Job Quality**

The paper tabled on defining and measuring job quality provided options for discussion by the group.

AH stated that without a Minister in post, the Department would be reluctant to agree to a new policy in this area. The group discussed the options tabled with a consensus that option 1, 3 and 5 should be looked at in further detail for potential future targets.

For the purposes of the 2017/18 operating plan, the group were content that job quality targets should be an absolute number at the bottom of the target range and in line with the current approach of benchmarking against the NI Private Sector Median.

GMcN was asked to build provisional targets based on two scenarios (1. a flat 60% job quality ratio across both Local and External jobs; and, 2. Applying a 75% ratio for External and a 50% ratio for Local jobs) for final consideration by ELT in advance of the Invest NI Board meeting.

**Action: MC/GMcN**

#### **3.4.2 Assisted Jobs**

OH referred to the tabled paper for consideration by the group. The context for this review is the desire for Invest NI to report, as comprehensively as possible, on all jobs Invest NI has assisting through its support interventions.

The group discussed and it was agreed to report back with some worked examples and a more detailed definition.

**Action: OH**

### **3.5 General Data Protection Regulation**

Danny Smyth joined the meeting to provide a brief on the new law coming in to effect on 25<sup>th</sup> May 2018. The law relates solely to personal data: directly or indirectly relates to a living identifiable individual.

The group thanked DS for this comprehensive briefing. The next step is to commence a data mapping exercise and it was agreed that Trade and Innovation Vouchers would be the pilot.

### **3.6 Any Other Business**

No further business for discussion.

**Next meeting:** Wednesday 17<sup>th</sup> May 2017

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

**MEETING MINUTES – WEDNESDAY 17<sup>TH</sup> MAY 2017**

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

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 10<sup>th</sup> April were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 *SE Hubs* – BS reported that the Department for the Communities have confirmed they will deal with all enquiries. BS confirmed that all contracts were completed and the team were carrying out an evaluation.

1.2.2 *Performance Management Review* – BS proposed that it be signalled at the staff conference that the review is underway.

1.2.3 *Refurbishment* – MC to arrange session for Tracy, Bill and Steve who missed previous presentation.

**2. 2017 – 18 BUSINESS PLANNING**

**2.1 Implementation of Strategy**

OH led the discussion on this topic. The group debated the Business Strategy Risks by Transform Theme paper. Following discussion, ELT members agreed with the allocation of risks within the document.

It was recognised that the presentation of the areas to be addressed is complicated and OH will aim to consolidate activities in advance of next ELT P&P.

**Action: OH**

It was agreed that each ELT member would work through their allocated risks and provide clarity on what should be within the scope of their responsibility. The higher risks should be included in the CEO report to Board to allow discussion and input from the Board.

Each ELT member to propose which risk they wish to discuss at the next meeting and to come prepared to discuss. Risks for discussion to be flagged to OH.

**Action: ELT**

**2.2 Core Processes**

Colin Morelli joined the meeting to discuss this item.

MC stated that the presentation is to provide an update on the progress since the group's last discussion. The group agreed that this was a good piece of work that was long overdue.

The next steps are to resolve minor ownership issues; commission updates to key policies/guidance, PCC Division to review casework practices and to link in with Business Solutions Development & Compliance and Agile Working.

MC highlighted that there may be a resourcing requirement but that this has not yet been worked through.

It was agreed to provide the next update in September/October.

**Action: MC**

### **2.3 Annual Customer Satisfaction Results**

PH presented the recent customer satisfaction results. The group discussed in detail and it was agreed to reduce the presentation to cover the key trends and narrative around movement. PH to revise in advance of presentation to Board.

**Action: PH**

### **2.4 Assisted Jobs**

OH referred to tabled paper. David Greer attended the meeting for this item.

ELT approved the tabled paper. Next steps are the establishment of a small implementation team to develop the necessary technical notes and ensure that the necessary data recording and reporting systems are developed to facilitate requirements.

It was agreed that a standard set of language be devised for future jobs announcements to ensure consistency, aligned to the Business Strategy.

**Action: PH**

### **2.5 Finance Update**

MC provided an update on the Finance position.

MC reported that the 2016/17 draft accounts have now been submitted. MC asked ELT members to ensure they respond to any requests as soon as possible due to tight deadlines.

**Action: ELT**

MC reported on 2017/18 discussions with the Department.

2.5.1 First Time Exporters – The group discussed the first time external sales target on the operating plan.

2.5.2 First Time Innovator – TM presented an option around this target which counted the first time engagement by a company on one of seven interventions. The group discussed and it was agreed that whilst it would be a significantly smaller number given the Innovation Strategy intent to increase the number of companies innovating that the target should focus on the first time uptake of any of the seven innovation interventions, over the period of the Business Strategy. It was recognised that Invest NI is only one player in achieving this objective and that Invest NI would continue to

work with partners to ensure continued alignment around this objective. TM to ask GMcN to recut the figures to provide the group with a base figure.

**Action: TM**

### **3. ORGANISATION DESIGN / HUMAN RESOURCES**

#### **3.1 Absence Management**

Carolyn McKenna joined the meeting to discuss this topic. ELT had requested an update on some specific areas from the previously tabled paper.

The group discussed the updated information and agreed that the changes proposed would allow the organisation to address current issues.

CMcK will now consider the next steps and provide an update to ELT

**Action: AB**

#### **3.2 Employee Engagement – Action Plan**

Mary de Almeida joined the meeting to discuss this topic.

MdA reported that she had undertaken a significant amount of research since the last discussion. The conclusion of the research was that there were five key themes emerging as areas for the organisation to focus its efforts in the year ahead in order to improve employee engagement:-

- Leadership
- Communications
- Career Development
- Performance Management
- Wellbeing

The group discussed the recommendations being proposed under each theme that could be included in an action plan. It was agreed that MdA would streamline these and a final agreement would be made in early June (before Staff Conference).

**Action: AB**

#### **3.3 HR Strategy**

AB presented an update on the current HR Strategy focussing on:

- Talent, Leadership and Engagement,
- HR Trusted Business Partner,
- Corporate Responsibility, Great workplace

AB confirmed that the next steps will include

- Further engagement with ELT colleagues
- Development with HR team
- Evolve alongside other strategies e.g. Agile
- Detailed planning on implementation
- Communication to organisation

SH asked that the strategy also consider the International Teams. AB stated that any proposed model would need to work globally.

BS felt that there was a need to start to consider resource management over the next five years bearing in mind the age profile of staff in senior positions.

AH stated he was keen to keep this moving and AB is requested to keep ELT updated.

**Action: AB**

### **3.4 Transform**

Paddy Robb, Dave Vincent and George McKinney attended the meeting for this item.

DV provided an update on the current digital activity and a proposed digital team structure.

OH asked for confirmation that ELT were content with the Agile Working Strategy as proposed. ELT approved the strategy.

GMcK took the group through the Agile Action Plan and the group agreed with the suggested ELT owners.

GMcK asked the group to feedback any final comments on the Guidance on the Use of Assignment.

**Action: ELT**

PR reassured the group that the team will have a robust communications plan in place.

### **3.5 Any Other Business**

3.5.1 *Annual Report* – MC asked colleagues to ensure they review the Annual Report and confirm they are content or otherwise.

3.5.2 *Audit Review* – AH stated that he had met with Internal Audit and the organisation will be awarded a substantial audit report this year.

3.5.3 *Start Planet* – TM provided a further update.

3.5.4 *Infrastructure Team* – BS asked for an agenda item to be included to discuss this area.

3.5.5 *Bankmore Car Parking* – BS asked if staff car parking at Bankmore will be effected by the approval of a new office development. AB to review and issue note to staff with clarification.

**Action: AB**

3.5.6 *Overseas Offices* – SH will tabled a paper in due course.

3.5.7 *Job Plans 2017/18* – It was agreed to issue a note to staff extending the date for completion of job plans due to the Business Strategy just being launched.

**Action: AB**

**Next meeting: Thursday 15<sup>th</sup> June 2017**

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

**MEETING MINUTES – WEDNESDAY 15<sup>th</sup> JUNE 2017**

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

Apologies: Amanda Braden left at 9.30am and Bill Scott left at 11:00am

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 17<sup>th</sup> May were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 *Announcements language* – PH reported this still needed to be completed. AH also asked to find a project that has assisted jobs to announce using new language.

1.2.2 *Absence Management* – CMcL reported that CMcK will return as soon as possible with an update following consultation with the Union.

1.2.3 *HR Strategy* – CMcL reported that this will be returning for discussion in August.

1.2.4 *Bankmore Car Parking* – CMcL reported that there will be no impact for the next few years however a note will be drafted to issue to staff.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Performance Management Review**

Iain Joannides joined the meeting for this item. BS stated that this review has commenced by carrying out some scoping work. BS feels that this can be undertaken in two stages and this morning's presentation will provide some proposals that can be implemented fairly quickly.

IJ took the group through a presentation including some proposed changes. The group discussed the proposals being put forward.

AH felt that the organisation could move forward with some of the short term suggestions but was uneasy about making changes now that would then become embedded and during the second stage of the review may need changed again.

There was an agreement that the team needed to discuss what the organisation is using the Performance Management System for. It was felt that the focus should be more towards encouraging engagement, motivation and development.

OH asked that any communications on changes are done within the context of Transform.

It was agreed that there is some time before mid-year reviews to bottom out the discussion. It was agreed to carry out some further work on the short term proposals and the box marking debate would be within the longer term review. AH asked that any communications to staff being proposed are brought to ELT before issuing.

**Action: BS**

## **2.2 Corporate Responsibility**

Joanne Stewart attended and presented this item. JS thanked SH for taking on the role as the new ELT sponsor for Corporate Responsibility.

JS provided an update on all the CR activities undertaken from 2014-2017. JS stated that she is working in conjunction with the Communications team to refresh and update the CR intranet page.

It was agreed that JS and SH would meet to discuss how to include the international offices.

**Action: SH**

AH concluded by stating that there was a high level of commitment from ELT and that the organisation is moving in the right direction. AH encouraged JS to ensure ELT are drawn in to CR activities.

## **2.3 US Offices**

SH referred to his previously circulated paper.

The group discussed the implications of the changing rules surrounding the A2 visas. It was agreed that SH would work through the issues with assistance from the NI Bureau. SH confirmed that the US staff were fully informed of the issues.

ELT discussed the issues concerning the 401k for the US office. SH provided views from AB and BS who were not present for this discussion. ELT were in agreement on a final decision and SH will draft a record of the decision and reasons for that decision to be held on file.

**Action: SH**

SH will now look to meet with the US staff individually along with a member of the HR team and legal representation to relay the decision.

AH wanted to record his thanks to BS and SH for their work in this area.

## **3. 2017 – 18 BUSINESS PLANNING**

### **3.1 Implementation of Strategy**

OH tabled the proposed Business Strategy Scorecard. OH stated that the proposal is to include this scorecard as part of the CEO report to Board with each owner taking responsibility for their section.



The group provided their thoughts on what updates were to be included. OH to provide final copy for inclusion in Board report.

AH provided a brief update on the status of NI Connections. SH agreed to distribute a copy of the document to colleagues.

**Action: SH**

### **3.2 Infrastructure Team discussion**

BS referred to his tabled paper. BS stated that ELT have discussed, on a number of occasions, the need for a wider infrastructure team. Parts of organisation are working in this area and doing a great job but there is a need now to be more joined up.

The group discussed this and TM asked if there was a potential to have a secondee from SIB. TM agreed to talk to her Director and to have an initial discussion with SIB and report back to ELT.

**Action: TM**

### **3.3 Brexit Update – Board presentation**

OH provided an update on Brexit which will be presented to Board next week.

### **3.4 Any Other Business**

3.4.1 *Staff Conference* – PH reported that there will be a request for feedback in this week's Newsweekly. All ELT members stated that they had received positive feedback. Some feedback was provided that will require the relevant ELT member to follow up on.

**Action: ELT**

3.4.2 *Facilities Management* – AH provided some feedback about recent changes to the FM contract and in particular the canteen. MC asked that ELT members feedback any comments they have received to Simon Moody and Siobhan Haughey who will work on these issues.

**Action: ELT**

3.4.3 *Open Data* – JF raised an issue about the release of this data. It was agreed that OH would check his concerns and to ascertain if there is a need to communicate with clients in advance.

**Action: OH**

3.4.4 *Food Team fundraising* – ELT confirmed that they are content with the proposals.

**Next meeting: Wednesday 16<sup>th</sup> August 2017**

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

**MEETING MINUTES – WEDNESDAY 16<sup>th</sup> AUGUST 2017**

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

Apologies: Steve Harper

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 15<sup>th</sup> June were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 Performance Management review – BS provided an update on the current status of the review. BS confirmed that the next stage will be to pull together the results, discuss with HR and draft a communication for Newsweekly on the mid-year changes. BS to ensure this is discussed with ELT before issuing.

**Action: BS**

1.2.2 Corporate responsibility – AG confirmed that the follow up meeting has occurred. It was suggested that some of the work going on in the overseas offices should be captured in a piece for Newsweekly.

**Action: AG/SH**

1.2.3 Infrastructure resource – TM updated the group on her proposal to use the FTC funded post through the current Corporate Finance recruitment process to look after this work until there is further clarity on the potential commitments within the draft Industrial Strategy.

1.2.4 Open Data – OH confirmed that this exercise was out with an extended timeline.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Transform**

Paddy Robb & Jenni Pleavin joined the meeting to discuss this item.

2.1.1 Reporting & Communications – PR commented that the paper tabled is to provide clarity on how all business improvement activity aligns under the Transform umbrella and to outline the process for updating key messages and progress in a consistent way through the use of the Transform Scorecard and Transform Tracker.

PR reported how the transform priorities will be managed, reported and communicated to the organisation.

- 2.1.2 Scorecard – It was emphasised that ELT owners are expected to report progress in their area of responsibility, and also by exception reporting, to ensure that areas where progress is behind is brought forward for discussion.
- 2.1.3 Continuous Improvement Project – Jenni Pleavin attended the meeting to discuss the continuous improvement project to review the data collection with Invest NI. JP highlighted to the group the findings from the project. ELT welcomed the approach and agreed that the recommendations proposed were the right issues to take forward.

TM felt that there was a need to socialise the findings with the rest of the organisation before moving to the next steps. It was agreed that this could be covered at the next Direct Reports group meeting.

MC asked that the project team look at DAO and Treasury letters to ensure we are compliant re appropriate governance. MC to forward relevant documents.

**Action: MC**

The group agreed that ownership of this project should now sit with the Strategy Group. OH will engage with GMcK to take forward under the assignment project and to arrange for this to be on the agenda for next Direct Reports meeting.

**Action: OH**

## 2.2 Digital Update

Dave Vincent and Alison Nicholl joined the meeting to discuss this item. The group wished to congratulate Alison on her appointment as the Digital Champion. DV provided an update on team selected, mobilising and short term priorities.

## 2.3 Agile Working

OH spoke to the papers tabled.

- 2.3.1 Agile Working Strategy update – OH referred to the tabled paper which provides an update on progress of the implementation of the Agile Working Strategy since its launch at the Staff Conference in June 2017.

OH stated that there has been good interest in the assignment projects but that interest from senior grades has been disappointing. AH felt that the A3 projects piece needs to be rolled out over the organisation to ensure projects are being managed well and that all staff are familiar with the language used in the A3 process. OH to consider how best to approach this. It was agreed to change the status of work stream 4.

**Action: OH**

- 2.3.2 Corporate Change Management Process – OH referred to the tabled paper. The group agreed the approach but requested that the flowchart diagram be amended to cover the 'business as usual' element. OH to pick up with GMcK to amend.

**Action: OH**

It was agreed that consideration would be given to rebranding the staff suggestion box to differentiate between corporate/business suggestions and organisational suggestions.

**Action: OH/PH**

## 2.4 Absence Management

Carolyn McKenna joined the meeting for this item. CMcK provided an update on progress since the last discussion.

The group debated a number of points including the role of the Line Manager, Executive Director and HR Business Partner in the management of attendance. CMcK will now take this forward return with a further update.

**Action: AB**

## 2.5 Employee Engagement

Mary de Almeida joined the meeting for this item.

2.5.1 Engagement – MdA provided a short update on progress to date for each commitment, an outline of how ELT can sponsor those commitments and an update on the Best Companies survey. It was agreed that the decision on flexi time bandwidth would remain as previously agreed. ELT also agreed with the proposed sponsorship of the commitments and the role to be provided.

2.5.2 Surveying Strategy – MdA referred to her tabled paper. The group discussed the option proposed to move to surveying only through Best Companies until 2020. After discussion, ELT agreed with this proposal. It was also agreed to remove the EEI score from the scorecard and use the Best Companies data only.

It was agreed to remove the Group EEI targets for this year and to await the results of the next survey to allow a more meaningful target to be set. In the longer term, AH asked MdA to bring a paper back to detail which version of the Best Companies survey would best suit Invest NI (full or smaller surveys).

It was agreed that a short paper be provided to Board to explain the changes for this year.

**Action: AB**

2.5.3 Family event – MdA referred to the tabled paper. ELT agreed that any corporate event should be taken forward via the Sports & Social Committee for those staff that wish to participate.

## 2.6 HR Strategy

It was agreed to postpone this item for discussion to the ELT leadership meeting on 5<sup>th</sup> September.

**Action: AB**

## 3. 2017 – 18 BUSINESS PLANNING

### 3.1 Corporate Risk Register

Colin Morelli joined the meeting to discuss the corporate risk register update to 30<sup>th</sup> June 2017. CM took the group through the changes to the register as laid out in the tabled paper. AH to discuss the risk around US visa requirements with the Permanent Secretary.

**Action: AH**

ELT approved the Corporate Risk Register as tabled.

CM also reported that he has undertaken a review of the Risk Management Strategy and the Risk Management Policy. These documents have now been combined in to one strategy document. CM will issue to ELT to note.

**Action: MC/CM**

### **3.2 KPI Data**

JF took the group through the proposed presentation on KPI data for Board.

### **3.3 Finance Update**

MC provided an update on the current Finance position. MC also provided an update on the Transformation Fund. It was agreed that MC would circulate the paper received from DfE.

**Action: MC**

### **3.4 Implementation of Strategy**

OH referred to the tabled scorecard. AH laid out his thoughts on the purpose of the scorecard and the information he would expect to see provided. It was agreed to amend the draft version to provide a more balanced input.

**Action: ELT**

### **3.5 Any Other Business**

3.5.1 Definition of assisted jobs – It was noted that there still seems to be some confusion amongst staff on this definition. It was agreed that the Business Performance team would pick this up, as per previous action, and engage with L&D to arrange a client facing workshop.

**Action: MC**

3.5.2 Kilkeel Harbour – BS provided the group with an update on Kilkeel Harbour and discussions with DfE.

**Next meeting: Monday 9<sup>th</sup> October 2017**

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

**MEETING MINUTES – MONDAY 9<sup>TH</sup> OCTOBER 2017**

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

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 16<sup>th</sup> August were approved. There was no meeting in September.

**1.2 Actions outstanding from last meeting**

1.2.1 *Performance Management review* – next stage is discussions with HR.

1.2.2 *Agile Working Strategy* – OH confirmed training has been developed on the A3 solution approach, this will be rolled out to assignment projects and an e-module prepared for staff.

1.2.3 *Staff Suggestion Box* – OH reported has engaged with Comms team. Agreed to look at a different way to store the information but need to ensure it is searchable.

1.2.4 *Surveying Strategy* – Agreed to bring back when results of survey are available.

1.2.5 *Definition of assisted jobs* – MC has a paper, some final language tweaks to be made and will hope to issue to ELT next week.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

Mary de Almeida and Carolyn McKenna joined the meeting to discuss the next two agenda items.

**2.1 Employee Engagement/Best Companies Survey**

MdA referred to her paper which provides an update on progress to date for each of the Employee Engagement Commitments, the communication strategy and feedback from the Champions

2.1.1 *Commitments* – MdA reported that there has been positive progress on all commitments. MdA confirmed that the leadership workshop will now focus on elements of the business strategy. A small working group will review the information already gathered with a view to report back on “what a good leader looks like”.

2.1.2 *Communication Strategy* – MdA reported that a web page has been developed that collates all the benefits together in one location so staff can find them easily. This web page was tested by staff in September, who gave very positive feedback. It is anticipated that it will be launched to the business in early October.

- 2.1.3 *Employee Champions* – MdA reported that the CEO attended the most recent meeting and feedback had been positive. The main discussion had been around a real desire for movement within the organisation.

## **2.2 HR Agile Working**

- 2.2.1 *Recruitment and Selection Policy* – The group discussed the draft policy which set out INI's current recruitment and selection processes, as tabled.

There was some discussion about the use of essential criteria and generic recruitment in creating opportunities for staff movement, and how this might be facilitated. It was agreed that, other than for specialist roles, greater standardisation of job criteria is desirable. CMcK will discuss these points with L&D colleagues in advance of further discussion with ELT.

ELT agreed with the draft recruitment and selection policy and CMcK will now discuss with NIPSA.

**Action: AB**

- 2.2.2 *Transfer Policy* – CMcK stated that the current Transfer Policy remains suspended and that agile working is creating some temporary movement within the organisation.

INI's overall approach to creating opportunities for permanent staff movement was discussed. It was agreed that this area required further discussion, and that the Transfer Policy will continue to be suspended until a decision is taken on how to proceed.

It was agreed that, as an interim step to facilitate movement while this review is ongoing, HR will invite existing EO2s to put themselves forward for the current EO2 vacancies, and that those who are successful in the current EO2 recruitment competition will backfill the vacancies created by this movement.

**Action: AB**

## **3. 2017 – 18 BUSINESS PLANNING**

### **3.1 Implementation of Strategy**

George McKinney joined the meeting to discuss this item.

The group stepped through each strategic initiative discussing the progress, estimated end date and any areas of concern. GMcK to update the spreadsheet and share with ELT.

**Action: OH**

It was agreed that the next Board presentations will be on Innovation and Partnership.

**Action: TM & OH**

### **3.2 NI Screen Evaluation**

Tracey Walsh joined the meeting to discuss this item.

The tabled paper is to inform ELT and Invest NI's Board of the outcome of the recent evaluation of Invest NI's funding to Northern Ireland Screen over the period 2010 to 2016. TW took the group through the evaluation recommendations.

ELT noted the positive findings of the final evaluation.

AH raised the issue of the interactive genre. This was a specific ask at the time of the strategy development. TW confirmed that NI Screen won't meet the interactive target and explained the reason for this position.

Paper will now be presented to Invest NI's Board.

### **3.3 Core Processes Update**

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

ELT were presented with a summary of progress and an overview of next steps. ELT were content with the information as presented and asked for an update in February/March 2018.

### **3.4 PFI update**

MC provided the group with an update on the PFI contract. MC stated that he is trying to close this out as soon as possible and has commissioned the relevant advisors. MC hopes to have a clearer view by the end of the month and will update the Invest NI Board at that time.

Paddy Robb, Alison Nicholl, George McKinney and Clare McLaughlin joined the meeting for the next items.

### **3.5 Transform**

AN provided a status update on the digital projects and GMcK updated on the agile working strategy and assignments projects.

### **3.5 Trusted Business Partner (TBP)**

SH and PR provided an update.

PR outlined why we are doing this and why it's important to the organisation, provided a proposed definition of a TBP, suggested a framework for moving forward – what we're going to do and how and what the next stages are.

JF was concerned about how much staff are being asked to undertake. PR agreed to map out the key areas that need to be carried out to bring this to life.

**Action: SH**

AH suggested that if there are issues around the bandwidth of staff that ELT step back and prioritise this over other areas as he feels this is the main priority.

AH asked ELT members to take away and review what this means for them and if there are any concerns then bring them back.

**Action: ELT**



It was agreed that this was an area that could be discussed at the leadership group meeting on 26<sup>th</sup> October. AH to consider.

**Action: AH**

### **3.7 Customer Engagement**

Clare McLaughlin took the group through the slides to be presented at the next Board meeting.

It was agreed to combine the Trusted Business Partner and Customer Engagement pieces together.

**Action: SH/AB**

### **3.8 Any Other Business**

3.8.1 Admin budget – MC asked that ELT flag any projects that could be brought forward.

3.8.2 GATE – TM reported that she had received some excellent feedback on a recent GATE project.

3.8.3 Absence – AB reported that the organisation will miss the absence target and this will need to be flagged to the Board.

**Next meeting: Tuesday 14<sup>th</sup> November 2017**

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

**MEETING MINUTES – TUESDAY 14<sup>TH</sup> NOVEMBER 2017**

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

Apologies: Alastair Hamilton

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 9<sup>th</sup> October were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 *Suggestion box* – action now handed over to PH. Proposal to be brought to meeting on 5<sup>th</sup> December

1.2.2 *Surveying Strategy* – to be discussed at meeting on 5<sup>th</sup> December.

1.2.3 Recruitment & Selection Policy – continuing discussions with the Union.

1.2.4 *Transfer Policy* – following the job rotation of the EO and AO posts policy will be reconsidered following review of that process.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Transform – Business Improvement**

George McKinney & Paddy Robb joined the meeting to discuss this item. GMcK provided an update on the business improvement element of Transform. GMcK stated that this presentation follows on from a paper tabled at ELT in August. Operational development is currently under development.

The group discussed some of the cultural challenges to effective business improvement as highlighted. There was a concern around the proposed change that all business improvement suggestions are routed via the suggestion box.

TM felt that it would be helpful for the paper to clarify that GMcK will be responsible for managing the corporate business improvement process but not for managing the projects. GMcK stated that there is an element of driving it to make things happen. GMcK will not be the SRO for the projects.

Whilst the majority of ELT agreed with the proposal there was some concern that we could create a choke point and disempower staff if we are not clear what has to go through this process. GMcK clarified that whilst it is proposed that they would have visibility of all proposed projects this was to manage inter dependencies and not to exercise a veto. MC raised some concerns around what this will look like in practice and would like to understand the governance and detail.

OH stated that we would need to try this for a while and then review if inundated with simplistic things. OH to issue the paper for comment by ELT. GMcK to issue the paper for comments and have 1:1 meetings with ELT members who wish to discuss further.

**Action: OH**

## **2.2 Employee Engagement**

Mary de Almeida joined the meeting to discuss this item. MdA referred to her tabled paper and provided an update on the employee engagement commitments namely:

- a) Progress to date for each of the Employee Engagement Commitments
- b) The Best Companies Survey and Completion Rates
- c) The Best Companies Survey Next Steps

MdA stated that a workshop with the Employee Champions would be arranged following the receipt of the Best Companies survey results. Given the high completion rate, it is essential that INI follows up on the feedback.

MdA highlighted some recent feedback from the Champions concerning the EO job rotation. This has been well received and there is a desire for more of this to happen.

## **3. 2017 – 18 BUSINESS PLANNING**

### **3.1 Risk Register – Q2 sign off**

Colin Morelli joined the meeting to discuss this item.

CM stated that there has been very little movement since the last review. CM asked if there was something we could or should be doing with these risks.

CM stated that there are two risks in the very high category that will now be passed to DfE; one risk will be deleted and following team discussion a risk will not be included on Bombardier as was felt not to be appropriate.

CM stated that International Business had completed a full refresh of their risk register.

TM requested that the next update for the risks on operating environment/Brexit (COR003 and COR019) include the fact that Invest NI offerings will be kept under review.

ELT were content to approve the changes to the Corporate Risk Register. CM stated that this will now be presented to the Audit & Risk Committee.

### **3.2 NI Connections**

PH took the group through the proposed presentation to Board on NI Connections.

The group discussed the presentation and PH will make some amendments before presenting to Board at the end of the month.

### **3.3 Implementation of Strategy**

The group discussed the Business Strategy delivery October update.

Presentations for Board this month will be Entrepreneurship and NI Connections.

### **3.4 Any Other Business**

3.4.1 Information Security training – MC asked ELT members to ensure that all staff carry out this online training module, to be completed by 24<sup>th</sup> October.

3.4.2 International Business – SH distributed a paper and asked ELT to feedback any comments.

**Action: CM**

**Next meeting:** Thursday 21<sup>st</sup> December 2017