

**INVEST NORTHERN IRELAND**  
**EXECUTIVE LEADERSHIP TEAM**  
**MINUTES 2018**

Tuesday 9<sup>th</sup> January 2018

Wednesday 17<sup>th</sup> January 2018

Wednesday 14<sup>th</sup> February 2018

Tuesday 6<sup>th</sup> March 2018

Thursday 22<sup>nd</sup> March 2018

Tuesday 27<sup>th</sup> March 2018

Tuesday 10<sup>th</sup> April 2018

Tuesday 1<sup>st</sup> May 2018

Wednesday 16<sup>th</sup> May 2018

Wednesday 13<sup>th</sup> June 2018

Tuesday 24<sup>th</sup> July 2018

Wednesday 15<sup>th</sup> August 2018

Tuesday 4<sup>th</sup> September 2018

Wednesday 12<sup>th</sup> September 2018

Tuesday 2<sup>nd</sup> October 2018

Wednesday 17<sup>th</sup> October 2018

Tuesday 30<sup>th</sup> October 2018

Tuesday 6<sup>th</sup> November 2018

Tuesday 4<sup>th</sup> December 2018

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

**MEETING MINUTES – TUESDAY 9<sup>th</sup> JANUARY 2018**

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Jeremy Fitch,  
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 14<sup>th</sup> November were approved. No meeting took place in December.

**1.2 Actions outstanding from last meeting**

1.2.1 Recruitment and Selection Policy - Will be finalised in next few weeks.

1.2.2 LinkedIn - MC reported that there was no easy solution for this issue but will continue to look for solution.

**2. 2017 – 18 BUSINESS PLANNING**

**2.1 Live Chat Demonstration**

Josh Bell and Alison Nicholl joined the meeting to give the team a demonstration of the new Live Chat feature for the Invest NI website.

ELT were very impressed with this facility and AH thanked Josh for all his hard work on this project.

**2.2 Board**

Carol Keery attended the meeting to discuss this item.

November actions

ELT discussed the outstanding actions from November's Board.

January agenda

ELT confirmed the agenda for January's Board meeting.

Forward planner

ELT discussed the forward planner proposed. ELT to review and confirm to CK that they are content with their proposed items and timescales for presentation.

**Action: ELT**

BS proposed that consideration be given to holding a Board meeting in Newry office and an ELT meeting in Omagh office. It was agreed to take this forward.

#### Board Workshop – February

ELT discussed the proposed agenda for the Board Workshop

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

#### **3.1 Planning for Leadership and Strategy days**

AB took the group through the proposed schedule of meetings and areas that will be covered.

The team agreed to focus the leadership session on the leadership charter and the Best Companies results.

#### **3.2 Any Other Business**

- 3.2.1 KPI data collection – This data will be collected by survey and will coincide with the annual customer satisfaction survey. There were some concerns about two surveys issuing at the same time. PH and JF to discuss best approach.

**Next meeting:** Wednesday 17<sup>th</sup> January 2018

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

**MEETING MINUTES – WEDNESDAY 17<sup>th</sup> JANUARY 2018**

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

Apologies: Olive Hill

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

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

**1.2 Actions outstanding from last meeting**

- 1.2.1 LinkedIn - MC reported that there was no easy solution but will continue to investigate.
- 1.2.2 Yammer – As Yammer is part of Office 365 suite, International team have created some groups to trial.
- 1.2.3 KPI Data Collection – JF stated consensus is to not issue the customer satisfaction survey at same time as KPI data collection; this will be done in the autumn.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Transform**

Paddy Robb, George McKinney and Clare McLaughlin joined the meeting for this item.

GMcK provided an update to the team on the efficiency/business improvement work stream and the team discussed some of the issues.

PR provided an update on the Trusted Business Partner action plan. ELT agreed with the next steps for both phase 1 and phase 2.

**2.2 Customer Engagement Programme**

Clare McLaughlin and Paddy Robb joined the meeting for this item.

CMcL provided feedback on the current programme being undertaken by staff. The group discussed the feedback and the challenges coming out of the sessions.

### **2.3 Leadership Statement**

Clare McLaughlin and Mary de Almeida joined the meeting for this item.

CMcL distributed a draft statement as devised by the working group. The draft statement is now out with groups/teams for discussion.

ELT agreed to wait for feedback from group/team discussions before moving forward. AB to ensure if brought back once feedback has been received.

**Action: AB**

### **2.4 Surveying Strategy**

Mary de Almeida joined the meeting for this item.

ELT discussed the three options as presented in the paper tabled – none, start and discovery. A full Best Companies survey will need to take place in October 2020 to measure Invest NI against its Transform target. To ensure the organisation are on track, it is also recommended that we do a full survey in October 2019.

ELT agreed to no survey in 2018 and to survey in 2019 & 2020. It was also agreed that this will need to be communicated properly to staff as to why this approach is being taken.

**Action: AB**

### **2.5 Best Companies Board presentation**

Mary de Almeida joined the meeting for this item. ELT discussed the proposed presentation to Board and MdA will make some minor amendments.

## **3. 2017 – 18 BUSINESS PLANNING**

### **3.1 Implementation of Strategy**

Martin Robinson joined the meeting for this item.

AH asked the responsible ELT member to brief the group on each strategic initiative that was currently in an “amber” status. AH reiterated that it is the responsibility of the executive leadership team to ensure these initiatives are on track and to flag if there are any issues.

JF asked that strategic initiative 4 and 7 should both be changed to amber.

It was agreed that AH will discuss OH strategic initiative 14.

TM highlighted that no response has been received from DfE on the Innovation Accreditation. The group discussed and it was agreed to go ahead and implement. AH asked that TM draft a letter to send to DfE that INI will be moving forward on the assumption that funding will be provided by the Department.

**Action: TM**

ELT agreed that a communication piece needs to be drafted on the current status of the performance management review.

**Action: BS**

SH believes that the Trusted Business Partner training needs to be implemented for the International teams also and asked that consideration be given to carrying this out in North American and Middle East.

### **3.2 GDPR Compliance**

MC tabled a short paper providing an update to ELT on the progress to date for the GDPR compliance programme and the next steps.

MC asked his ELT colleagues to encourage their teams to complete the outstanding PDIs.

### **3.3 Any Other Business**

3.3.1 Budgets – MC provided an update on the budgets for ALBs.

**Next meeting:** Wednesday 14<sup>th</sup> February 2018

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

**MEETING MINUTES – WEDNESDAY 14<sup>th</sup> FEBRUARY 2018**

Attendees: Mel Chittock (Chair), Peter Harbinson, Olive Hill, Bill Scott

Apologies: Alastair Hamilton, Amanda Braden, Jeremy Fitch, Steve Harper,  
Tracy Meharg

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

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

**1.2 Actions outstanding from last meeting**

1.2.1 Recruitment & Selection Policy – update to be provided in March.

1.2.2 Leadership Statement – update to be provided in March.

1.2.3 Performance Management – update to be provided in March

**2. BUSINESS PLANNING**

**2.1 Board**

Carol Keery attended to discuss this item.

January actions

- Review Options for Effective Board Website – CK confirmed that an update will be provided to Board on possible solution and 2/3 Board Members will carry out an initial trial.

Board agenda

ELT approved the agenda and CK will issue to Board members.

Board forward agenda

The group discussed the items on the forward planner.

**2.3 Any Other Business**

No further business.

**Next meeting: Tuesday 6<sup>th</sup> March 2018**

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

**MEETING MINUTES – TUESDAY 6<sup>th</sup> MARCH 2018**

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

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 14<sup>th</sup> February were approved.

**1.2 Actions outstanding from last meeting**

None.

**2. BUSINESS PLANNING**

**2.1 Board**

Carol Keery attended to discuss this item.

February actions

- Board portal – Once procured CK reported hoping to be operational by May following some testing.
- Access to Finance membership – CK to follow up with Chairman.
- Risk Workshop – CK to add action for follow up presentation by ARC Chair.

Board agenda - March

ELT reviewed the agenda for next meeting and agreed contents.

CK to speak to NI-CO Chair to provide Board with update on new reporting arrangements now in place.

**Action: MC/CK**

Board forward agenda

The group discussed the items on the forward planner.

**2.2 Core Brief**

PH referred to tabled paper. BS to Chair in CEO absence however MC will provide the feedback on the recent Board meeting.

ELT were content with the core brief.

**3. ORGANISATION DESIGN / HUMAN RESOURCES**

Paddy Robb, Clare McLaughlin and Mary de Almeida attended to present the next two items.



### 3.1 Trusted Business Partner (TBP)

PR presented to the team on this topic to provide clarity around what a TBP is and also how the organisation can start to embed this in to its culture.

Key points discussed were:

- Making it real – moving into the detail, specifics and actions;
- Leadership – encouraging, supporting and owning the change;
- Global and local environment is changing – our support needs to change too;
- Cultural change requires a change across the whole system (people and processes);
- Invest NI will only become a TBP through the individual actions and behaviours of the individual employees;
- Personal responsibility for what we say and do – all of us;
- Alignment with our Values – ‘how we do things’ – compliments Trust Equation.

The team felt that this would be a good potential theme for the next staff conference. PH to work up a potential programme for discussion.

**Action: PH**

### 3.2 Performance Management

MdA presented to the team on this topic and opened by providing a recap of the performance management review phase 1. MdA took the team through each of the nine recommendations:

R1 – agreed

R2 – the team debated the pros and cons of the various box markings. Final decision was that the preference would be for one box. However AB needs to investigate how the organisation can accurately record performance met for pay remit purposes if move to one box recording.

R3 – agreed

R4 – agreed

R5 – agreed

R6 – agreed but to include element for staff to build knowledge/self-improvement

R7 – to await proposals to be tabled for discussion

R8 – agreed

R9 – agreed

In summation, this year will close out in the current format. Communication to be issued for the new approach for 2018/19 Performance Management and a new IT system to be ready for April 2019.

It was agreed to brief Direct Reports on this change before full communication rolled out to the organisation. MdA to present at the next Direct Reports meeting on 8<sup>th</sup> March.

**Action: AB/MdA**

ELT to ensure full attendance by Direct Reports at this week’s meeting.

**Action: ELT**

### **3.3 Any Other Business**

- 3.3.1 NI Industrial Strategy – OH provided an update on request from Department on this topic.
- 3.3.2 Entrepreneurship Champion – BS confirmed that the team will attend the next meeting to provide a full presentation on this subject. However in advance, asked ELT to have a view in mind of what this “champion” will encompass. BS to circulate previous paper on what the organisation is looking for in this “champion”.  
**Action: BS**

**Next meeting:** Thursday 22<sup>nd</sup> March 2018

**INVEST NI EXECUTIVE LEADERSHIP TEAM  
PERFORMANCE REVIEW AND PLANNING MEETING  
MEETING MINUTES – THURSDAY 22<sup>th</sup> MARCH 2018**

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

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 6<sup>th</sup> March were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 Staff Conference – PH to bring initial proposal to meeting on 10<sup>th</sup> April.

1.2.2 Performance Management – Mary de Almeida to present to Direct Report at next meeting on 12<sup>th</sup> April.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

Carolyn McKenna joined the meeting to discuss this item.

**2.1 Recruitment & Selection Policy**

CMcK provided some feedback to the group on the three recent generic recruitment competitions.

ELT had a frank discussion about some of the behaviours recently exhibited within the wider business and agreed that these were not acceptable.

It was agreed that ELT members should discuss this feedback with their direct reports and find a way to communicate that this is not acceptable and not adhering to the vision and values of the organisation.

**Action: ELT**

ELT also agreed with the three recommendations proposed in the tabled paper.

**Transfer Policy**

CMcK provided a detailed update and review findings of the recent trial of an alternative approach to staff movement. ELT discussed the feedback provided.

ELT discussed each of the recommendations tabled in the paper and agreed that they were content.

It was agreed that HR will now produce a document outlining the new process; prepare a communication for all staff and manage discussions with NIPSA in taking this forward. It was agreed to have this completed by the end of April.

**Action: AB**

AH wished to thank CMcK for all her work on this area and felt that this was a good way forward for the organisation.

## **2.2 Leadership Statement**

Clare McLaughlan joined the meeting to discuss this item.

CMcL stated that representatives of the Wider Leadership Team from each division were asked to work together to develop a statement on “what good leadership looks like”, that could be shared across the organisation.

CMcL tabled the final proposed leadership statement which will apply to all of the organisation not just the senior leadership team.

The group agreed with the proposed next steps as tabled in the paper. ELT agreed that this would be ideal for the next leadership forum in June.

AH stated that he did not want the leadership forum to be on the same day as the staff conference and it was agreed to look at holding on the Friday morning (after conference) and for SH to consider how some International pieces could be included in the forum. AB and SH to investigate hold on Friday 8<sup>th</sup> June in the morning so that the International leaders can attend.

**Action: AB & SH**

## **2.3 Gifts & Hospitality Guidance**

Katrina O’Dowd and Michelle McLoughlin joined the meeting to discuss this item. KO’D took the group through the changes to the current guidance.

There were a couple of areas that the group agreed needed further clarification. ELT were broadly content with the guidance and KO’D will follow up on the queries discussed.

**Action: MC**

## **2.4 Foresighting**

Martin Robinson joined the meeting to discuss this item. MR took the group through the presentation on Foresighting.

The group discussed the key learnings to date and felt that a more in-depth discussion was warranted before presentation to Board. MR to bring back to ELT on 10<sup>th</sup> April.

**Action: OH**

## **3. BUSINESS PLANNING 2017-18**

### **3.1 Corporate Responsibility (CR) & CORE**

AB introduced Andrew Wallace & Sarah Bird from Business in the Community. Joanne Stewart from the L&D team also attended.

Andrew Wallace presented to the group on CORE – The Standard for Responsible Business and provided feedback on the organisations CR performance and action planning.

ELT discussed the possibility of applying for the CORE award in 2018. There was a general agreement that as an organisation we are being challenged more on our social impact. The Programme for Government will drive this going forward.

ELT agreed to apply again for 2018 but to ensure that as an organisation we capture all the areas we are already doing. AB to proceed.

**Action: AB**

### **3.2 Entrepreneurship**

Stephen Wightman joined the meeting to discuss this item. SW presented to ELT on the role, specification and activities to be undertaken by the Entrepreneurship Champion.

ELT were content with the proposal however would like the appointment to be for one year with an option to extend for a further year.

The next steps will be to draw up a business case and go out for procurement. Prior to final procurement BS will bring back to ELT.

**Action: BS**

### **3.3 Business Improvement – Agile Working Update**

George McKinney joined the meeting to discuss this item. GMcK presented to the group on progress to date, lessons learned and the way forward.

ELT had a robust discussion around some of the lessons learned on the recent agile projects. It was agreed that ELT need to pick up on some of the feedback provided and what support is needed to do this. GMcK to bring back to next meeting.

**Action: OH**

ELT agreed to present an update to the Board.

### **3.4 Implementation of Strategy**

OH presented to the group a progress report on the Business Strategy Year One. ELT discussed the results presented. AH will use some of this presentation to Board in March.

Don McCann joined the group to provide an overview on Artificial Intelligence. ELT agreed that this is an area that the organisation should be considering in bringing products forward now.

This led to a discussion around an issue in the agri food sector. OH agreed to pick this up with David Roberts and John Hood and produce a 1-2 page on a product.

**Action: OH**

### **3.5 Any Other Business**

- 3.5.1 Resource Plan – MC reported that he has been coordinating the inputs received and hopes to have this completed by the end of the week to the CEO.

**Action: MC**

**Next meeting: Tuesday 27<sup>th</sup> March 2018**

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

**MEETING MINUTES – TUESDAY 27<sup>th</sup> MARCH 2018**

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

Amanda Braden joined the meeting at 10.40am

Apologies: Jeremy Fitch

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 22<sup>nd</sup> March were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 Performance Management – MdA will present to Direct Reports on 12<sup>th</sup> April.

1.2.2 Leadership Forum – SH and AB to discuss and report back to ELT.

1.2.3 Gifts & Hospitality – MC to update guidelines and share with ELT.

1.2.4 Entrepreneurship Champion – AH to update Board at next Board meeting.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Employee Engagement**

Mary de Almeida joined the group to present on this item.

MdA recently attended the Engage for Success conference and provided feedback on the key take aways from the conference such as Personal and Professional Growth; Job Shadowing; Leadership; Line Managers; Reward and Recognition; Surveying and Clearer communications

MdA provided an update on the Employee Engagement Commitments in 2017/18 referring to the tabled paper that provided an update on each of the actions and a recommendation on the way forward.

**Employee Engagement Plan 2018/19**

MdA reported that the HR Group has evaluated the wealth of feedback from across the organisation on the back of the engagement survey and asks that ELT endorses a corporate action plan.

ELT then discussed the suggested actions in the proposed Engagement Plan for 2018/19 under the headings of Leadership; Performance Management; Staff

Movement; Skills Development; Personal Development; Competencies and Reward & Recognition.

AH felt that the career pathways piece was missing from the action plan. OH felt that we were underplaying the competencies piece and it was agreed that a better connection between the competencies and career pathways needs added in to the paper. OH also asked that trusted business partner and timelines be included.

**Action: AB**

AB confirmed that a paper would come to ELT on Personal Development in the near future.

**Action: AB**

It was agreed that the Performance Management briefing would be held at the Direct Reports meeting on 12<sup>th</sup> April however AH asked to see this information before it is presented.

**Action: AB**

ELT then discussed the proposed operational scorecard targets. It was agreed to include the target based around Personal Growth. Target to be set as an increase from 40% to 60% in first year.

**Action: AB**

It was agreed that Employee Engagement and Surveying update be presented to the Board in April. AH to discuss with the Chairman.

**Action: AB & AH**

## **2.2 Any Other Business**

2.2.1 IT – MC asked colleagues to pass any recent IT issues directly to him in particular with regards to issues arising when overseas.

**Action: ELT**

**Next meeting: Tuesday 10<sup>th</sup> April 2018**

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

**MEETING MINUTES – TUESDAY 10<sup>th</sup> APRIL 2018**

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

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 27<sup>th</sup> March were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 Leadership Forum – AB and SH to continue discussions and provide feedback.

1.2.2 Entrepreneurship – It was agreed to postpone this presentation to Board until May.

1.2.3 Personal Development – AB will bring update to meeting in May.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Board Actions and Agenda**

Carol Keery attended the meeting to discuss this item.

CK confirmed all Board actions are underway. ELT reviewed the agenda for April's meeting and were content with the adjustments proposed. JF to circulate the ICT sector presentation to ELT colleagues in advance.

**Action: JF**

It was agreed that the presentation on 'My New Business Portal' should be presented in May along with the Entrepreneurship update.

**Action: TM/BS**

The group discussed the current skills issues coming to light during caseworks and TM felt that there was a need to raise this with the Department. It was agreed to carry out some desk research on what other areas are currently able to do in this area.

**Action: TM**

**2.2 Core Brief**

PH referred to the tabled paper.

MC agreed to provide a paragraph on the provisional finance figures. It was also agreed to film the performance management update to allow this to be referred to by staff ensuring a consistent message is delivered.



### **2.3 Staff Conference**

PH confirmed that this year's Staff Conference will be held on the afternoon of 7<sup>th</sup> June followed by the Leadership Forum on the morning of 8<sup>th</sup> June.

ELT discussed the proposed theme and running order. It was agreed to have the Chairman speak at the start and introduce the new Permanent Secretary and then allow the remainder of the programme to focus on the Trusted Business Partner theme. It was also agreed that some Brexit elements will need to be included. PH to rework the proposal taking in to account the comments provided.

**Action: PH**

## **3. 2018 – 19 BUSINESS PLANNING**

### **3.1 NI-CO**

Graeme McCammon, Chief Executive of NI-CO attended the meeting to provide ELT with an update on NI-CO activities. Alistair Moffett also attended for this session.

GMcC provided an update on NI-CO's growth in new business; new locations and contracts and alignment to the Programme for Government.

AH stated that it would be worth adding NI-CO information in our information shared with DIT & FCO.

**Action: MC/OH**

The group discussed the need for NI-CO to put some good news stories in to the press and it was agreed that this would be reviewed.

**Action: MC**

### **3.2 Foresighting**

Martin Robinson joined the meeting to present this item.

MR took the group through the updated presentation for Board. JF suggested MR speak to Gary Campbell who is presenting on Artificial Intelligence to ensure linkages between the two presentations.

The group discussed how best to identify theme. MR stated that he would be keen for ideas to be directly linked to the business strategy, be suggested from the client and solutions teams, with the Strategy team facilitating as an internal advisory resource.

### **3.3 Business Improvement – Agile Working Update**

George McKinney joined the meeting to discuss this item referring to the tabled papers.

The group discussed the extent to which the issues/challenges raised during the scoping stage of the Strategy have changed. The group agreed that some of the initial challenges raised by ELT have improved and progress has been good. However there is still significant work to be done to truly embed an agile working culture.

The group also discussed the Business Improvement and Cultural Change work streams. The latter in particular will require close working with the HR group.

### **3.4 Any Other Business**

- 3.4.1 City Deal – DD stated that he would be happy to be the ELT lead on the City Deal. It was agreed that this would be ideal given DD's recent secondment to Belfast City Council.
- 3.4.2 Recruitment Process – AB asked colleagues to provide any feedback to her email of 6<sup>th</sup> April. AH stated that he and MC have some final work to do but in the meantime if ELT members can consider their current recruitment priorities.

**Next meeting:** Tuesday 1<sup>st</sup> May 2018

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

**MEETING MINUTES – TUESDAY 1<sup>st</sup> MAY 2018**

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

Apologies: Alastair Hamilton, Donal Durkan

**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 Transfer Policy – to be tabled at meeting on 16<sup>th</sup> May.

1.2.2 Leadership Forum – further update to be provided at meeting on 16<sup>th</sup> May.

1.2.3 Personal Development – AB asked to push this to June to allow further discussion.

1.2.4 Skills Research – TM will bring back in mid-June.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Board Actions and Agenda**

Carol Keery attended the meeting to discuss this item.

The following actions were agreed:

- CK reported may not meet May deadline for new Board portal.
- MC to provide GDPR update at May ARC meeting.
- Risk Workshop slides to be circulated to ELT in advance.
- Paper to be submitted to Board to provide them with further detail on HR discussion.
- Paper to be submitted to Board on 'Mystery Shopper' results.

The group discussed the forward planner and in particular the agendas for May and June. A number of changes will be made to cut back on the number of presentations. CK to update forward planner.

**Action: CK**

## 2.2 Core Brief

PH referred to the tabled paper. SH confirmed he will chair in the absence of Chief Executive. Following discussion it was agreed to cover the following:

- Year-end scorecard;
- Danny Smyth to attend to cover any GDPR questions and
- Employee Engagement.

ELT members to remind Direct Reports on the need to attend these sessions.

## 2.3 Any Other Business

2.3.1 Staffing Budget – AB reported that CEO will pick this up following his return to the office. AB provided an update on current recruitment process.

2.3.2 Entrepreneurship Champion – BS reported on the current process. ELT members to review and feedback to BS. Further update to come to ELT on 16<sup>th</sup> May.

2.3.3 Non-sponsorship Partnering – TM raised this topic and reported that she will be bringing a proposed policy paper to come to ELT.

**Action: PH**

**Next meeting: Wednesday 16<sup>th</sup> May 2018**

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

**MEETING MINUTES – WEDNESDAY 16<sup>TH</sup> MAY 2018**

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

Apologies: Mel Chittock

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 1<sup>st</sup> May were approved.

**1.2 Actions outstanding from last meeting**

Outstanding actions will be followed up in June.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

Mary de Almeida and Joanne Stewart attended the meeting to discuss the following items.

**2.1 Employee Engagement & Employee Recognition**

**2.1.1 Employee Engagement**

MdA tabled a paper providing a progress update on the employee engagement action plan. MdA reported that the plan was launched in May and to date the feedback has been positive.

MdA commented that going forward an update will be provided each month via Core Brief and meetings between Employee Champions and ELT members will also continue.

The group discussed the notepad nominations and MdA will share group breakdown with each Executive Director.

**Action: AB/MdA**

**2.1.2 Employee Recognition**

JS tabled a paper proposing improvements to the employee recognition scheme. The group discussed the issues that have arisen.

ELT agreed with the proposals but agreed that ELT members would review the applications first in a 'mini-Committee' and endorse applications to go forward for processing.

It was also agreed to encourage nominations to other Groups. JS to take actions forward.

**Action: AB/JS**

## **2.2 Absenteeism & Personal Development Plans**

Clare McLaughlan attended the meeting to discuss the following items.

### **2.2.1 Absenteeism**

AB referred to the absenteeism discussion at April's recent Board meeting. AB reported that HR is currently carrying out further investigations in to the figures and looking at a four year trajectory. AB described some of the work undertaken to help to address absence levels.

ELT agreed that a short paper is to be provided to the Board.

**Action: AB**

### **2.2.3 Personal Development Plans**

ELT reflected on the recent discussion at Board on this area. It was felt that there had been some confusion regarding job plans and personal development plans. AH stated that he was still of the view that PDPs should be voluntary as they need to be owned by the staff member.

It was agreed that further explanation on the definitions of a job plan and PDP were required for the Board, particularly to point out the mandatory training required by staff members i.e. data protection, FOI etc.

Therefore it was agreed to set the target at 60% and to provide an updated paper for Board.

**Action: AB/CMcL**

## **2.3 Leadership Forum**

CMcL presented a proposed programme for the forthcoming leadership forum. ELT discussed the proposal. A number of groups were missing from the proposal and it was agreed to ensure all groups included.

CMcL will take the feedback forward and work with each Group to see what their story board will look like.

**Action: AB/CMcL**

## **2.4 Customer Engagement/Trusted Business Partner**

CMcL presented an update including an update on roll out; what has worked well; challenges; embedding and feedback on impact of VUCA.

AH stated that he was keen for the momentum to continue following the training and it was agreed that feedback comments would be picked up with the relevant teams.

It was agreed to bring this item back to ELT for further discussion on the feedback.

**Action: AB/CMcL**

### **3. 2018/2019 BUSINESS PLANNING**

#### **3.1 Risk Register**

Colin Morelli attended the meeting to discuss this item. CM referred to the tabled paper providing a summary of the changes to the corporate risk register for the quarter ended 31<sup>st</sup> March 2018.

TM felt that risk COR008 needed to be reviewed. CM confirmed that this would be reviewed in the next update. It was agreed that OH and DD would review the risks applicable to them to ensure the correct ELT member has ownership.

**Action: OH/DD**

ELT confirmed that they were content with the corporate risk register for quarter ending 31<sup>st</sup> March 2018. CM stated that the Emerging Risk Register would come to ELT in June.

**Action: MC/CM**

#### **3.2 Entrepreneurship Champion**

BS referred to the previous discussion on the entrepreneurship champion. BS confirmed the recommendation from Invest NI CPD Manager would be to proceed with a select procurement.

It was agreed that comms need to be prepared to inform the Councils of this process.

**Action: BS**

#### **3.3 Global Point**

BS highlighted an issue around Invest NI lands and recent requests from Councils.

BS reported that Antrim & Newtownabbey Council have approached Invest NI with a request regarding Global Point. ELT discussed the request and the implications. AH stated that a discussion with the Council will need to be had laying out any caveats. AH felt that this should be put in writing to the Council.

**Action: BS**

TM reported that a review of Invest NI land/property is currently underway and that this will be reported back to ELT for their views.

#### **3.4 Brexit current and planned future activities**

David Roberts attended the meeting to discuss this item.

DD and David Roberts presented the paper on current and future Brexit activities. DD highlighted the increasing requirement to support customers on Brexit readiness and meet DfE's expectations in relation to evidence and analysis on a range of issues, including manufacturing supply chains, migrant workers, service sector challenges and risk of FDI flight. A discussion took place on how best to support customers given the high levels of uncertainty in relation to the final outcome of the negotiations between the UK Government and the EU27. TM highlighted the need to ensure any new Brexit-related products aligned with the existing suite of solutions for customers.

It was agreed that Brexit activities should be ramped up in the coming months. This will involve a series of roadshows events/workshops for customers, a consultancy

assignment to examine sector challenges and opportunities, and further work on the development of Brexit-related solutions. A further round of engagement by Client Managers/Executives will be undertaken with customers to explore and advise on Brexit readiness as well as provide evidence and case studies to DfE. It was also agreed that effective coordination and collaborative working across the organisation on Brexit will be essential in the coming months.

Approval was given for the 2.5 FTE posts outlined in the paper these will be added to the current resource plan and managed in line with other recruitment. These posts will be filled via an internal expression of interest process. It was highlighted that a request for additional resource from the central Brexit fund via DfE/DoF will be made in due course. As Brexit-related activity is entering a new phase, it was agreed that a flexible Brexit plan will be developed to capture all of the key actions and deliverables.

### **3.5 Prioritisation**

David Roberts attended the meeting to discuss this item.

Following a discussion on the points raised as the most recent Board Meeting on prioritisation, relating to Operating Plan targets for 2018/19, it was agreed that AH would speak to the Chairman, Deborah Lange and Rose Mary Stalker with a view to having the discussion on prioritisation incorporated into the Board Risk Workshop which has been planned for the May Board.

**Action: AH**

### **3.6 Non-sponsorship Partnering**

PH referred to his tabled paper. PH stated that the revised sponsorship policy has been working well however will now require some amendments with regards to Invest NI proactively wishing to sponsor events.

ELT discussed the proposals as laid out in the paper and agreed that this was the correct way forward. It was agreed that PH and JF would discuss sectoral focus.

**Action: PH/JF**

### **3.7 Staff Conference update**

PH distributed the most up to date programme for the staff conference and reported that arrangements are well underway.

### **3.8 Any Other Business**

3.8.1 KPIs – JF reported that initial headlines are good.

3.8.2 FDI leads – SH asked ELT colleagues to ensure that the International team are informed of any leads so that these can be recorded on CRM and tracked.

**Next meeting: Wednesday 13<sup>th</sup> June 2018**



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

**MEETING MINUTES – WEDNESDAY 13<sup>th</sup> JUNE 2018**

Attendees: Alastair Hamilton (Chair), Amanda Braden, Donal Durkan, Jeremy Fitch, Mel Chittock, 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> May were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 Transfer Policy – HR are meeting NIPSA this week to discuss.

1.2.2 Trusted Business Partner – Initial allocations made and follow-up discussions underway. Lead official is now OH and it will come back to ELT as part of scorecard monitoring. CMcL to confirm to participants that issues raised now with ELT.

1.2.3 Non-Sponsoring Partnership – PH stated that he was drafting a version of the policy but with a lighter touch.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Board**

Carol Keery joined the meeting to discuss this item. CK provided an update on each of the outstanding actions.

The group discussed the agenda for the June Board meeting and proposed a number of changes to the forward planner. CK will update schedule.

**2.2 Employee Engagement**

Mary de Almeida joined the meeting to discuss this item. MdA referred to the tabled paper and in particular the action plan tracker providing some key highlights under the themes of Leadership; Career Development; Performance Management; Transfer and Recruitment Policies and Reward and Recognition.

MdA also briefed the group on the recent meeting with the Employee Engagement Champions and provided some feedback on issues that are coming to the fore. It was agreed to have the CEO attend one of these meetings within the next month or so.

**Action: MdA/AB**

### **2.3 Personal Development Vouchers**

Clare McLaughlin joined the meeting to discuss this item. CMcL commented that the tabled paper was a 'work in progress' but that it would provide ELT with an overview of the proposal.

CMcL to return with updated paper once discussions with Finance have concluded.

**Action: CMcL/AB**

## **3. 2018/2019 BUSINESS PLANNING**

### **3.1 Emerging Risk Register**

Colin Morelli attended the meeting to discuss this item. CM referred to the tabled paper in particular highlighting a number of new risks along with other amendments to the register.

CM also stated that risks in categories 3 and 4 have been further analysed in terms of their likelihood, potential impact and velocity. As a result of this analysis, the following recommendations are made:

- That the risk relating to full employment is incorporated into the existing Skills Availability risk on the corporate register at the next update (end of June 2018); and
- That the risk relating to the ongoing lack of an Executive (part of the Political Instability risk) is considered for escalation to the Corporate Risk Register.

ELT approved the paper. CM stated that this would now be sent to the Audit & Risk Committee and the Board will be briefed at the forthcoming workshop.

### **3.2 Any Other Business**

3.2.1 Secondments – AH updated the group on a discussion with the Permanent Secretary regarding secondments between Invest NI and DfE. The group agreed that this was a good idea and AH asked HR to carry out an initial review to look at areas where Invest NI could get the most benefit from a secondment. BS stated that it would be useful for DfE secondments to be placed with the Regional Offices as this would help to develop the relationship with the Councils.

**Action: AB**

3.2.2 RHI – TM provided an update on the current impact on Business Solutions Group. It was agreed that MC would ensure that this risk is entered on to the Corporate Risk Register.

**Action: MC**

3.2.3 Skills Growth Programme – TM provided an update to the team on the current position.

3.2.4 End of Year results – PH reported that end of year results will be issued on Monday 18<sup>th</sup> June. PH also commented that the new video suite is now completed and can be used for filming.

3.2.5 Auditor's Certificate – BS raised an outstanding action regarding a letter of offer condition to have an auditor's certificate. MC to review the status and bring back to Finance meeting.

**Action: MC/TM**

3.2.6 Digital – OH asked colleagues to nominate some super users to test the new online forms particularly in the areas of SFA, GAP and R&D.

**Action: ELT**

**Next meeting: Tuesday 24<sup>th</sup> July 2018**

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

**MEETING MINUTES – TUESDAY 24<sup>th</sup> JULY 2018**

Attendees: Alastair Hamilton (Chair), Amanda Braden, Donal Durkan, Jeremy Fitch, Mel Chittock, 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 13<sup>th</sup> June were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 Personal Development Vouchers – AB confirmed this will return for discussion in September.

1.2.2 Secondments – AB confirmed this will return for discussion in September.

1.2.3 Auditor's Certificate – MC reported that due to annual leave this will be discussed over the next couple of weeks.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Board**

Carol Keery joined the meeting to discuss this item. CK provided an update on each of the outstanding actions. ELT also agreed the proposed Board agenda for the August meeting, however, AH requested that presenters be informed that their time allocation is to also allow for a Q&A session.

It was agreed that the next regional Board meeting would take place in Mid & East Antrim. CK will pick up with BS on arrangements.

**Action: CK**

**2.2 Board Appointments**

AH provided an update on the latest advice received from the Permanent Secretary.

**2.3 INI Family Day**

Nadine McGurk, Paul Taylor & Mary de Almeida joined the meeting to discuss this item.

AB opened the discussion by thanking the Sports & Social Committee for all the work they do on behalf ELT and the wider organisation. ELT were pleased to see the increase in staff involvement in these events.

NMcG provided the group with an update on the Committee and outlined the proposal for the friends and family day. AH thanked the team and stated that ELT would now discuss the proposal and AB would report back to them on the outcome. The group left the meeting.

ELT discussed the proposal and the makeup of the event. ELT felt that this was a good proposal but there was a need to ensure a good balance between adult and children activities. It was also agreed to be consistent with the ratios for attendance as set by previous events i.e. 1:3.

ELT agreed with the proposal including the plan that the funds raised from the event to be donated to the corporate charity NI Chest, Heart & Stoke Association. AB will relay the decision to the Sport & Social Committee.

**Action: AB**

### **3. 2018/2019 BUSINESS PLANNING**

#### **3.1 Brexit Action Plan**

David Roberts joined the meeting to discuss this item. DD referred to the draft Brexit Action Plan tabled which has been shared to obtain the views of ELT members.

DD highlighted the need to secure client company input to Migration/Supply Chain and Services surveys as requested by DfE. Further responses required from the Business Sector and Regional Business Group. ELT felt that this was an excellent start in capturing the ongoing actions. BS commented that there are a number of border Council who have also carried out work in this area and he suggested that DD engage with the Regional Managers to see what has been included in Community Plans. DD stated that he will be meeting with Councils over the summer and this will be part of the discussion.

TM asked what governance was being put in place over this project. DD reported that there was a supporting paper that will deal with the governance and in essence it states that a working group will be set up, with DD chairing, to take this work forward. DD will provide an update to ELT on the proposed membership of the Brexit Working Group for ELT approval.

**Action: DD**

The next steps are for ELT to now confirm the ELT and Task lead on the action plan, confirm agreement with the proposed make-up of the Brexit Working Group back to DD and for BS and JF to drive up survey completion.

**Action: ELT**

DD informed the group that he has received a request from DfE for Invest NI to share its KPI data. DD has engaged with Information Governance and Legal team for advice. DD to share the template with JF as custodian of the KPI data.

**Action: DD**

#### **3.2 Annual Customer Satisfaction Survey**

PH reported that the annual customer satisfaction survey, which would normally be issued in January, was due to be issued in September as previously agreed. PH asked the group if there was an appetite to issue this survey given the number of surveys currently out for completion.

The group felt that the organisation probably receives enough data from the surveys already commissioned.

AH asked PH to update his previous paper on surveys and to work up the pros and cons of continuing with this annual survey. PH to bring back to ELT.

**Action: PH**

### **3.3 Any Other Business**

- 3.3.1 AH provided feedback from his recent meeting with DfE Permanent Secretary on a number of topics.

**Next meeting:** Wednesday 15<sup>th</sup> August 2018

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

**MEETING MINUTES – WEDNESDAY 15<sup>TH</sup> AUGUST 2018**

Attendees: Alastair Hamilton (Chair), Amanda Braden, Donal Durkan, Jeremy Fitch, Mel Chittock, Olive Hill, Tracy Meharg, Bill Scott, Noyona Chundur, Alan Wilson

Apologies: Peter Harbinson, Steve Harper

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 24<sup>th</sup> July were approved.

**1.2 Actions outstanding from last meeting**

- 1.2.1 Auditor's Certificate – MC reported the team have now met and they hope to have a resolution imminently. AH asked that the team also have a plan on how to deal with back issued Letters of Offer.

**2. 2018/2019 BUSINESS PLANNING**

**2.1 Progress with cross-cutting initiatives and Trusted Business Partner**

Paddy Robb attended the meeting to discuss this item.

OH reported that of the 33 initiatives 22 are progressing well. OH stated that a trimmed scorecard will be presented to Board.

In terms of timescales, TM confirmed that innovation awareness and accreditation is currently out for procurement and that a short term approach has been agreed with Comms. AH suggested that a case study be prepared, using one of our small companies to demonstrate innovation. TM will provide an update to Board this month.

**Action: TM**

AH felt that Global Accounts continue to progress slowly. AH stated that he would like to see more visibility on what we do and how we do it. AH also asked that we identify, in any Comms, if we are doing anything with Global Accounts.

PR provide the group with an update of progress to date on Trusted Business Partner. PR referred to the revised action plan and laid out the 30/60/90 day plans.

AH asked the group to flag up to PR any Trusted Business Partner exemplars within the organisation.

**Action: ELT**

## **2.2 Digital Transformation**

OH provided an update on the current status of the digital transformation project.

OH acknowledged that there had been some issues but detailed the areas where the project is now up and running. OH wished to thank (on record) the help of a number of staff members who have assisted the project team to get to the current position.

OH stated that she was confident we will be able to deliver the project on time.

## **2.3 Customer Segmentation Review**

Brian Dolaghan attended the meeting to present this item.

BD provided the group with a progress update on the customer segmentation review. The group discussed the presentation.

JF stated that during the review it had become evident that this is a hugely complex project. George McKinney had provided a very useful paper on structures to the project team. However, the challenge is that there are a lot of specific issues that the organisation is trying to address and to overlay a new structure at this time may not address the issues. AH agreed but does not want to lose the structure piece.

AH asked what the timescale was for the next stage? BD stated that he would envisage completion by the end of September.

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

### **3.1 Employee Engagement**

Mary de Almeida attended the meeting to discuss this item.

MdA referred to her tabled paper and provided an update on key highlights under the headings of leadership; career development; performance management; recruitment policies and reward and recognition.

### **3.2 Any Other Business**

3.2.1 Brexit Action Plan – DD asked ELT members to ensure they come back with their nominations. DD also reported that he is currently out to tender on a piece of consultancy work which will close on Monday.

3.2.2 Central Business District (CBD) / Better Bedford Street – MC reported that he has been approached by CBD Belfast with a request to use the plaza at INI HQ. The group discussed the impact on the business and felt that on this occasion they would agree to this request however this will not set a precedent for any future request.

3.2.3 City Deal – BS reported that projects are now starting to come to fruition and the need for a central co-ordination point within INI. DD stated that he would take a look to see if it could sit within the Strategy team.

**Action: DD**

Noyona Chundur and Alan Wilson left the meeting at this point.



### **3.3 Long Service Recognition**

Mary de Almeida attended the meeting to discuss this item.

MdA referred to her tabled paper and the group discussed the various options and recommendations. ELT agreed that long service would be deemed as 25 years and agreed with the recommendations as detailed in the paper.

### **3.4 Resourcing**

The group discussed the ongoing resourcing exercise. AB provided clarification of the current recruitment schedule.

ELT agreed to review the schedule for any duplication.

**Action: ELT**

**Next meeting:** Tuesday 4<sup>th</sup> September 2018 at 9am

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

**MEETING MINUTES – TUESDAY 4<sup>TH</sup> SEPTEMBER 2018**

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

Apologies: Donal Durkan, Bill Scott

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

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

**1.2 Actions outstanding from last meeting**

- 1.2.1 Auditor's Certificate – MC continuing to progress this.  
Business Strategy – noted that this is a Board item in September.  
City Deal – item for the ELT meeting on 12 September.  
Resourcing – AB updated, progressing well.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Birthday 2019 Honours**

Alistair Moffett and Carol Keery attended the meeting to discuss this item.

The group discussed the tabled paper and AM agreed to update the list of actions taken.

**2.2 Board Agenda/Actions/Forward Planner**

Carol Keery joined the meeting to discuss this item. CK provided an update on each of the outstanding actions.

The group discussed the agenda for the September Board meeting and noted that venue for the September meeting is the Braid in Ballymena, with a lunch with business and stakeholders.

TM agreed to follow-up with William re Access to Finance item.

**Action: TM**

**2.3 Core Brief**

PH noted that AM has met with ELT to discuss refining Core brief and confirmed run down for Thursday.

Management Attendance item for 12 September ELT meeting. AB noted she will follow-up with Mark Sweeney post August Board meeting on absence management.  
**Action: AB**

### **3.2 Any Other Business**

JF Entrepreneurship Champion update, arrange for AH to meet.  
**Action: JF**

**Next meeting:** Wednesday 12<sup>th</sup> September 2018 at 9am

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

**MEETING MINUTES – WEDNESDAY 12<sup>th</sup> SEPTEMBER 2018**

Attendees: Alastair Hamilton (Chair), Amanda Braden, Jeremy Fitch, Mel Chittock, Des Gartland, Peter Harbinson, Olive Hill, William McCulla, Bill Scott, Alan Wilson

Apologies: Steve Harper, Tracy Meharg

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 4<sup>th</sup> September were approved.

**1.2 Actions outstanding from last meeting**

- 1.2.1 Auditor's Certificate – MC stated he will have an update at the October meeting.
- 1.2.2 Innovation - Work still being carried out on pulling together case studies.
- 1.2.3 Absence management – AB will arrange to meet with Mark Sweeney to discuss further.
- 1.2.4 Entrepreneurship Champion – JF/DD provided an update.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Employee Engagement**

Mary de Almeida joined the meeting for this item. MdA referred to the tabled paper and briefed the group on some of the key highlights under the themes of Leadership; Career Development/Performance Management; Recruitment and Reward & Recognition.

DD raised the issue of staff imbalances and the group had an in-depth discussion on how to address this issue.

**2.2 Health & Wellbeing – Mental Health Strategy**

Joanne Stewart joined the meeting for this item. JS referred to the tabled paper and took the group through the findings.

The group discussed the recommendations. There was a concern amongst the group that the organisation was moving too fast in trying to develop a strategy. AH felt that the organisation should carry out some education/communication with staff, to inform them of what is currently available, and then start to build a framework from

which a strategy may develop. JS to circulate a copy of the Equality Commission Charter.

**Action: AB/JS**

It was agreed that any strategy would sit within our current Health & Wellbeing strategy.

The group agreed to Inspire attending the meeting in October to provide ELT members with an update on the services they provide to the organisation.

**Action: AB/JS**

ELT agreed, in principle, with the suggestions and HR will work through the stages and return to ELT with an update.

### **2.3 Competencies Refresh**

Clare McLaughlin & Mary de Almeida joined the meeting for this item. CMcL referred to the tabled paper which aims to update ELT on the review and work that has started on Invest NI's Competency Framework.

The group discussed in detail the purpose of the competencies and how these should be used within the recruitment process.

It was agreed that the HR team would continue with the review of the competencies. AH stated he would like to see the framework to see where this all joins together and also some further benchmarking against private sector companies. Team to return once further work has been completed.

**Action: AB/CMcL**

### **2.4 Personal Growth Vouchers**

Clare McLaughlin & Mary de Almeida joined the meeting for this item.

CMcL reported that the Finance team has been advised by PWC, that HMRC would not view vouchers as taxable benefit. Invest NI will officially write to HRMC and on acknowledgment will proceed with a launch.

ELT approved the scheme and it is aimed to launch in January 2019.

### **2.5 Resourcing**

The group discussed the current resourcing plan and in particular secondees.

ELT members to consider any further areas within their groups whereby a secondee may be useful. Any further thoughts to be sent to AB.

**Action: ELT**

## **3. 2018-19 BUSINESS PLANNING**

### **3.1 Corporate Risk Register**

Colin Morelli joined the meeting to discuss this item. CM referred to the tabled paper highlighting the proposed changes to the corporate risk register up to 30<sup>th</sup> June 2018.

AH asked CM to review COR004 as this risk had changed but should not be removed. In relation to COR014, the group discussed the need to put in place some measures to prevent download and dissemination of Invest NI data. MC stated that IT have trialled locking down USB/CD drives and this may be the answer. MC to come back to ELT with a paper for further discussion.

**Action: MC**

ELT approved the corporate risk register.

### **3.2 Annual Customer Survey**

PH referred to his tabled paper. The group discussed the proposal to drop the annual customer survey.

PH to look at what can be added to the quarterly survey to ensure the organisation has a balanced view and to remove the bias by non-event people in the survey.

**Action: PH**

### **3.3 Any Other Business**

3.3.1 City Deal – AH spoke to this item stating that this was going to be a big piece of work for the organisation. After a lengthy discussion, it was agreed that DD will take the lead (at this stage) and work up the next steps.

**Action: DD**

3.3.2 DD advised ELT that HMRC would be writing to all NI businesses currently trading with the EU on the potential implications of a No Deal scenario. DD advised that the Brexit Team would be providing a Guidance Note for all staff.

3.3.3 DD advised that he had received a request from Colm Gildernew, Sinn Fein, to meet on the implications of Brexit. Meeting arranged for October.

3.3.4 DD asked ELT Members for their ongoing support in updating the Brexit Action Plan which is now in full operation.

3.3.5 DD raised the point that 20 local businesses recently signed up in support of 'Businesses for Love Equality'. Is this something Invest NI should consider signing up to / supporting given its objective of creating a vibrant and competitive economy?

**Next meeting: Tuesday 2<sup>nd</sup> October @10am**

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

**MEETING MINUTES – TUESDAY 2<sup>ND</sup> OCTOBER 2018**

Attendees: Alastair Hamilton (Chair), Amanda Braden, Jeremy Fitch, Des Gartland, Peter Harbinson, Olive Hill, Tracy Meharg

Apologies: Mel Chittock, Steve Harper

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 12<sup>th</sup> September were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 Absence Management – AB is meeting at Mark Sweeney on Thursday and Deborah Lange next week. Update will be presented back to Board

1.2.2 Entrepreneurship Champion – Patricia Devine will set up meeting.

1.2.3 Competencies Refresh – AB to check if this can return to ELT on 17<sup>th</sup> October.

1.2.4 Resourcing - AB reported no further input from ELT. AH to speak to MC to finalise the budget and issue to allow ELT members to move forward.

***Action: AH***

The group discussed the issue of secondments. TM asked that we consider using Interchange as this may help to alleviate some of the pressure on the HR team. AB asked ELT to consider what secondment positions they have and HR will consider what mechanism is best to use.

1.2.5 Annual Customer Survey - PH stated this is moving forward. Some issues to resolve with survey provider.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Invest NI Board**

Carol Keery attended to discuss this item.

2.1.1 Board actions – CK to update action sheet as per discussion.

2.1.2 Board agenda October – CK confirmed team are to view Ormeau Baths for the October board. The group discussed the proposed agenda and agreed revised version.

- 2.1.3 Forward Planner – The group discussed the forward planner and agreed to make amendments to timings of some items to be presented to Board. CK to update master sheet. CK also raised the issue of the Board away day. It was agreed that CK would discuss with the Chairman in the first instance.

**Action: CK**

## 2.2 **Core Brief**

PH referred to the tabled paper.

PH stated that over the summer months some time had been spent reviewing this document. The consensus is that the briefing document works but should be core items only and brief in content.

ELT were content with the core brief document. AH is not available to lead the Direct Reports meeting it was agreed that JF or OH will chair.

## 3. **2018-19 BUSINESS PLANNING**

### 3.1 **Brexit (Products and Services) Update**

DD referred to his tabled paper and thanked Niall Casey for pulling this together. DD stated that as part of our response to Brexit, Invest NI is considering a range of initiatives to support our customer base. The approach includes the development of new products and examination of the relevance and flexibility of our existing products and solutions.

DD stated that the paper reflected what Invest NI can potentially do but this is going to have budget and resource implications.

DD asked ELT to review and pass any initial comments, concerns or suggestions back to Niall Casey, chair of the working group, who meet on a fortnightly basis.

**Action: ELT**

### 3.2 **Any Other Business**

- 3.2.1 HR issue – Carolyn McKenna joined for this item. The group discussed the issue at hand and ELT agreed a way forward.

- 3.2.2 Resource request – OH stated that her team is struggling without admin support and asked colleagues to consider if they had any resource that could be deployed. ELT to consider any availability.

**Action: ELT**

**Next meeting:** Wednesday 17<sup>th</sup> October @10am



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

**MEETING MINUTES – WEDNESDAY 17<sup>TH</sup> OCTOBER 2018**

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Jeremy Fitch, Des Gartland, Peter Harbinson, Tracy Meharg

Apologies: Donal Durkan, Steve Harper, Olive Hill

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 2<sup>nd</sup> October were approved.

**1.2 Actions outstanding from last meeting**

- 1.2.1 Auditor's Certificate – JF stated that there is a similar issue within the Jobs Fund scheme. JF and his team have been working to see if it is possible to use KPI data instead of a certificate. JF stated they are close to completing this exercise and proposes to provide an update at the November meeting.
- 1.2.2 Mental Health Charters – AB to ask Joanne Stewart to copy charter to ELT members.
- 1.2.3 Competencies Refresh – AH asked to see this work before it is presented to ELT.
- 1.2.4 Resourcing/Secondments - MC will issue budgets within next couple days. AB to pull together information on secondments that can be talked through with ELT to include the various options for secondments – department (both ways), Interchange and market request.
- 1.2.5 Corporate Risk Register/Data Security – AH asked that ELT have a wider discussion on data security including operational impact of technology restrictions. This will be placed on agenda for November.

**2. 2018-19 BUSINESS PLANNING**

**2.1 Business Continuity Plan**

Siobhan Haughey and Steve Chambers joined the meeting to present this item.

SH ran through the proposed presentation for Board members. The group provided some feedback on the slides included and SH will refine in advance of attendance at Board on 24<sup>th</sup> October.

## **2.2 Any Other Business**

2.2.1 Leadership Forum – AH stated that HOCS had agreed to present at the forthcoming Leadership Forum but unfortunately the date set was not suitable. The group agreed to postpone the forum to allow HOCS to attend. AH to check availability of HOCS and AB to reschedule.

**Action: AH/AB**

2.2.2 Core brief – PH stated that the core brief document has been reviewed and he is proposing to issue the new format this month. PH will be happy to take feedback on the new format.

**Next meeting: Tuesday 30<sup>th</sup> October @10am**

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

**MEETING MINUTES – TUESDAY 30<sup>th</sup> OCTOBER 2018**

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Donal Durkan, Jeremy Fitch, Des Gartland, Peter Harbinson, Steve Harper, Olive Hill, Tracy Meharg

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 17 October were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 Resourcing – DD to circulate email on secondments (sent to CEO) to colleagues.  
**Action: DD**

1.2.2 Board Risk Workshop – MC to provide a written summary of the outputs of the recent workshop.  
**Action: MC**

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Smart Working**

Paddy Robb attended the meeting to present this item. PR provided a recap on smart working discussions previously held with the group. PR's presentation laid out some options to take smart working activity forward.

The group discussed the proposals and agreed that it would be necessary to do this activity in incremental steps.

PR suggested that a business led working group take part in a pilot project. DG felt that there was an option to utilise the regional offices more and this could be done in a trial.

ELT were content to move forward however PR was asked to scope out further and to take a look at the areas of impact and bring back to ELT.

**Action: OH/PR**

## 2.2 Employee Engagement

AB reported that Paddy Robb would be taking forward some elements of employee engagement due to changes in the team. AB provided an update:

- Leadership – AB reported that the team are currently preparing for the Leadership Forum on 29<sup>th</sup> November. David Sterling will attend and provide a leadership masterclass followed by a Q&A.
- Career Development – AB reported that workshops are being well received by staff and will continue. AB plans to bring back the competency framework to a meeting in November.
- Staff Movement – AB reported that the team continue to receive good feedback on this new process.
- PDPs – AB reported the statistics on completed PDPs. AB stated this was low for line management/direct reports and ask ELT colleagues to push for these to be completed.
- Long Service Awards – AB reported that this will be held until the Staff Conference in 2019. OH asked that Employee Champions be briefed on the plans as this topic stemmed from that group. AB to send a copy of the recent paper to DD for his information.

## 3. 2018-19 BUSINESS PLANNING

### 3.1 KPI Data

David Greer attended the meeting to present this item. DG took the team through some of the infographics now available from KPI data.

The group felt that the information presented was very impressive.

In terms of exploring the potential to undertake comparative analysis with ERC and Enterprise Ireland. AH felt that more work was needed to lay out the risks and opportunities before the organisation would agree to this. DD agreed to mock up comparative data – in scope/out of scope/risks.

**Action: DD**

AH asked if the interactive dashboard was available. DG stated that this was still a demo but once it is up and running he will send a link to its location. AH also asked if it was possible to have all the KPI infographics in one central location for ease of access. DG stated that the team are currently working on update the intranet pages.

DD will bring a scoping paper back to ELT setting out the benefits and risks of entering into a benchmarking initiative with ERC (England, Scotland and Wales) and EI. DD will also provide an update on the pilot spatial project using KPI and other publically available data.

**Action: DD**

### **3.2 Any Other Business**

- 3.2.1 City Deals – DD referred to the Chancellor’s Budget announcement yesterday of £350m for a City Region Deal.

DD advised that he will bring a paper back to ELT once the resource requirements for the next stage in developing detailed business cases has been established by Belfast City and its Partner Councils. As previously discussed there will be an ask for Invest NI resources to be fully engaged in helping to develop the range of business cases.

**Action: DD**

- 3.2.2 CSE – OH stated that the CSE Assessment will be undertake from 4<sup>th</sup> to 6<sup>th</sup> December.

- 3.2.3 The Charity for Civil Servants – TM wanted to bring to colleagues attention a charitable organisation called ‘The Charity for Civil Servants’ which is open to NDPBs and should be considered under the organisations work on wellbeing. TM to pass contact details to AB.

**Action: TM**

**Next meeting:** Tuesday 6<sup>th</sup> November @10am

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

**MEETING MINUTES – TUESDAY 6<sup>th</sup> NOVEMBER 2018**

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Donal Durkan, Jeremy Fitch, Des Gartland, Peter Harbinson, Steve Harper, Olive Hill, Tracy Meharg

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 30<sup>th</sup> October were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 All outstanding actions will move to the next meeting on 4<sup>th</sup> December.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Board**

Carol Keery attended to discuss this item.

2.1.1 Board actions – CK to produce an action update sheet for action 1 and Chairman to write to relevant board members on action 2.

2.1.2 Board agenda – The group agreed to remove the partnership presentation as this will be part of Enterprise Ireland discussion.

2.1.3 Forward planner – The group agreed on the items to be presented in the New Year.

CK confirmed that the team is currently looking at County Down as the location for the Board away day in February.

**2.2 Core Brief**

PH referred to the tabled paper. PH stated that the format of the core brief document has been reviewed and changes made. If any ELT member has amendments they wish to make they are to forward asap. It was agreed in the CEO's absence that DD would chair the meeting this month.

AH asked ELT to ensure that this information is flowing down through their groups to individual teams. AH is also keen to gather feedback on the new format. OH asked that the team keep pushing attendance.

### **2.3 Leadership Forum**

OH stated that the Head of the Civil Service (HOCS) has agreed to attend the forthcoming forum. The plan is for the CEO to provide an intro and update on the business strategy and then HOCS will speak about his personal leadership journey. OH confirmed this session will not be recorded. OH also asked ELT members to try to ensure good attendance at this session.

### **2.4 Secondments**

The group discussed the email previously issued by DD following a meeting held with DfE in relation to two way secondments and how Invest NI and DfE could engage more closely on a number of areas.

On the skills issue, TM will ask the Skills Director to meet with DfE and to come up with a draft proposal.

**Action: TM**

AB to produce a table of all Invest NI secondments to which Donal will add the posts as discussed with DfE.

**Action: AB**

AB to map out 2/3 different options that can be used for secondments to include pros/cons, cost recovery etc.

**Action: AB**

## **3. 2018-19 BUSINESS PLANNING**

### **3.1 Any Other Business**

3.1.1 ELT Strategy Day – DD referred to the proposed agenda. It was agreed that segmentation should be included. DD to revise the proposed agenda and then AH and DD will finalise.

**Action: DD**

3.1.2 TNI Consultation – DD agreed to be the lead on this and approach ELT colleagues for input when questionnaire becomes available.

3.1.3 SOLACE – DG reported that he had presented to SOLACE last week on Community & Private Sector Infrastructure which was well received.

3.1.4 Heathrow Hubs – DG provided an update on this and confirmed that roadshows are being planned for January.

**Next meeting: Tuesday 4<sup>th</sup> December @ 9am**

**INVEST NI EXECUTIVE LEADERSHIP TEAM  
PERFORMANCE REVIEW AND PLANNING MEETING  
MEETING MINUTES – TUESDAY 4<sup>th</sup> DECEMBER 2018**

Attendees: Mel Chittock (Chair), Amanda Braden, Donal Durkan, Jeremy Fitch,  
Des Gartland, Peter Harbinson, Olive Hill

Apologies: Alastair Hamilton, Steve Harper, Tracy Meharg

**1. PREVIOUS MEETING**

**1.1 Minutes of Last Meeting**

The minutes of the meeting of 1<sup>st</sup> November were approved.

**1.2 Actions outstanding from last meeting**

1.2.1 Data Security Discussion – will be tabled at meeting on 16<sup>th</sup> January 2019.

1.2.2 KPI Data – currently undergoing scoping exercise and will be tabled at meeting on 16<sup>th</sup> January 2019.

1.2.3 City Deal – DD stated that scoping of individual projects has not yet commenced; need to be completed within 6/7 months.

1.2.4 Online Minutes – MC stated the options available. ELT agreed to continue publishing names.

Mel informed ELT of the Temporary promotion proposal to cover Carol's role when she retires on 21<sup>st</sup> December 2018.

1.2.5 Secondees – AB referred to paper provided to colleagues. It was agreed that AB would review the DP list and provide an update to ELT colleagues to ensure they are aware of upcoming movements.

**2. ORGANISATION DESIGN / HUMAN RESOURCES**

**2.1 Smart Working**

Olive Hill presented an update on the smart working proposals. OH stated that following the last presentation the team were asked to scope out further and to take a look at the areas of impact.

OH informed the team of the proposed pilot which will focus on Smart Working practices covering a range of staff, roles, levels and locations across NI. The pilot will be for a three month period with a small cross functional working group convened to plan, prepare, implement and evaluate outcomes.

It was agreed that this was a good proposal however there was some nervousness about the potential to lose team and cultural identity.



OH stated that the next steps will be to produce the terms of reference for the pilot project which will be presented to ELT. OH also stated that once the initial project team is pulled together she will inform colleagues who in their Groups will be impacted.

## **2.2 Core Brief**

PH referred to the tabled paper. PH asked ELT colleagues to forward any amendments to him to allow brief to be issued in advance of the Direct Reports meeting. It was agreed that MC would chair the meeting.

It was agreed that going forward PH will share the speaking notes prepared for the Chair with ELT colleagues.

**Action: PH**

## **3. 2018-19 BUSINESS PLANNING**

### **3.1 Auditor's Certificate**

JF stated that a paper has been prepared and is currently being reviewed before being submitted to the team for discussion. JF highlighted the issues under review and laid out what the potential recommendations will be in the proposed paper.

JF also highlighted a similar issue in relation to the Jobs Fund letters of offer. A number of letters of offer are coming to the end of their control period and there is likely to be clawback implications. JF reported that following an initial assessment, there could be as many as 120 clients in the sector teams that are falling shy of control period requirements.

It was agreed that two separate papers will be submitted to ELT for a more in-depth discussion.

**Action: JF to provide papers for meeting on 16<sup>th</sup> January**

OH felt that there was a bigger piece of work that needs to be tackled in regards to our letter of offer policy. This will be part of the Business Improvement Strategy discussion.

### **3.2 Any Other Business**

3.2.1 ELT Strategy Agenda – DD briefed the group on the proposed items for discussion at the forthcoming Strategy meeting. DD will revise the agenda and re-issue.

**Action: DD**

3.2.2 HMRC – DD informed the group that HMRC are currently issuing letters to traders with regards to a 'No Deal Brexit'.

3.2.3 Brexit Online Assessment Tool – DD provided an update on the completed assessments by sector.

3.2.4 Media Training – PH confirmed that following a tender process, media training has now been procured. There is provision for 1:1 sessions for ELT members and also group sessions for managers. Dates will be issued in January.

**Next meeting: Tuesday 8<sup>th</sup> January 2019 @ 10am**