

INVEST NI SCORECARD AND OPERATING PLAN 2019-20

1. STRATEGIC CONTEXT

Performance information gathered and reported upon from a portfolio of customers with whom we have an account managed relationship¹ demonstrates that Invest NI remains on course to deliver the key outcomes of our [Business Strategy 2017-2021](#):

- Supporting and encouraging 30,000 – 40,000 additional jobs;
- Increasing business expenditure on R&D by between £160m and £200m;
- Supporting our customers to increase their total sales by between £3.2bn and £4.2bn, of which between £2.4bn and £3.1bn will be sales outside Northern Ireland, including £0.8bn and £1.2bn of new export sales.

Progress is gauged by monitoring a set of Key Performance Indicators (KPIs) from this group of customers. This KPI data is gathered and reported annually, therefore, we continue to set activity measure targets within an annual Scorecard and Operating Plan. The monthly assessment of the key financial and non-financial activities outlined in the Invest NI Scorecard and Operating Plan for 2019-2020 provides an indication of the achievement of the core strategic milestones of our [Business Strategy 2017-2021](#). In turn, we contribute to transforming Northern Ireland into a leading, internationally competitive economy providing opportunities for all.

¹ Insert link to 2018 KPI results once available.



In-year monitoring and reporting ensures that activities are correctly focused to drive the delivery of our [Business Strategy 2017-2021](#) outcomes and that resources can be redirected if not. The good progress through 2018-19, coupled with previous successes, has set us on a path to delivering these ambitious outcomes.

In the absence of a finalised [Programme for Government](#) and associated [Industrial Strategy – Economy 2030](#), a Northern Ireland Executive and long term budget, targets within our [Business Strategy 2017-2021](#) and this Scorecard and Operating Plan for 2019-2020 may require realignment when Executive priorities and budgets are agreed.

The implementation of our [International Strategy 2017-21](#) has expanded Invest NI’s global footprint and developed in-market resources in key international territories. We will continue to ensure that Northern Ireland remains a location of choice for inward investors and create a favourable environment for local companies to grow their sales beyond Northern Ireland. fDi Intelligence ranked Belfast 14th overall in their 2018 report ‘Global Cities of the Future’ (higher than Seoul, Beijing and Sydney). Additionally, Belfast was 2nd for FDI Strategy, with attention drawn to our Global Office Network and dynamic efforts to attract inward investment from around the world. We will build on this recognition in 2019 - 20, confidently showcase the

best of Northern Ireland, support companies to realise their potential in export markets and attract the next generation of investments.

Entrepreneurship is a key priority of the Invest NI [Business Strategy 2017-2021](#) and in 2018-19 Invest NI launched an Entrepreneurship Action Plan to encourage and support new businesses with high growth potential to start up and accelerate growth. In 2019-20 we will work with our local enterprise partners to build a strong ecosystem within which entrepreneurs can start, sustain, grow and scale their business. Similarly, the announcement of the £350m Belfast Region City Deal investment was welcome news for the local economy. As a Trusted Business Partner to local councils we will work with them throughout 2019-20 to fully realise the benefits of the Belfast Region City Deal in innovation, tourism, infrastructure and skills investment. Additionally, we will assist our partners in taking forward City Deal proposals for the Derry and Strabane region.

Economic forecasting ahead of the UK leaving the EU is challenging and forecasts are usually predicated on an orderly exit. The UK labour market remains strong², but growth in 2019 in the UK economy is likely to be restrained³. Aside from Brexit-related risks, this view is based on an increasingly challenging macro-economic environment including an uncertain outlook for the Eurozone (driven primarily by weak domestic demand in Germany, the current downturn in Italy and political protests in France), an economic slowdown in China and the destabilising effect of unresolved China-US trade tensions. This modest outlook for the UK economy is mirrored for Northern Ireland⁴.

Dealing with uncertainty is an everyday occurrence for our customers, but, just as many have had to reassess their business model given the continued possibility of a “no-deal” Brexit, so has Invest NI enhanced support for our customers. We will continue to work with them to provide tailored solutions and advice to identify innovative solutions to avoid the potential risks of Brexit, and identify opportunities to take advantage of new market opportunities. If necessary, Invest NI will continue to

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<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/uklabourmarket/february2019>

³ <https://www.bankofengland.co.uk/inflation-report/2019/february-2019>

⁴ Economic Eye Winter Forecast 2019

evolve our offering once the UK withdraws from the EU and remains ready to reallocate internal resources accordingly to meet any changing market needs.

In 2018 we reaffirmed our commitment to ensuring we will deliver on the requirements of our people and customers. Our annual [Customer Service Excellence](#) (CSE) assessment produced full compliance against all 57 elements of the CSE standard. Additionally, we were awarded 'compliance plus' designations in 26 of those elements, up from 22 in the previous year. Compliance plus designations recognise that we have gone over and above what is required to meet customer needs and demonstrate a best practice approach to customer service. This result maintains our status as the number one accredited CSE organisation in Northern Ireland.

Invest NI's role is pivotal in the development of the Northern Ireland economy. In 2019-20 we will continue to develop and implement engagement strategies with key partners regionally, nationally and globally to ensure our customers have access to the most appropriate support for their development. This Scorecard and Operating Plan for 2019-20 sets out how we will increase business investment, stimulate innovation, develop skills and drive export-focused growth across our customers.

2. Financial Resources

Invest NI continues to operate within a constrained public sector finance environment in which strong competition for decreasing resources prevails. Despite these pressures, Invest NI will work closely with the Department for the Economy to ensure that sufficient resources are available to meet the requirements outlined within the draft [Programme for Government](#) and associated [Industrial Strategy – Economy 2030](#), and our existing legal commitments. The targets within this Corporate Scorecard and Operating Plan have, therefore, been set on the basis of access to the necessary resources to deliver these outturns in order to maximise Invest NI's contribution to the local economy.

Invest NI Divisional Budget Allocations

The initial budget allocations by Division within Invest NI reflects a forecast of the financial resources required to deliver the activity measures outlined within the Scorecard and Operating Plan for 2019-20.

This 2019-20 Budget may be subject to change as final budgets are agreed and allocated by the Department for the Economy. The following divisional budget allocations are, therefore, provided for indicative purposes only.

Division	2019/20 Total Budget (£'000)				Total Allocated
	Resource	Capital Grant	Direct Capital	FTC	
Food & Drink	1,623	3,459	-	-	5,082
Multi-Sector Team	2,725	-	-	-	2,725
Advanced Manufacturing & Engineering	3,417	1,072	-	-	4,489
Technology & Services	2,976	-	-	-	2,976
Life Sciences & Scaling	2,239	412	-	-	2,651
Business & Sector Development Group	12,980	4,943	-	-	17,923
International Business	10,808	-	475	-	11,283
Trade	3,087	-	-	-	3,087
NI Connections	30	-	-	-	30
International Business Group	13,925	-	475	-	14,400
Innovation Research and Development	47,775	80	-	-	47,855
Skills & Competitiveness	8,088	2,712	175	-	10,975
Property Solutions Unit	2,040	33	382	-	2,455
Business Growth - excl PSU	1,456	-	18,930	7,625	28,011
Business Solutions Group	59,359	2,825	19,487	7,625	89,296
Internal Operations	436	-	1,624	-	2,060
Business Appraisal, Offers & Claims	300	-	-	-	300
Financial Management	4,014	-	-	-	4,014
Business Performance, EU & Risk Management	454	-	-	-	454
Legal Services	350	-	-	-	350
Finance & Operations Group	5,554	-	1,624	-	7,178
Regional Business Group	5,680	-	-	-	5,680
Communications	3,054	-	270	-	3,324
Human Resources	5,000	-	15	-	5,015
Strategy	660	-	-	-	660
Business Strategy Implementation	-	-	-	-	-
Board & CEO	40	-	-	-	40
BSDL	-	4,092	-	149	-
Grand Total	102,160	7,768	22,020	7,625	139,573

3. Invest NI Corporate Scorecard 2019-20

Customer Quadrant

1. Maintain a minimum quarterly customer satisfaction rating amongst customers of at least **90%**.
2. Maintain a minimum quarterly customer satisfaction as a result of our key wider business base engagements of at least **85%**.
3. Maintain our 'Net Promoter Score' at a minimum of at least **63** through positive engagement with our customers.

People and Culture Quadrant

4. Manage staff absenteeism levels at a maximum of **3.70%** (12 month rolling average).
5. Demonstrate improvement in employee engagement by **securing** Invest NI's position in the 'Sunday Times Best Top 100 Not for Profit Companies'.

Processes Quadrant

6. Maintain median controllable casework processing at **15 days**.
7. Maintain customer payments within **30 days** through the claims processing system.
8. Manage programme budget to within agreed tolerances (**1% Revenue / 1% Capital**) and within **10%** of profile on a quarterly basis.

Performance Quadrant (Approved Offers)

9. Secure **4,000 - 6,000** Total New Assisted Jobs through our interventions with companies.
10. Secure **2,200 - 3,300** New Assisted Jobs through our interventions with **Locally-owned** companies;
 - (a) Of which a minimum of **1,320** New Jobs will pay salaries above the **NI PSM**.
11. Secure **1,800 - 2,700** New Assisted Jobs through our interventions with **Externally-owned** companies;
 - (a) Of which a minimum of **1,080** New Jobs will pay salaries above the **NI PSM**.
12. Secure **1,350 - 1,970** New Assisted Jobs through our interventions with **Externally-owned** companies that are **'New to NI'**;
 - (a) Of which a minimum of **810** New Jobs will pay salaries above the **NI PSM**.
13. Secure **£80m - £120m** of Total Investment through **'R&D'** related projects (£m).
14. Secure **£16m - £20m** of Total Investment through **'Innovation'** related projects (£m).
15. Secure **£34m - £44m** of Total Investment through **'Skills Development'** projects (£m).
16. Support **200 - 250** companies to enter a **'New Market'** to exploit Trade Opportunities.
17. Support **75 - 125** companies to engage in **'Selling outside of Northern Ireland'** for the **'First Time'**.

4. Invest NI Operating Plan 2018-19

A	B	C	D	E	F	G	H	I	K	L	M	N	O	P	Q	R		
NIIS Theme	Activity	Business Strategy Target 2017/21	Year 1 2017/18 Target	Year 1 Outturn	Year 2 2018/19 Target	Year 2 Outturn	Mid Point Outturn	Still to Do	Year 3 2019/20 Target	Original Year 3 2019/20 Target	Variance with Original Year 3 Target	Original Year 4 2020/21 Target	Projected 4 Year Outturn 2017/21	2017/21 Target Projected Variance	Lead Official	PfG Outcome Reference		
Cumulative Targets	1	Secure new Total Assisted Jobs through our interventions with companies; (Target 8 + Target 14)	16,000 - 24,000	4,000 - 6,000	5,160	4,000 - 6,000	5,904	11,064	-4,936	31%	4,000 - 6,000	3,970 - 5,985	30	4,060 - 6,030	19,124	3,124	Alan Wilson George McKinney Bill Montgomery John Hood Grainne McVeigh Patricia Devine	PfG 1 PfG 3 PfG 6
	2	Of which a minimum will pay salaries above the NI PSM.	9,600	2,400	3,437	2,400	4,051	7,488	-2,112	22%	2,400	2,382	18	2,436	12,324	2,724	Alan Wilson George McKinney Bill Montgomery John Hood Grainne McVeigh Patricia Devine	PfG 3 PfG 5 PfG 6
	3	Secure Total Investment in 'Research & Development & Innovation' (£m). (Target 4 + Target 5)	464 - 780	136 - 265	150	210 - 280	275	425	-39	8%	96 - 140	111 - 173	-15	111 - 172	632	168	Vicky Kell	PfG 5
1. Accelerating Innovation & Research	4	Secure Total Investment through 'R&D' related projects (£m).	400 - 700	120 - 245	131	195 - 260	255	386	-14	4%	80 - 120	95 - 153	-15	95 - 152	561	161	Vicky Kell	PfG 5
	5	Secure Total Investment through 'Innovation' related Projects (£m).	64 - 80	16 - 20	19	15 - 20	21	40	-24	38%	16 - 20	16 - 20	0	16 - 20	72	8	Vicky Kell	PfG 5
	6	Support companies to engage in Innovation activities for the 'First-Time'. (No. of companies)	1,225 - 1,625	325 - 425	341	250 - 400	327	668	-557	45%	280 - 400	300 - 400	-20	300 - 400	1,248	23	Vicky Kell	PfG 5
2. Education, Skills & Employability	7	Secure Total Investment through 'Skills Development' projects (£m).	130 - 170	32 - 42	24	32 - 42	48	72	-58	45%	34 - 44	32 - 42	2	34 - 44	140	10	Niall Casey	PfG 6
3. Driving Inclusive Sustainable Growth	8	Secure new Assisted jobs through our interventions with 'Locally-Owned' Companies;	8,800 - 13,400	2,300 - 3,450	2,934	2,250 - 3,400	3,146	6,080	-2,720	31%	2,200 - 3,300	2,170 - 3,315	30	2,090 - 3,240	10,370	1,570	George McKinney Bill Montgomery John Hood Grainne McVeigh Patricia Devine	PfG 1 PfG 3 PfG 6
	9	Of which a minimum will pay salaries above the NI PSM.	5,200	1,380	1,904	1,350	2,021	3,925	-1,275	25%	1,320	1,302	18	1,254	6,499	1,299	George McKinney Bill Montgomery John Hood Grainne McVeigh Patricia Devine	PfG 3 PfG 5 PfG 6
	10	Support High Potential Start-up (HPSU) companies with the potential to grow significant sales in global markets. (No. of companies)	40 - 48	10 - 12	16	10 - 15	13	29	-11	28%	10 - 15	10 - 12	0	10 - 12	49	9	Patricia Devine	PfG 1 PfG 3 PfG 6
	11	Identify and work with 'Scaling' companies to accelerate their Development. (No. of companies)	18 - 24	4 - 6	4	4 - 6	6	10	-8	44%	5 - 6	5 - 6	0	5 - 6	20	2	Grainne McVeigh	PfG 1 PfG 3 PfG 6
	12	Identify and work with 'Pre-Scaling' companies to accelerate their Development. (No. of companies)	40 - 48	10 - 12	11	10 - 15	16	27	-13	33%	10 - 15	10 - 12	0	10 - 12	47	7	Grainne McVeigh	PfG 1 PfG 3 PfG 6
	13	Secure investment by SMEs through funding provided by Invest NI funds (£m).	N/A - N/A	N/A - N/A	N/A	25 - 35	52	N/A	N/A	N/A	33 - 60	N/A - N/A	N/A	25 - 35	N/A	N/A	William McCulla	PfG 1 PfG 3 PfG 6

NIS Theme	Activity	Business Strategy Target 2017/21	Year 1 2017/18 Target	Year 1 Outturn	Year 2 2018/19 Target	Year 2 Outturn	Mid Point Outturn	Still to Do	Year 3 2019/20 Target	Original Year 3 2019/20 Target	Variance with Original Year 3 Target	Original Year 4 2020/21 Target	Projected 4 Year Outturn 2017/21	2017/21 Target Projected Variance	Lead Official	PfG Outcome Reference		
4. Succeeding in Global Markets	14	Secure new Assisted jobs through our interventions with ' Externally-Owned ' Companies;	7,200 - 10,600	1,700 - 2,550	2,226	1,750 - 2,600	2,758	4,984	-2,216	31%	1,800 - 2,700	1,800 - 2,670	0	1,970 - 2,790	8,754	1,554	Alan Wilson George McKinney Bill Montgomery John Hood Grainne McVeigh	PfG 1 PfG 3 PfG 6 PfG 10
	15	Of which a minimum will pay salaries above the NI PSM.	4,320	1,020	1,533	1,050	2,030	3,563	-757	18%	1,080	1,080	0	1,182	5,825	1,505	Alan Wilson George McKinney Bill Montgomery John Hood Grainne McVeigh	PfG 1 PfG 3 PfG 6 PfG 10
	16	Support Externally-Owned Companies that are ' New to NI ' to invest in Northern Ireland for the ' first time '. (No. of companies)	75 - 100	16 - 20	23	17 - 25	17	40	-35	47%	20 - 27	20 - 27	0	22 - 30	82	7	Alan Wilson	PfG 1 PfG 3 PfG 6 PfG 10
	17	Secure new Assisted jobs through our interventions from Externally-Owned Companies that are ' New to NI ';	5,340 - 7,700	1,200 - 1,800	1,297	1,250 - 1,800	1,320	2,617	-2,723	51%	1,350 - 1,970	1,350 - 1,950	0	1,540 - 2,100	5,507	167	Alan Wilson	PfG 1 PfG 3 PfG 6 PfG 10
	18	Of which a minimum will pay salaries above the NI PSM.	2,880	720	964	750	1,037	2,001	-879	31%	810	810	0	924	3,735	855	Alan Wilson	PfG 3 PfG 5 PfG 6
	19	Support companies to enter a ' New Market ' to exploit Trade opportunities. (No. of companies)	600 - 800	150 - 200	261	150 - 200	335	596	-4	1%	200 - 250	150 - 200	50	150 - 200	946	346	Alison Gowdy	PfG 1 PfG 3 PfG 10
	20	Support companies to engage in ' Selling outside of Northern Ireland ' for the ' First Time '. (No. of companies)	300 - 400	75 - 100	107	75 - 100	175	282	-18	6%	75 - 125	75 - 100	0	75 - 100	432	132	Alison Gowdy	PfG 1 PfG 3 PfG 10

5. Risk Management

The following identified risks may have an impact on the successful delivery of this Invest NI Scorecard and Operating Plan for 2019-20. They will be regularly reviewed and assessed by our Executive Leadership Team as part of our ongoing risk management arrangements.

Risk	Impact	Mitigating Actions
Operational system data integrity	Potentially less reliable information available for operational reporting and to support evidence based strategy development.	Key data is recorded accurately and regularly maintained. Appropriate validation processes and checks are carried out on a regular basis. Engagement with Operating Divisions ensures checks and balances are carried out on a consistent basis. CRM data integrity exercises continue.
Uncertainty over budget allocations for 2019/20 and beyond	In the absence of an Executive, a four year budget exercise has not been completed. Budgets have therefore been allocated to Invest NI for the 2019-20 financial year but not beyond. This impacts negatively on our ability to plan going forward. The 2019-20 programme budget includes c£49m from the EU, which will be impacted by Brexit in future years.	Continue to engage with DfE in submitting bids and supporting information to the Department of Finance (DoF). Continue to explore best use of other funds. The Invest NI opening resource and capital budgets for 2019-20, which are in line with requirements, have now been issued. Budget uncertainty remains into future years as budgets are not agreed centrally beyond 2019/20 for resource and 2020/21 for capital. While funds committed under the current ERDF programme are covered by the HMT guarantee, planning is required beyond that to make use of other funding mechanisms, including the UK shared prosperity funds.

Risk	Impact	Mitigating Actions
<p>Failure to recognise the risk of insufficient skills availability to meet demands of existing and potential Invest NI customers</p>	<p>Insufficient skills availability to meet demand of customers will impact on: (1) productivity of indigenous and established companies; (2) ability to attract new inward investment to NI; and, (3) growth of indigenous and established companies.</p>	<p>Invest NI offers a range of training support, including the Skills Growth Programme, which focuses on developing higher skills. Ongoing engagement with existing client base, potential new investors, Universities and DfE. Supply information to Skills Barometer for articulation of demand. Collaborative approach with DfE on the Assured Skills Program to create pipeline of available skills and with DfC on its Employer Engagement Board. Working with DfC to target the current economically inactive pool.</p>
<p>Uncertainty over nature of the UK's exit from the EU</p>	<p>There is considerable uncertainty over trade, EU funding, migration and business regulation. Depending on the nature and timing of the exit, there is a risk of an adverse impact on levels of exporting and FDI, resulting in failure to meet key corporate objectives in the short to medium term.</p>	<p>The EU Brexit Response Plan continues to be updated to reflect this risk, with 'No Deal' preparations being ramped up, given that the Withdrawal Agreement did not receive Parliamentary approval and that a new Prime Minister may take a different direction. The 'Get Ready for Brexit' suite of support programmes is in place, along with continuing research into how Invest NI can best support businesses, particularly in a 'No Deal' scenario. Business Continuity planning is ongoing to ensure that Invest NI is prepared for all potential Brexit scenarios.</p>
<p>Failure to develop and implement a Digital Strategy that meets Invest NI's corporate aspirations</p>	<p>Failure to develop and implement an appropriate strategy may prevent Invest NI from realising its digital ambition in driving efficiency and increasing engagement with customers and stakeholders</p>	<p>Digital Team in place and work streams progressing well. Project plan detailing progress against the development of a digital strategy is a standing item at monthly ELT meetings. An independent review of Invest NI Digital Transformation agenda is underway and progressing as planned.</p>

Risk	Impact	Mitigating Actions
Impact of absence of Continuing Political Uncertainty on Invest NI Operations	The absence of Ministerial engagement (in terms of approvals, visibility in overseas markets and prioritisation of the economy in policy making) may result in a negative impact on Invest NI's ability to plan effectively and deliver against corporate targets.	Invest NI continues to work with DfE to mitigate the potential impact of the lack of an Executive and Minister. The DfE Permanent Secretary is aware of the need to advocate for the prioritisation of the economy in wider policy discussions. Guidance has been issued clarifying the authority of Permanent Secretaries and, to date, Projects / Activities continue to be supported.

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6. Programme for Government Alignment

A thriving and prosperous economy is at the centre of Northern Ireland's [Draft Programme for Government](#) and the associated [Industrial Strategy – Economy 2030](#). Both have been developed using the Outcomes Based Accountability (OBA) methodology. Accordingly, our [Business Strategy 2017-2021](#), [International Strategy 2017-21](#) and our Scorecard and Operating Plan for 2019-20 have adopted this methodology. OBA places outcomes at the core of our thinking and actions. Starting with desired outcomes, we work backwards to develop plans to achieve them by asking questions like:

- What do we want?
- How will we recognise it?
- What will it take to get there?

Report Cards are separated into the following 3 performance measure categories so that they can provide an easily digestible performance information on progress towards these outcomes:

- How much did we do?
- How well did we do it?
- Is anyone better off?

Invest NI's Report Cards are aligned to the relevant pillars of the Department for the Economy's [Industrial Strategy – Economy 2030](#).

Pillar 1: Accelerating Innovation & Research

How much did we do?



New Accreditation Scheme to go live Q4 2018/19



327
First time Innovators



754
Engaged in Innovation



Investment in Innovation
£21m



114
Engaged in R&D activities



Investment in R&D
£255m

Source: Invest NI, Offers and Claims Management System

How well did we do it?



93%

Customer satisfaction



Average casework processing days

Innovation investment target



R&D investment target



Source: Invest NI, Offers and Claims Management System

Is anyone better off?



152
More companies spending on R&D from 2016 to 2017



£542.8m
Total expenditure on business R&D by NI companies in 2017

+4%
on 2016

Source: NISRA, NI Research & Development Survey



Pillar 2: Enhance Education, Skills & Employability

How much did we do?



Source: Invest NI Offers and Claims Management System

How well did we do it?



Source: Invest NI Offers and Claims Management System

Is anyone better off?



Source: Invest NI, Key Performance Indicators

*Please note: This is an estimate for Value Added based on incomplete information, it should not be considered a definitive value.



Pillar 3: Driving Inclusive, Sustainable Growth - Report Card 1

How much did we do?



Source: Invest NI Offers and Claims Management System

How well did we do it?



Source: Invest NI Offers and Claims Management System

Is anyone better off?



*Please note: This is an estimate for Value Added based on incomplete information, it should not be considered a definitive value

Source: Invest NI, Key Performance Indicators



Pillar 3: Driving Inclusive, Sustainable Growth - Report Card 2

How much did we do?



Source: Invest NI Offers and Claims Management System

How well did we do it?



Source: Invest NI Offers and Claims Management System

Is anyone better off?



Source: Invest NI, Key Performance Indicators



Pillar 4: Succeeding in Global Markets

How much did we do?



Source: Invest NI Offers and Claims Management System

How well did we do it?



Source: Invest NI Offers and Claims Management System

Is anyone better off?



Source: Invest NI Key Performance Indicators

*Please note: This is an estimate for Value Added based on incomplete information, it should not be considered a definitive value.

