



Corporate Scorecard and Operating Plan

2017 – 2018

To Support...

To Scale...

To Standout...

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Invest NI Corporate Scorecard and Operating Plan 2017 – 2018

1. Strategic Context

Introduction

Invest NI's Business Strategy for 2017 – 2021 builds on the impressive successes delivered across our last corporate plan and sets an ambitious path for Invest NI to deliver outcomes that are aligned with Northern Ireland's Draft Programme for Government and the associated Industrial Strategy – Economy 2030. Our Business Strategy provides a clear route to help deliver a strong, competitive, regionally balanced economy where we have more people working in better jobs. It will support the development of an innovative, creative society where people can fulfil their potential and help to create a place where people want to live and work, to visit and invest.

Invest NI will act as a catalyst for economic growth by supporting local businesses to create jobs, innovate and grow their exports and by attracting new inward investors. Over the period of this Business Strategy, we will contribute directly to the outcomes of the draft Programme for Government and the associated Industrial Strategy, by:

Supporting and encouraging
**30,000 -
 40,000**
 additional jobs

Increasing Business
 Expenditure on

**Research and
 Development**
 by **£160 - £200 million**



Supporting our customers to increase their **total sales** by

£3.2 - £4.2 billion



£2.4 - £3.1 billion will be sales outside Northern Ireland, including
£0.8 - £1.2 billion of new export sales

Whilst Invest NI's business strategy identifies our future priorities, the Programme for Government, Industrial Strategy and overall Northern Ireland budget have yet to

been finalised. Therefore, although the targets outlined within our Business Strategy and Operating Plan presently align with the current draft Programme for Government and Northern Ireland Industrial Strategy, they may need to be realigned when the NI Executive's priorities and budgets are finally agreed.

Northern Ireland's businesses are investing more in innovation than ever before, they are growing their exports, and we continue to punch above our weight in attracting new inward investors. Over the past five years, there has been a significant increase in new company registrations reflective of a supportive business environment for companies to start-up and grow. This has delivered strong levels of job creation and a resulting drop in unemployment. Although many of our companies are competing successfully in global markets, we need more to deliver the strong competitive economy needed to raise living standards for all of our community.

Whilst recognising the central role Invest NI has within economic development, real societal transformation will demand higher levels of collaboration and partnership with our stakeholders than in the past. We will work more closely with our Government partners, and deepen collaboration with our economic development stakeholders and the community, voluntary and private sectors, to ensure businesses have access to the most appropriate support for their stage of development.

Our strategy is launching at a time of significant political and macro-economic challenges. Over its duration, Northern Ireland will need to adapt to a changing international environment. Invest NI will work to support our customers to maximise the opportunities available and overcome emerging challenges. We will continue to engage proactively with Government departments and stakeholders to influence their thinking in future negotiations with the aim of securing the best possible outcome for our customers.

2. Strategic Focus

Facing increasing challenges, and finite resources, we need to focus our work, people and budgets on those areas which will most effectively deliver the best outcomes. Whilst we will continue to provide support and advice across the full range of companies, whatever their size, location or stage of development, we will refine our delivery model and maximise the use of technology to create efficiency. This will result in a tailored multi-channel engagement strategy which recognises the need to encourage companies onto and up a pathway to innovation, growth and exports.

In delivering our Business Strategy, we will realign our support to create a greater focus on:

1. Account Managed Companies

A core group of high growth companies employing over 100,000 people and delivering c£16bn of external sales. We will engage with these companies to support, encourage and challenge them to accelerate their growth.

2. Sectors

Using our knowledge and working with our stakeholders and partners, our support will be focused on those sectors and sub-sectors where we are already world class and where we can become world class.

3. Markets

We will renew and redouble our emphasis on international trade, in response to the International Trade Plan announced in October 2016, to deliver success for Northern Ireland.

A sharper, more focused strategy creates a need for greater prioritisation, directing support to deliver optimal outcomes. Within a tight public financial environment, this will require us to increase support in some areas, whilst reducing other activities. Our programmes will continue to be evaluated to ensure that our support is providing value for money and is responding to market failure.

Invest NI is fully committed to supporting investment, growth and developing employment opportunities for those who live across all of Northern Ireland. Having worked closely with the new councils on the formulation of their Economic Development Plans, Invest NI will be fully involved in ensuring their successful implementation.

Internationally, Invest NI will continue to engage in key markets to deliver a pipeline of new investment opportunities for Northern Ireland. This will include preparing for those opportunities that will emerge through the planned reduction in corporation tax. Moving forward, Invest NI will also now be responsible for promoting a portfolio of capital investment-ready opportunities to international investors in support of the NI Executive, councils and developers, and will work with our education sector to promote the sector globally.

A key focus in the short to medium term will be to exploit the opportunities that the deployment and adoption of innovative digital solutions present. We will accelerate our investment in digital transformation, keeping our customers and stakeholders at the centre of everything we do, ensuring that Invest NI is an exemplar of quality digital service and delivery.

The actions, initiatives and interventions which we aim to deliver will be underpinned by a relentless focus on driving transformational change as part of our journey to becoming a world leading business development agency. We will continue to invest in our staff to ensure we meet our ambition of being a Trusted Business Partner of choice for our customers.

Summary

Through a sharper focus on growth sectors, companies and markets, and utilising improved partnerships to deliver balanced regional growth, Invest NI will contribute to creating an environment in Northern Ireland where we have more companies taking their first steps to sustainable growth, more companies heightening their ambition to grow further and faster, more companies successfully selling abroad and contributing to an enhanced international reputation.

The targets outlined in our Scorecard and Operating Plan for the financial year 2017-2018 build on the core activity measures identified within the Business Strategy (outlined below). These annual operating targets represent our first steps in delivering against our identified outcomes which will help contribute to transforming Northern Ireland into a leading, internationally competitive economy, providing opportunities for all.

Business Strategy Core Activity Measures

Activity	Target 2017/21	Target 2017/18
1. Total Assisted Jobs	16,000 - 24,000	4,000 - 6,000
Total Assisted Jobs Comprising:	comprising	comprising
a) Assisted Jobs <i>from locally owned companies</i>	8,800 - 13,400	2,300 - 3,450
b) Assisted Jobs <i>from externally owned companies</i> <i>of which:</i>	7,200 - 10,600 <i>of which:</i>	1,700 - 2,550 <i>of which:</i>
c) Assisted Jobs <i>from first time inward investment</i>	5,340 - 7,700	1,200 - 1,800
2. Total Investment in Innovation	£64m - £80m	£16m - £20m
3. Total Investment in R&D	£400m - £700m	£120m - £245m
4. Total Investment in Skills	£130m - £170m	£32m - £42m
5. Companies entering New Markets <i>of which</i>	600 - 800	150 - 200
a) Companies selling outside Northern Ireland for the first time	300 - 400	75 - 100

3. Financial Resources

Invest NI continues to operate within a challenging public sector finance environment with strong competition for finite resources. 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, and our existing legal commitments. The targets within the 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

Included below for information is Invest NI's initial budget allocations by Division. This is what Invest NI has forecast as the financial resources required to deliver the activity measures outlined within the Scorecard and Operating Plan for 2017/18, Year 1 of Invest NI's new Business Strategy period.

It is important to note that this forecast 2017/18 Budget will be subject to change once final 2017/18 Budgets are agreed and allocated by our sponsor Department, the Department for the Economy (DfE). The following divisional budget allocations are, therefore, provided for indicative purposes only.

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Programme Budgets by Division 2017-18 (29.3.17)

Division	2017/18 Baseline Budget (£'000)					2017/18 ERDF Budget (£'000)				2017/18 Total Budget (£'000)				
	Resource	Capital Grant	Direct Capital	FTC	Total Allocated	Resource	Capital Grant	Direct Capital	Total Allocated	Resource	Capital Grant	Direct Capital	FTC	Total Allocated
Food & Drink	2,151	3,561	-	1,250	6,962	-	470	-	470	2,151	4,031	-	1,250	7,432
Advanced Manufacturing & Engineering	5,466	4,487	185	-	10,138	-	1,179	-	1,179	5,466	5,666	185	-	11,317
Technology & Services	14,578	4,875	-	-	19,453	-	-	-	-	14,578	4,875	-	-	19,453
Life Sciences & Scaling	1,909	2,723	-	-	4,632	-	220	-	220	1,909	2,943	-	-	4,852
Business & Sector Development Group	24,104	15,646	185	1,250	41,185	-	1,869	-	1,869	24,104	17,515	185	1,250	43,054
International Business	9,225	-	-	-	9,225	-	-	-	-	9,225	-	-	-	9,225
Trade	3,950	-	-	-	3,950	-	-	-	-	3,950	-	-	-	3,950
NI Connections	175	-	-	-	175	-	-	-	-	175	-	-	-	175
International Business Group	13,350	-	-	-	13,350	-	-	-	-	13,350	-	-	-	13,350
Innovation Research and Development	16,951	410	-	-	17,361	20,514	-	-	20,514	37,465	410	-	-	37,875
Skills & Competitiveness	11,272	2,150	350	-	13,772	-	-	-	-	11,272	2,150	350	-	13,772
Property Solutions Unit	2,410	33	359	-	2,802	-	-	-	-	2,410	33	359	-	2,802
Business Growth - excl PSU	765	-	50	7,358	8,173	563	500	10,343	11,406	1,328	500	10,393	7,358	19,579
Business Solutions Group	31,398	2,593	759	7,358	42,108	21,077	500	10,343	31,920	52,475	3,093	11,102	7,358	74,028
Internal Operations	266	-	1,212	-	1,478	-	-	-	-	266	-	1,212	-	1,478
Business Appraisal, Offers & Claims	480	-	-	-	480	-	-	-	-	480	-	-	-	480
Financial Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Performance, Compliance & Co-ordination	29	-	-	-	29	444	-	-	444	473	-	-	-	473
Legal Services	300	-	-	-	300	-	-	-	-	300	-	-	-	300
Finance & Operations Group	1,075	-	1,212	-	2,287	444	-	-	444	1,519	-	1,212	-	2,731
Regional Business Group	5,508	-	-	-	5,508	500	-	-	500	6,008	-	-	-	6,008
Communications	5,000	-	-	-	5,000	-	-	-	-	5,000	-	-	-	5,000
Human Resources	5,000	-	-	-	5,000	-	-	-	-	5,000	-	-	-	5,000
Strategy	400	-	-	-	400	-	-	-	-	400	-	-	-	400
Board & CEO	240	-	-	-	240	-	-	-	-	240	-	-	-	240
Grand Total	86,075	18,239	2,156	8,608	115,078	22,021	2,369	10,343	34,733	108,096	20,608	12,499	8,608	149,811

4. Invest NI Corporate Scorecard 2017/18

Customer Quadrant				
Measure	2016/17 Target	2016/17 Outturn	2017/18 Target	Lead Official(s)
1. Maintain a minimum quarterly customer satisfaction rating amongst customers (Account Managed and Regional Customers).	90%	90%	90%	Peter Harbinson
2. Maintain a minimum quarterly customer satisfaction as a result of our key 'wider business base' engagements.	85%	92%	85%	Peter Harbinson
3. Deliver improvement in our 'Net Promoter Score' through positive engagement with our customers.	N/A	N/A	63%	Peter Harbinson
People and Culture Quadrant				
Measure	2016/17 Target	2016/17 Outturn	2017/18 Target	Lead Official(s)
4. Manage staff absenteeism within an acceptable level (maximum target).	3.25%	3.44%	3.40%	Amanda Braden
5. Deliver improvement in the employee engagement score increasing it from 64.1 to 68.0.	68.0	64.1	68.0	Amanda Braden
6. Demonstrate continuous improvement in employee engagement by improving Invest NI's position in the 'Sunday Times Best Top 100 Not for Profit Companies' list.	N/A	134.0	Achieve a place in the Sunday Times Best Top 100 not for profit	Amanda Braden
Processes Quadrant				
Measure	2016/17 Target	2016/17 Outturn	2017/18 Target	Lead Official(s)
7. Maintain median controllable casework processing days.	15	13	15	Operational Executive Directors
8. Maintain customer payments through the claims processing system within an acceptable level of days.	30	29	30	Mel Chittock
9. Manage programme budget to within agreed tolerances. ¹	2% Revenue / 3% Capital / 10% on a quarterly basis	-0.9%	2% Revenue / 3% Capital / 10% on a quarterly basis	Mel Chittock
Performance Quadrant				
Measure	2016/17 Target	2016/17 Outturn	2017/18 Target	Lead Official(s)
10. Secure new Total Assisted Jobs through our interventions with companies.	4,000 - 6,000	5,591	4,000 - 6,000	Jeremy Fitch Steve Harper Bill Scott
11. Secure new Assisted jobs through our interventions with ' Locally-Owned ' Companies.	2,600 - 3,200	2,859	2,300 - 3,450	Jeremy Fitch Bill Scott
12. Secure new Assisted jobs through our interventions with ' Externally-Owned ' Companies:	1,400 - 2,800	2,732	1,700 - 2,550	Jeremy Fitch Steve Harper
13. Of which, new Assisted jobs will be through our interventions with ' Externally-Owned ' Companies that are ' New to NI '.	1,000 - 2,400	2,213	1,200 - 1,800	Jeremy Fitch Steve Harper
14. Secure Total Investment through ' R&D ' related projects (£m).	80 - 150	186	120 - 245	Tracy Meharg
15. Secure Total Investment through ' Innovation ' related Projects (£m).	17 - 20	17	16 - 20	Tracy Meharg
16. Secure Total Investment through ' Skills-Development ' projects (£m).	30 - 40	31	32 - 42	Tracy Meharg
17. Support companies to enter a ' New Market ' to exploit Trade opportunities.	N/A	N/A	150 - 200	Steve Harper
18. Support companies to engage in ' Selling outside of Northern Ireland ' for the ' First Time '.	N/A	N/A	75 - 100	Steve Harper

Notes:

1. DfE have written to propose new annual budget tolerances. This will be the subject of debate with Invest NI and so this target may have to be amended.

5. Invest NI Operating Plan 2017/18

Aggregated Targets

Monthly Operating Plan / Scorecard Measure	Lead Official	2016/17		Year 1	PfG Reference ¹		
		Target	Year-end Outturn	2017/18	Outcome	Indicator	
1. Secure new Total Assisted Jobs through our interventions with companies; <i>(Target 8 + Target 13).</i>	Jeremy Fitch Bill Scott Steve Harper	4,000 - 6,000	5,591	4,000 - 6,000	PfG 1 PfG 3 PfG 6	Ind 16 Ind 18	Ind 20 Ind 21 Ind 34
2. Of which a minimum of 2,400 jobs will pay salaries above the NI PSM . ²	Jeremy Fitch Bill Scott Steve Harper	N/A - N/A	N/A	2,400	PfG 3 PfG 5 PfG 6	Ind 14 Ind 16	Ind 18 Ind 34
3. Secure Total Investment in 'Research & Development & Innovation' (£m) ⁶ <i>(Target 4 + Target 5).</i>	Tracy Meharg	97 - 170	203	136 - 265	PfG 5	Ind 14 Ind 16 Ind 21	Ind 22 Ind 27

Invest NI Operating Plan Targets

NI Industrial Strategy Pillar	Monthly Operating Plan / Scorecard Measure	Lead Official	2016/17		Year 1	PfG Reference ¹		
			Target	Year-end Outturn	2017/18	Outcome	Indicator	
1. Accelerating Innovation and Research	4. Secure Total Investment through 'R&D' related projects (£m). ⁶	Tracy Meharg	80 - 150	186	120 - 245	PfG 5	Ind 14 Ind 16 Ind 21	Ind 22 Ind 27
	5. Secure Total Investment through 'Innovation' related Projects (£m). ⁶	Tracy Meharg	17 - 20	17	16 - 20	PfG 5	Ind 14 Ind 16 Ind 21	Ind 22 Ind 27
	6. Support companies to engage in Innovation activities for the 'First-Time'. ³ (No. of companies)	Tracy Meharg	N/A - N/A	N/A	325 - 425	PfG 5	Ind 14 Ind 16 Ind 21	Ind 22 Ind 27
2. Enhancing Education, Skills and Employability	7. Secure Total Investment through 'Skills-Development' projects (£m). ⁶	Tracy Meharg	30 - 40	31	32 - 42	PfG 6	Ind 14 Ind 18	Ind 33

NI Industrial Strategy Pillar	Monthly Operating Plan / Scorecard Measure	Lead Official	2016/17		Year 1	PFG Reference ¹		
			Target	Year-end Outturn	2017/18	Outcome	Indicator	
3. Driving Inclusive Sustainable Growth	8. Secure new Assisted jobs through our interventions with ' Locally-Owned ' Companies;	Jeremy Fitch Bill Scott	2,600 - 3,200	2,859	2,300 - 3,450	PfG 1 PfG 3 PfG 6	Ind 16 Ind 18	Ind 20 Ind 21 Ind 34
	9. Of which a minimum of 1,380 jobs will pay salaries above the NI PSM . ²	Jeremy Fitch Bill Scott	N/A - N/A	N/A	1,380	PfG 3 PfG 5 PfG 6	Ind 14 Ind 16	Ind 18 Ind 34
	10. Support High Potential Start-up (HPSU) companies with the potential to grow significant sales in global markets. (No. of companies)	Bill Scott	10 - 15	15	10 - 12	PfG 1 PfG 3 PfG 6	Ind 16 Ind 18 Ind 20	Ind 21 Ind 34
	11. Identify and work with ' Scaling ' companies to accelerate their Development. ⁴ (No. of companies)	Jeremy Fitch	4 - 5	4	4 - 6	PfG 1 PfG 3 PfG 6	Ind 16 Ind 18 Ind 20	Ind 21 Ind 34
	12. Identify and work with ' Pre-Scaling ' companies to accelerate their Development. ⁴ (No. of companies)	Jeremy Fitch	N/A - N/A	N/A	10 - 12	PfG 1 PfG 3 PfG 6	Ind 16 Ind 18 Ind 20	Ind 21 Ind 34

NI Industrial Strategy Pillar	Monthly Operating Plan / Scorecard Measure	Lead Official	2016/17		Year 1	PFG Reference ¹		
			Target	Year-end Outturn	2017/18	Outcome	Indicator	
4. Succeeding in Global Markets	13. Secure new Assisted jobs through our interventions with ' Externally-Owned ' Companies; ⁵	Steve Harper Jeremy Fitch	1,400 - 2,800	2,732	1,700 - 2,550	PfG 1 PfG 3 PfG 6 PfG 10	Ind 16 Ind 18 Ind 20	Ind 21 Ind 34 Ind 40
	14. Of which a minimum of 1,020 jobs will pay salaries above the NI PSM . ²	Steve Harper Jeremy Fitch	N/A - N/A	N/A	1,020	PfG 3 PfG 5 PfG 6	Ind 14 Ind 16	Ind 18 Ind 34
	15. Support Externally-Owned Companies that are ' New to NI ' to invest in Northern Ireland for the ' first time '. ⁵ (No. of companies)	Steve Harper	N/A - N/A	22	16 - 20	PfG 1 PfG 3 PfG 6 PfG 10	Ind 16 Ind 18 Ind 20	Ind 21 Ind 34 Ind 40

NI Industrial Strategy Pillar	Monthly Operating Plan / Scorecard Measure	Lead Official	2016/17		Year 1		PfG Reference ¹		
			Target	Year-end Outturn	2017/18		Outcome	Indicator	
4. Succeeding in Global Markets	16. Secure new Assisted jobs through our interventions from Externally-Owned Companies that are 'New to NI'; ⁵	Steve Harper	1,000 - 2,400	2,213	1,200	1,800	PfG 1 PfG 3 PfG 6 PfG 10	Ind 16 Ind 18 Ind 20	Ind 21 Ind 34 Ind 40
	17. Of which a minimum of 720 jobs will pay salaries above the NI PSM . ²	Steve Harper Jeremy Fitch	N/A - N/A	N/A	720	TBC	PfG 3 PfG 5 PfG 6	Ind 14 Ind 16	Ind 18 Ind 34
	18. Support companies to enter a 'New Market' to exploit Trade opportunities. ⁴ (No. of companies)	Steve Harper	N/A - N/A	N/A	150	200	PfG 1 PfG 3 PfG 10	Ind 20 Ind 21	Ind 34
	19. Support companies to engage in 'Selling outside of Northern Ireland' for the 'First-Time'. ⁴ (No. of companies)	Steve Harper	N/A - N/A	N/A	75	100	PfG 1 PfG 3 PfG 10	Ind 20 Ind 21	Ind 34

Key:
 Business Strategy Core Activity Measure

Notes:

1. A summary of key PfG Outcomes and Indicators relevant to Invest NI is provided at Section 7. Further detail on the PfG is available at: www.northernireland.gov.uk/programme-government
2. Provisional job quality targets have been developed based on the historic NI PSM approach used for the 2011/16 Programme for Government. These targets may be subject to change as final policy emerges from the Department in this area.
3. The **first time innovation** target is a new target introduced for 2017/18. A definition has been produced and new system based reports will be developed. Progress will be closely monitored as the target beds in.
4. A definition for the target has been produced and work is ongoing to develop new system based reports.
5. 'Externally-Owned' companies includes Foreign Direct Investment and GB businesses.
6. 'Total investment' relates to the amount of support offered and the total amount of investment to which this contributes. Both figures will be captured through O&CMS.

6. Risk Management

The risks identified that may have an impact on the successful delivery of the Invest NI Scorecard and Operating Plan are regularly reviewed and assessed by the Executive Leadership Team as part of our ongoing risk management arrangements. For the 2017/18 Scorecard and Operating Plan the key risks identified include:

Risk	Impact	Mitigating Actions
1. Operational system data integrity.	Potentially less reliable information available for operational reporting and to support evidence based strategy development.	Data integrity Working Group has reported on proposals to ensure that data entry, accuracy and maintenance of information is appropriate and consistent going forward. Options to take forward recommended actions are under consideration.
2. Uncertainty over budget allocations for 2017/18 and beyond.	Commitments made to clients may not be honoured, programmes may have to be suspended and projects in progress may not be able to be delivered. This would have a significant impact on Invest NI's ability to deliver on its targets.	Budget bids submitted. Continue to engage with DfE in submitting bids and supporting information to DoF. Continue to explore best use of other funds including FTC, EU funds etc.
3. Failure to maximise the FDI and business growth benefits of a reduced rate of Corporation Tax (CT).	Poor communication / engagement / research planning and / or poor targeting could result in limited additional investment in NI from CT reduction.	CT Action Register established covering research, communications, sales propositions and customer targeting. Ongoing INI involvement with DfE and DoF in a cross Government CT Action Plan.
4. Failure to recognise the risk of insufficient skills availability to meet demands of existing and potential Invest NI customers.	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.	Ongoing engagement with existing client base, potential new investors, Universities and DfE. Collaborative approach with DfE on the Assured Skills Program to create pipeline of available skills. Engagement with Employer Engagement Group and Future Skills Group.
5. Uncertainty over nature and timing of the UK's exit from the EU.	Potential for adverse impact of NI levels of exporting and Foreign Direct Investment.	EU Exit Response Plan is in place and continues to be refined and enhanced. Comprehensive engagement underway with businesses to secure feedback and explore concerns. Business Liaison Group meets regularly to discuss key issues. Input to NI Executive Co-ordinating Group on Brexit.

6. Programme for Government Alignment

In liaison with the Department for the Economy, Invest NI has designed its business plan to align with the broad outcome based approach adapted within the draft Programme for Government (PfG). The twelve outcomes identified within the draft PfG are listed below, with the five most relevant to Invest NI highlighted.

1. We Prosper through a strong, competitive, regionally balanced economy.	2. We live and work sustainably - protecting the environment.	3. We have a more equal society.	4. We enjoy long, healthy, active lives.
5. We are an innovative, creative society, where people can fulfil their potential.	6. We have more people working in Better jobs.	7. We have a safe community where we respect the law and each other.	8. We care for others and we help those in need.
9. We are a shared, welcoming and confident society that respects diversity.	10. We have created a place where people want to live and work, to visit and invest.	11. We connect people and opportunities through our infrastructure.	12. We give our children and young people the best start in life.

The successful delivery of the PfG outcomes will be measured by monitoring progress against the delivery of identified linked indicators. Many of the identified indicators impact multiple outcomes. The primary outcomes and associated indicators that Invest NI have the potential to influence are listed below for information. In addition, in Section 5, a PfG reference is provided for each Operating Plan target. This helps illustrate the activity's alignment with desired PfG outcomes.

It should be noted that as the PfG and associated delivery plans develop it may be necessary to revisit the outcomes and indicators that Invest NI can influence.

<p>1. We Prosper through a strong, competitive, regionally balanced economy.</p>	<p>3. We have a more equal society.</p>	<p>5. We are an innovative, creative society, where people can fulfil their potential</p>	<p>6. We have more people working in Better jobs.</p>	<p>10. We have created a place where people want to live and work, to visit and invest.</p>
<p>Indicator 14: Increase the skills profile of the population</p> <p>Indicator 16: Increase the proportion of people in work.</p> <p>Indicator 20: Increase the size of the economy</p> <p>Indicator 21: Increase the competitiveness of the economy</p> <p>Indicator 34: Improve the regional balance of economic prosperity through increased employment.</p>	<p>Indicator 34: Improve the regional balance of economic prosperity through increased employment.</p>	<p>Indicator 14: Increase the skills profile of the population</p> <p>Indicator 16: Increase the proportion of people in work.</p> <p>Indicator 21: Increase the competitiveness of the economy</p> <p>Indicator 22: Increase innovation in our economy</p>	<p>Indicator 14: Increase the skills profile of the population</p> <p>Indicator 16: Increase the proportion of people in work.</p> <p>Indicator 18: Increase the proportion of people working in good jobs.</p> <p>Indicator 33: Reduce underemployment.</p>	<p>Indicator 14: Increase the skills profile of the population</p> <p>Indicator 16: Increase the proportion of people in work.</p> <p>Indicator 18: Increase the proportion of people working in good jobs.</p> <p>Indicator 30: Improve our attractiveness as a destination.</p> <p>Indicator 40: Improve our International reputation</p>