

INVEST NORTHERN IRELAND
EXECUTIVE LEADERSHIP TEAM
MINUTES 2022

Tuesday 11th January 2022
Friday 21st January 2022
Tuesday 1st February 2022
Monday 21st February 2022
Tuesday 1st March 2022
Tuesday 5th April 2022
Tuesday 3rd May 2022
Tuesday 31st May 2022
Tuesday 28th June 2022
Tuesday 5th July 2022
Tuesday 9th August 2022
Tuesday 30th August 2022
Tuesday 5th October 2022
Tuesday 8th November 2022
Tuesday 15th November 2022
Tuesday 6th December 2022
Tuesday 13th December 2022

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 11th January 2022
Via MS Teams call

Chair: Mel Chittock

Attendees: Denise Black; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson;
 Steve Harper; Vicky Kell; Alan McKeown

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies</u> None received.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 17 th December were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<u>Board Actions and Agenda</u> Ian Maxwell (IM) and Wendy Savage (WS) joined the call to discuss this item. IM took the group through the outstanding actions from the recent Board meeting and the next agenda.	
5.	<u>Any Other Business</u>	
5.1	Independent Review of Invest NI - DD provided a verbal update to the group.	
5.2	AICC – VK highlighted again a resourcing request in connection with AICC. VK to share request with the group.	VK
6.	<u>Date of Next Meeting</u> Friday 21 st January 2022	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 21st January 2022
Via MS Teams call

Chair: Mel Chittock

Attendees: Denise Black; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson;
 Steve Harper; Vicky Kell; Alan McKeown; Alan Harris; Gerard McNally

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies</u> None received.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 21 st December and 11 th January were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<u>Review of WIP and Programme Activity</u> BD took the group through the work completed to date on the review of work in progress and programme activity. The group discussed the analysis presented and agreed that a sub-set of the executive team would produce a set of options that would then be tabled and agreed before discussion with the Invest NI Board.	
5.	<u>Any Other Business</u> There was no further business tabled.	
6.	<u>Date of Next Meeting</u> 1 st February 2022	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 1st February 2022
Via MS Teams call

Chair: Mel Chittock

Attendees: Denise Black; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson;
 Steve Harper; Vicky Kell; Alan McKeown

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies</u> None received.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 21 st January were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<p><u>Risk Register</u> Colin Morelli (CM) and Alan Harris (AH) joined the call to present this item.</p> <p>CM reported that there are currently 19 risks on the Corporate Risk Register, six of which are in the 'Very High' category. These risks will be reported to DfE for discussion at the Departmental Audit and Risk Assurance Committee. CM referred to the summary of changes as laid out in the tabled paper.</p> <p>MC referred to COR032 and queried the decrease in mitigation score. CM commented that a lot of the potential impact is reduced, by its nature, if not running Covid schemes. AH stated that even with the decrease score, the risk remains in the very high category. The team will keep a watch and review during the next quarter.</p> <p>JF asked that if in light of the recent restructuring if risks need to be reviewed in terms of ownership. It was agreed that JF and CM would discuss. JF also referred to COR004 and indicated that a number of discussions have taken place with BEIS.</p> <p>BD referred to COR005 and asked if the group were comfortable that it adequately reflects the severity of where the organisation is in terms of budget allocation. COR005 has had its mitigated risk score increased. MC stated that he was comfortable with the scoring for this risk. AH stated that he may review the wording to include some further update.</p> <p>CM asked if the Executive Team were content to approve the risk register update to end of December 2021. ELT agreed.</p>	

5.	<u>Review of WIP and Programme Activity</u> The group continued their review of work in progress and programme activity.	
6.	<u>Any Other Business</u> There was no further business tabled.	
7.	<u>Date of Next Meeting</u> Monday 21 st February 2022	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 21st February 2022
Via MS Teams call

Chair: Mel Chittock

Attendees: Denise Black; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson;
 Steve Harper; Vicky Kell; Alan McKeown

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies</u> None received.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 1 st February were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<p><u>New temporary Guidance on Start at Your Own Risk (SAYOR)</u></p> <p>Stephen Wightman (SW) joined the call to discuss this item. SW stated that the purpose of this revised submission is to seek ELT approval for the introduction of new temporary guidance for staff on the use and approval of a Start at Your Own Risk (SAYOR) notification.</p> <p>SW referred to the proposed conditions that ensure a SAYOR will only be issued as laid out in the paper. SW stated that due to some of the changes required and the current WIP review he is proposing that this guidance takes effect from 1 April.</p> <p>SW highlighted the following key points:</p> <ul style="list-style-type: none"> • it is proposed that there is a two stage process adopted to the approval and issue of a SAYOR notification to reflect the points at which the SAYOR is normally issued; • an absolute maximum project completion rate of 30% of eligible costs under SAYOR is proposed and • the default position is that a SAYOR notification approval should cover the full period up to letter of offer issue date. <p>The group discussed the process for Skills Growth, Skills Advancement Grant and R&D projects. SW stated that under the approvals given for the Skills Growth Programme if we wanted to change the guidance that DfE & DoF approval would be required.</p>	

	<p>MC asked SW to check and confirm the process around issuing SAYORs under the Grant for R&D scheme.</p> <p>Action: SW</p> <p>ELT agreed to implement the guidance from 1 April as a trial for six months and to bring some analysis back on how the guidance is working in practice from a client executive perspective. BD commented that he would be keen to keep Director sign off in this process and agreed that this be reviewed at the six month point.</p> <p>ELT agreed to roll out the table guidance with a review in six months' time. SW to also work with Communications Team to prepare a piece for Newsweekly.</p> <p>Action: SW/PH</p>	
5.	<p><u>WiP/Casework</u></p> <p>BD provided feedback on recent meeting with DfE and confirmed that client executives have been tasked with providing information for the data capture exercise. MC asked colleagues to encourage client executives to update the information required.</p> <p>The group discussed the current pause on casework and agreed to review following the Board meeting.</p>	
6.	<p><u>Board</u></p> <p>The group reviewed the agenda for this week's Board meeting.</p>	
7.	<p><u>Any Other Business</u></p> <p>7.1 <u>Independent Review</u> The group discussed the Independent Review of the agency as commissioned by the Department for the Economy. MC commented that the Minister has now appointed the panel members to assist Sir Michael Lyons in the review.</p> <p>7.2 <u>Hybrid Working</u> DB referred to paper provided laying out the potential approach to new ways of working for the organisation. ELT discussed the planned expectations and the communications plan. It was agreed to discuss further at next meeting.</p> <p>7.3 <u>NI Showcase</u> PH referred to his email providing an update on the planned NI Showcase event.</p> <p>7.4 <u>Operating Plan</u> It was agreed to table a discussion on the Operating Plan. MC to consider extension to current Operating Plan.</p>	
8.	<p><u>Date of Next Meeting</u></p> <p>Tuesday 1st March 2022</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 1st March 2022
Via MS Teams call

Chair: Mel Chittock

Attendees: Denise Black; Brian Dolaghan; Donal Durkan; Peter Harbinson; Steve Harper;
 Alan McKeown

Apologies: Jeremy Fitch

Minute Taker: Arora Upritchard

		Action Assigned to
1.	Apologies None received.	
2.	Minutes of Previous Meeting The minutes of the meeting of 21 st February were approved and will be published online.	
3.	Outstanding Actions All outstanding actions were discussed.	
4.	Board actions and March agenda Ian Maxwell (IM) and Wendy Savage (WS) joined the call to discuss this item. The group discussed actions from the recent Board meeting and agreed a way forward on each. The group also reviewed the proposed agenda for the next meeting and Board Secretariat will amend accordingly and share with the Chair.	
5.	Peace Plus Programme 2021 – 2027 Paul Gunn (PG), Ian Maxwell (IM) and Alan Harris (AH) joined the call to discuss this item. AMcK referred to the tabled paper and informed the group that a number of conversations have taken place to understand Peace Plus funding and potential partnerships at cross border level. AMcK stated that Invest NI would have an interest in two key themes. PG provided further background on Peace Plus funding commenting that this was an area Invest NI has not delved in to previously. PG stated that the next objective is to identify projects internally. These projects would have to be cross border and have a cross border partner. PG confirmed that engagement has commenced with InterTradeIreland and Enterprise Ireland. AMcK stated that the organisation will coordinate with the Department and PG confirmed that discussions are already underway and the Department is supportive of Invest NI moving in to this area.	

	<p>MC asked if Peace Plus will work in the same way as ERDF. PG stated no but will have similar regulations; SEUPB will be the managing authority. MC asked how funding is accessed and what the parameters for use are. PG stated that he has not seen the Programme detail as yet.</p> <p>BD asked if there was a different way to look at this whereby Invest NI is not directly applying for the funding. Could Invest NI help others to apply and then remove an element of what it is doing and allow this to fill it? AMcK stated that there is an opportunity to look at that. MC agreed there is an opportunity for Invest NI here.</p> <p>IM asked ELT for approval to request input from Operating Divisions to consider strategic projects that align with the Peace Plus Programme and to collaborate with stakeholders and cross border bodies to identify, assess and develop potential projects for application. ELT agreed.</p> <p>It was agreed that ELT will be updated in terms of the collaboration taking place and projects identified, and to agree how these bids will be taken forward and, if successful, how the projects will be administered.</p>	
6.	<p><u>City Deals Update and Direction of Travel</u></p> <p>DD informed the group that going forward Invest NI would take on the sponsorship role for the Innovation related projects across the four City & Growth Deals. DfE will continue to act as the accountable department/budget holder and issue Letters of Offer. As well as continuing its development role Invest NI will take on responsibility for project appraisal, casework development and approval and monitoring of the performance of respective projects.</p> <p>DfE will continue to hold the sponsorship role for the Digital Pillar, with Invest NI continuing to act in its advisory role. Invest NI will also take responsibility for managing, including budget responsibility, for the innovation related projects within the Complementary Fund.</p> <p>Given the increasing responsibility DD laid out the staffing requirement that will be required to manage this process, and stated that he would be engaging with Alan and Denise as part of the Evolve Programme.</p> <p>MC reflected that there are lots of detailed questions on how this is going to work, but acknowledged that this is a significant step forward and is recognition of the expertise and skill within Invest NI.</p> <p>DD agreed to share background papers and confirmed that once the details have been finalised a paper would be shared with Board, as a follow-up to discussions at the February Board meeting.</p>	DD

7	<p><u>Update on prioritisation and budget</u></p> <p>MC provided an update to the group on its budget allocation from DfE. BD felt that there will be an expectation that the organisation can now issue letters of offer and do business and it is incumbent that we are clear on how and what we can do.</p> <p>BD asked how the organisation is going to practically apply the ranking process. BD had proposed to allow caseworks to proceed and at the ranking cut off dates those projects that had been deemed supportable would be ranked. In parallel, we will need to communicate with our customer base that we will move to competitive ranking. This will need to be done within the next few weeks to inform customers on what will happen and provide a timeline.</p> <p>Discussion ensued regarding the practicalities and options open to the organisation in relation to the practical aspects of prioritisation and its implementation including the establishment of core operating principles.</p> <p>It was agreed that BD would write an options paper setting out the options so that core principles could be agreed and communicated.</p>	BD
8.	<p><u>Any Other Business</u></p> <p>8.1 Official Statistics – DD referred to his recent email on official statistics. DD reminded colleagues that the organisation is required to publically announce KPI release date six weeks in advance. Therefore a decision will be required by end of March/early April on when the organisation plans to do this.</p> <p>The ability to publish is ultimately contingent on the response rate and to that end another KPI reminder email is scheduled for next week. DD also asked colleagues to garner support from the Client Executives, whose contact with the customer would greatly help to boost response.</p> <p>8.2 Attendance at NI Showcase – PH provided an update on the upcoming showcase event.</p> <p>8.3 Annual Leave – DB highlighted that there are still a significant group of staff who are over the annual leave limits. DB to share information with ELT colleagues and to discuss with Finance in terms of understanding what impact this will have on closing accruals.</p> <p>8.4 Incident Management Team – AMcK stated that the Incident Management team has met to discuss any impact of the conflict in Ukraine. MC suggested engaging with the Food Team to see if any client companies are significantly impacted.</p>	DB
9.	<p><u>Date of Next Meeting</u> 5th April 2022</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 5th April 2022
Via MS Teams call

Chair: Mel Chittock

Attendees: Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson; Alan McKeown;
 Anne Beggs

Apologies: Denise Black; Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	Apologies Apologies received from Denise Black and Steve Harper. Anne Beggs deputised for Steve Harper.	
2.	Minutes of Previous Meeting The minutes of the meeting of 1 st March were approved and will be published online.	
3.	Outstanding Actions All outstanding actions were discussed.	
4.	People Siobhan Haughey (SHy) and Paddy Robb (PR) joined the call to discuss the next items.	DB
4.1	Premises – SHy stated that the attached paper has been updated following some asks from colleagues. SHy is now seeking ELT approval to progress. SHy confirmed that floors 2, 3 & 4 will be opened at this stage and that the Contracts Team will monitor uptake and can open an additional floors as soon as required. SHy stated she plans to return to present a proposal for the remainder of the building by early May. The group discussed the paper and SHy confirmed this was a short term proposal. ELT were content to approve.	
4.2	Evolve – PR stated that the purpose of the culture audit was to examine options for assessing Invest NI’s culture and levels of employee engagement and to make a recommendation on the preferred way forward. PR stated that the preferred option is to move from transactional to transformational engagement. PR laid out two options – to continue with the current approach to staff engagement or to adopt a more employee centred approach. PR stated that the working group are recommending option 2 and presented the detail of how this would work in practice.	

	<p>JF stated that he was content with the direction of travel but wanted to be sure that, if moving to forum based format, that we do not miss feedback from the quieter members of staff. JF also asked if the current trend analysis we have will be maintained as the organisation will need to be able to benchmark. PR stated that this was possible.</p> <p>BD stated that he wanted to be clear if the new forum format will replace the monthly information cascade sessions or will they sit alongside. PR stated that he would see the forum format replacing the information sessions. BD felt it was important to maintain the regular flow of information.</p> <p>PH also stated his support for option 2 but wants to be certain the organisation will get as many staff involved as possible particularly more junior members of staff. PH asked if this format will also be replicated for International staff and PR confirmed.</p> <p>MC concluded that the executive team agreed with option 2 as presented. MC stated that PR has received some feedback from the team on the mechanics and processes and to move forward on that basis.</p>	
5.	<p><u>Board actions and March agenda</u> Ian Maxwell (IM) and Wendy Savage (WS) joined the call to discuss this item.</p> <p>The group discussed actions from the recent Board meeting and agreed a way forward on each. The group also reviewed the proposed agenda for the next meeting and Board Secretariat will amend accordingly and share with the Chair.</p>	
6.	<p><u>Prioritisation</u></p> <p>The group discussed the recent presentation to the Invest NI Board on the prioritisation process.</p> <p>BD stated that he was keen to move to decision making as soon as possible. BD stated that caseworks are still paused and would be in favour of allowing them to proceed as this will prevent a backup and will allow more comparisons to be made.</p> <p>The group agreed that the CEO would hold a staff briefing next week to keep staff informed of the process.</p>	
7.	<p><u>Evolve – Competitions</u> AMcK referred to his tabled a paper. AMcK asked that colleagues review the paper and provide input. AMcK indicated that the team are looking at piloting an R&D and SFA competition. Following feedback from ELT, AMcK will update and bring back a more complete paper for further debate. ELT colleagues to provide feedback.</p>	ELT

8.	<u>Any Other Business</u>	
8.1	<p>Migration Advisory Committee (MAC) – DD referred to his email informing the group that the MAC are setting up a team in Belfast. MAC is an independent body with a UK-wide remit to advise the UK Government on migration and its impact upon the economies and labour markets of all four nations. DD stated that he will be meeting the MAC team on Friday and reminded colleagues to forward any comments in advance.</p> <p>DD stated that going forward a decision is required on where the interface sits within Invest NI. ELT agreed that this should sit within the Skills Team.</p>	
8.2	<p>Ukrainian Refugee Support – DD informed the group that The Executive Office has set up a team to manage the arrival of Ukrainian refugees. DD commented that the Executive are looking to set up a sub group and this is something Invest NI could get involved in particularly in the matching of skills to employment and local companies identified who wish to sponsor. DD will update the group following further discussions.</p>	DD
8.3	<p>Diversity & Inclusion – DD informed the group that he has reached out to two local companies to invite them to attend a meeting to hear what they are doing in the area of diversity and inclusion.</p>	
8.4	<p>KPI Response Rate – DD referred to his recent email. DD asked colleagues for their help and support in encouraging higher levels of completion, as there are varying levels to date. This is the first year Invest NI will be releasing ‘official statistics’ and are required to notify the UK Statistics Authority of the date of publication.</p>	ELT
8.5	<p>Legal – BD provided an update on the backfill of the Legal post. BD commented that the team are looking at a secondment, which will have some challenges, and he will update the group as soon as possible on the outcome.</p>	
8.6	<p>Communications – PH updated the group on changes within the Press Team. PH asked that any communications issues be flagged as soon as possible to the Press Team.</p>	
8.7	<p>Land – BD provided an update on a land issue and will update the group following a forthcoming meeting.</p>	
9.	<p><u>Date of Next Meeting</u> 3rd May 2022</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 3rd May 2022
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson; Steve Harper;
 Alan McKeown;

Apologies: Denise Black

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies</u> Apologies received from Denise Black.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 5 th April were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<u>Board actions and March agenda</u> Ian Maxwell (IM) and Wendy Savage (WS) joined the meeting to discuss this item. The group discussed actions from the recent Board meeting and agreed a way forward on each. The group also reviewed the proposed agenda for the next meeting and Board Secretariat will amend accordingly.	
5.	<u>Prioritisation – next steps</u> MC referred to the recent presentation to Board on the prioritisation principles and approval received from the Invest NI Board to proceed. MC stated that there are two key elements to focus on going forward namely impact in terms of regional delivery and engagement with the Department for the Economy. BD felt that a further debate was required around the regional aspect particularly in how the calculations are worked and the unintended consequences. It was agreed to hold the first formal prioritisation ranking session on 6 th May and a second session on 28 th June. AMcK commented that there was a need to acknowledge the amount of work completed to get the organisation to this point. SH informed the group that he proposes to run a similar exercise for the	

	<p>International projects.</p> <p>BD asked that the group discuss budget spend allocations and it was agreed that colleagues would come prepared to the Finance meeting with their “asks”.</p>	
6.	<p><u>Staff briefing</u></p> <p>PH stated that the proposed staff sessions focussing on prioritisation outcome will go ahead on Monday after which letters will be issued to customers. PH will share the draft communications and any comments to be returned asap.</p> <p>Action: PH to provide copies of draft communications</p>	PH
7.	<p><u>Any Other Business</u></p> <p>7.1 ELT Away Day – MC confirmed date of 10th June for away day session. MC commented on what he felt the focus of the day would be.</p> <p>Action: MC, DB and DD to meet to draw up agenda.</p> <p>7.2 Update on the Invest NI Review – MC provided feedback on his recent session with the Invest NI Review team.</p> <p>7.3 Strategic Objectives and Next Steps – MC stated that he will issue a request to further refine the strategic objectives before final presentation and sign off at May’s Board meeting.</p> <p>7.4 Dress Code – The group discussed the proposed update on dress code. JF felt it needed to be more descriptive.</p> <p>Action: ELT agreed to issue and monitor.</p>	MC/DB/DD
8.	<p><u>Date of Next Meeting</u></p> <p>31st May 2022</p>	ELT

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 31st May 2022
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Denise Black; Brian Dolaghan; Jeremy Fitch; Peter Harbinson; Steve Harper;
 Alan McKeown;

Apologies: Donal Durkan

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies</u> Apologies received from Donal Durkan	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 3 rd May were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<u>Board actions and June agenda</u> Ian Maxwell (IM) and Wendy Savage (WS) joined the meeting to discuss this item. The group discussed actions from the recent Board meeting and agreed a way forward on each. The group also reviewed the proposed agenda for the next meeting and Board Secretariat will amend accordingly.	
5.	<u>Premises Update</u> AMcK reported that he had met with the internal team to discuss proposals for the reconfiguration of the floors in HQ. AMcK stated that he will be the ELT sponsor for this project. The Contracts Management Team are working on proposals and have been given a budget allocation with which to work within. AMcK provided some initial thoughts on how the floors could be utilised. The team will continue to work on proposals and present to the executive team in due course. Action: CMT to present proposals in due course The group discussed move to two days office based working which will commence from 1 June. MC asked that line managers encourage staff. BD asked if it would be possible to open another floor now to allow more staff to return. Due to the numbers of some of the groups it will be difficult for every staff member to be assigned a desk within the three open floors. JF supported BD's request. Following discussion ELT agreed to the fifth floor being opened. A decision will be made on which Group/Teams will be moved to this floor. AMcK stated that he has asked for reports on staff attendance in HQ for May.	AMcK

	Action: AMcK to share reports once available	AMcK
6.	<p><u>People & Culture</u></p> <p><u>HR Team</u> DB briefed the group on staffing requirements within the HR team. DB detailed the areas she wants the HR team to be focussed on and in order to do this HR will require some vacant posts to be recruited.</p> <p>MC agreed there was a need to deal with the immediate pressures within the HR team. DB stated that she would like to focus on organisation design and talent management in the immediate and focus on some of the other areas at a later stage. MC commented that the organisation needs to think about how to bring in new expertise as he was concerned that there may not be enough talent/depth within the current team for specific areas of expertise. PH asked if there was talent elsewhere in the organisation who may have the requisite expertise. DB confirmed any new roles in OD/Talent area would be open to internal and external applicants.</p> <p>ELT agreed that DB should move ahead with her proposals.</p> <p><u>Employee Forums</u> DB referred to the tabled papers and asked the executive team if they were content with the proposal as detailed.</p> <p>SH agreed with the proposal but felt the language was very formal. DB agreed to review.</p> <p>BD felt that there was a need to set out the direction of travel as he felt this has not been done yet. This clarity would be helpful to ensure these sessions are positive engagements with staff.</p> <p>JF stated that he felt the pulse survey should be opened to all staff. DB confirmed that would be the case and will use pulse surveys for now for specific topics e.g. Communications and ESG which will issue shortly. Once feedback has been received regarding the approach the HR team will look at the focus of pulse surveys going forward.</p> <p>ELT agreed with the concept and timings as detailed in the paper.</p>	
7.	<p><u>Any Other Business</u></p> <p>7.1 DfE Partnership Event – MC reported that he had attended a briefing session held by DfE and involving a large number of its ALBs. Action: MC to circulate slides</p>	

<p>7.2</p> <p>7.3</p> <p>7.4</p> <p>7.5</p> <p>7.6</p> <p>7.7</p>	<p>Invest NI Performance Review – AMcK referred to the invites members of the executive team have received to meet with Technopolis Limited to discuss Invest NI’s performance. It was agreed that each invitee should meet with them individually.</p> <p>Staff Conference – SH stated that he is planning to bring the International Team to NI w/c 17th October.</p> <p>Capital – BD confirmed that the organisation has now received its capital budget allocation however he reiterated that the organisation cannot commit beyond this financial year. BD stated that there are a number of cases and it is proposed to run a prioritisation exercise for capital projects. BD raised the issue of tourism projects. Action: BD to speak with David Malcolm in DfE and MC will raise with the Permanent Secretary</p> <p>Amendments – BD asked the group for clarity on whether amendment cases could be released or not. BD stated that there were approximately 12 amendment cases accounting for approximately £208k. MC stated that he does not wish to create a precedent in releasing these. BD confirmed that this cases were material amendments/time extensions. MC confirmed that he was content to release these cases on a one off basis and trust that they are in line with the original case and are simply a time extension. Action: BD to take forward</p> <p>Under 50k projects – AMcK stated that the rules are now in place for projects under £50k. AMcK stated that the team are working on how to progress claims more efficiently.</p> <p>Evolve – BD asked if an update session could be arranged to bring the executive team up to speed on the Evolve programme. Action: AU to set up session</p>	<p>BD & MC</p> <p>BD</p> <p>AU</p>
<p>8.</p>	<p><u>Date of Next Meeting</u> 28th June 2022</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 28th June 2022
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Denise Black; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson;
 Steve Harper; Alan McKeown

Apologies: None

Minute Taker: Arora Upritchard

		Action Assigned to
1.	Apologies No apologies received.	
2.	Minutes of Previous Meeting The minutes of the meeting of 31 st May were approved and will be published online.	
3.	Outstanding Actions All outstanding actions were discussed.	
4.	<p>Employee Voice Forums Paddy Robb (PR) and Catherine McGuigan (CMcG) presented on the Employee Voice Forums.</p> <p>CMcG outlined that the change to employee forums is to move engagement with staff from a very transactional survey approach to a very real experience. CMcG has seen this in action with other organisations and has worked with INI clients to bring this to smaller businesses.</p> <p>CMcG commented that from the three pilot sessions (2 F2F and 1 online) she has seen a real energy coming from the forums and that there are some good and talented staff within the organisation. The call to join the facilitator group was opened to all staff across the organisation with coaching skills and we have a good group of volunteers from across the grades and experience.</p> <p>CMcG provided an overview of what has happened to date, some initial feedback and the outlined ELT's role. Initial feedback from facilitators is that at the end of this process there will be a lot of information and the proposal would be to present this to ELT in early September.</p> <p>PR explained the design of the sessions and including ELT's participation. The sessions will be agile and the team will continue to amend following feedback. The specific ask of ELT is for their commitment to review the feedback and to take action.</p> <p>PR reflected that the organisation has been carrying out employee engagement</p>	

	<p>surveys since 2010 and during the sessions there will be a benchmarking poll with key questions asked that will continue to provide us with an employee engagement index score so that the organisation can continue to benchmark and also to ensure we can measure our performance on where we are in 12-18 months' time.</p> <p>JF asked if a staff member does not attend a session will they still have the opportunity to feed in to the net promoter score. PR stated that a staff member will need to attend either a face to face or an online session to contribute there will be no other opportunity. DB stated that they will detail this in the communication to staff.</p> <p>SH asked that the timings of the sessions be reviewed to ensure international staff can also participate.</p> <p>In closing, PR confirmed that the team will review the time slots and asked that any ELT member who has not yet nominated themselves for a session confirm their attendance.</p>	
5.	<p><u>Credit Committee</u></p> <p>BD referred to the tabled terms of reference for the Credit Committee and wanted to bring three aspects to the attention of ELT.</p> <p>BD confirmed that the Credit Committee has now been formed and referred to point 2.3.3 of the terms of reference. BD outlined the main rationale behind the membership of the Committee was to avoid any conflicts of interest within the business. The membership of the Committee has been about bringing the right individuals with specific skill sets.</p> <p>BD also referred to point 2.4.3 asking that the Committee membership be reviewed annually by ELT to ensure it continues to fulfil the independence criteria and point 4.1 which sets out what ELT is authorising the Committee to do.</p> <p>In closing, BD asked under the current terms of reference if ELT were content with the range of activities that the Credit Committee will undertake. ELT agreed.</p> <p>DD raised a general point in terms of conflicts of interest and that this issue is starting to show in other areas e.g. casework. With the increase in casework it is becoming a compound issue in that we are relying on a smaller number of individuals covering a wider base because they are conflicted.</p> <p>MC asked that this be raised with the Governance Council specifically regarding the current levels of delegation and who can sit on a casework in excess of SECC levels (£500k+).</p> <p><i>Action: AMcK/PCC division to ensure this discussion is brought to GOCC.</i></p>	

6.

Competitions

Susan O’Kane (SOK) and Ethna McNamee (EM) attended the meeting to discuss this item.

AMcK referred to the tabled paper and seeks ELT approval to piloting a new way of accessing entry to Invest NI, aligning an initial growth project through a competitive route. AMcK thanked ELT for their initial feedback and also thanked SOK and EM for their energy and leadership with this project.

SOK provided a high level overview. SOK reflected that one of the big problems facing Invest NI when seeking to align to 10x, at the new to Invest NI level, is the broad criteria to become a client company. This proposal gives us an opportunity to target 10x and high growth categories and to modernise and digitise a key Invest NI on boarding process. It will also allow Invest NI to promote its support to SMEs and work with partners to businesses who previously did not consider Invest NI support.

MC asked about KYC (Know Your Customer), SOK stated that this approach would offer enhanced KYC checks. The application form will have the standard KYC form attached but the team are looking at making it better and stronger and are currently taking legal advice. Work was ongoing to finalise that process including external benchmarking and work with Internal Audit.

DD asked is the intention to consider all applications against one another or will we set a benchmark. SOK laid out the scoring mechanisms. SOK stated that the competition will be opened for one month and every application will be scored, as with the over £50,000 cohort this approach will, ultimately enable a similar ranking process to be operated.

MC commented that he is mindful that this is a pilot and is keen to understand, as we roll out, what the unintended consequences are and would want to see what behaviours are being exhibited. It was noted that as part of the standard roll our procedure, a log of issues would be kept as they arose.

SH asked that strategic outputs be measured within the CRM system. SOK confirmed these will be the wealth creation metrics which are attached to all standard offers.

The group discussed the definition of an Invest NI customer and if this will ultimately be the only channel in to Invest NI, it was agreed for the pilot this would be the route for new to Invest NI customers with the exception of areas such as stand alone R&D etc.

BD referred to point 4.1.22 as asked if we are covered on the appraisal aspect. SOK confirmed there will be a checklist on each intervention area and will score on that however the bulk of the work will be in the application form completed by the client. BD wants to ensure we are not diluting the challenge, SOK confirmed the challenge would be inline of not greater than via the standard application form which required considerable CE input prior to casework.

BD asked what the trigger will be for the release of grant. SOK stated that we are not changing the grant release mechanism. One tranche trigger will be on the health check being completed and another tranche on a client executive meeting and roadmap being developed.

8.5	Covid Scheme Write Offs – AMcK stated he will be bringing a paper to ELT.	MC/DB
8.6	North Foreshore – The group discussed ongoing engagement.	
8.7	Missions – DD stated he has circulated a document and asked colleagues for any feedback as soon as possible.	
8.8	Client Interaction – JF commented on recent interaction with clients. JF stated it is very difficult for client executives, at the moment, with an inability to say what we can or cannot do with how we are looking at prioritisation. MC agreed that we need to refine our communication.	
8.9	International Prioritisation Session – SH informed the group he ran a prioritisation event last week and two projects were approved. Next event will occur on 4 th July.	
8.10	Target Operating Model (TOM) – MC thanked ELT colleagues for forwarding their personal thinking on future TOM plans and confirmed these would revisit the discussion in coming weeks post July holidays.	
9.	<u>Date of Next Meeting</u> 5 th July 2022	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 5th July 2022
CEO office, INI HQ

Chair: Donal Durkan

Attendees: Brian Dolaghan; Jeremy Fitch; Peter Harbinson; Alan McKeown

Apologies: Denise Black; Mel Chittock; Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Apologies</u> Apologies received from Mel Chittock, Denise Black and Steve Harper.</p>	
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 28th June will be reviewed at the next meeting.</p>	
3.	<p><u>10X Workstream Update</u> Paul Grocott (PG) and Shane Murphy (SM) from the Department for the Economy attended the meeting to discuss this item.</p> <p>PG stated that he wanted to provide an update on where the Department is currently on the different policy streams. PG stated that the headline messages from 10X were about changing NI's place in the world and thinking about how we do what we do differently. It is the intention to fit 10X into the wider Executive Strategy and PG felt good progress is being made at the moment and discussed how 10X aligned with the discussions HOCS is having with Party Leaders on the 3 Key Missions. DfE is very aware of the strengths and capabilities in Invest NI and is keen to respect the roles and responsibilities that are in place. DfE will provide the policy direction to Invest NI and its expectation is that Invest NI, as the delivery experts, will know the best way to deliver.</p> <p>PG identified the four policy streams namely Innovation, Inclusion, Sustainability and Technologies & Clusters. These are supported by two operational streams - Funding & Delivery and Metrics & Outcomes. It was agreed that across all the streams there are some common messages in terms of what that means for Invest NI.</p> <p>PG indicated that Policy Teams within the Department are working on how interventions can impact collectively on the Economy, Society and Environment at the same time and to deliver public policy outcomes in a different way. It was acknowledged that we need to consider and work with a more diverse range of funding streams to support a more competitive Northern Ireland. PG and SM discussed the 'triple bottom line' and how interventions should complement and support Policy, as well as Business Objectives.</p>	

	<p>On Inclusion SM stated that consideration will need to be given to Gender, Disability, Place, as well as Deprivation. PG also referenced recent discussions on the importance of Place and highlighted the key role ongoing work on City & Growth Deals will have.</p> <p>PG and SM provided an update on each of the workstreams. The group discussed a number of issues including high paying jobs versus employment, areas of deprivation and skills/university funding.</p> <p>PG commented that there is a lot of policy work to be completed, but there are real clear public policy outcomes that have been established and there are very clear areas where DfE wants to be active. PG asked if the principles laid out resonated and can Invest NI now look at what it does and start to assess if it meets the public policy outcomes.</p> <p>In closing this discussion, DD asked what the next steps will be. PG stated that there are two areas to focus on - getting the policy teams together to work on this and to get the analysts to work on the KPIs. DD highlighted a staff member has been assigned as lead in co-ordination between DfE and Invest NI. Action: DD to follow up with assigned lead.</p> <p>SM asked if the leadership team was content to take on the communication of this update to the rest of the organisation or if DfE colleagues should be involved. It was felt that a wider communication would be most appropriate involving both Invest NI leadership and the Department. Action: ELT to agree what level of audience will be involved in this session and to arrange (possibly September).</p> <p>JF commented that he had recently presented the KPIs to the Invest NI Board and felt it would be useful to do that presentation to DfE. PG was content for that to be arranged.</p> <p>BD proposed that DfE and Invest NI meet on a quarterly basis and PG agreed.</p>	<p style="text-align: center;">DD</p> <p style="text-align: center;">ELT</p>
4.	<p><u>Strategic Priorities</u></p> <p>DD referred to the tabled paper. DD stated that he had drawn up a proposed list of strategic priorities, following discussion at the recent ELT Away Day. This followed on from a request by the CEO for ELT to collectively agree on a number key priorities for the current year. DD asked ELT to consider the draft list and to update/amend accordingly. Action: ELT colleagues to review and amend strategic priorities.</p> <p>DD also referred to the Strategic Objectives and stated that the Strategy Team will issue a request for these to be revisited, in light of comments provided at Board, to ensure each objective is SMART. DD also asked ELT colleagues to consider if annual targets should be increased to reflect recent changes in budget allocation. Action: ELT colleagues to review and amend strategic objectives</p>	<p style="text-align: center;">ELT</p> <p style="text-align: center;">ELT</p>

5.	<p><u>Forward Budget Look</u> Alan Harris (AH) attended the meeting to present a budget update.</p> <p>BD opened this item stating AH will present the outworkings on some of the changes that have happened in the recent monitoring round and the evolving position around ERDF replacement funding and ESA 10. AH explained the current budget position.</p> <p>AH reported that the ESA 10 adjustment will alter the budgetary landscape in that our planning has assumed a significant pinch point in 23/24 as ERDF is removed.</p> <p>BD pointed out the need to start to think about this evolving budgetary landscape and its implications across the organisation including the fact that City & Growth Deal monies also have a capital classification.</p> <p>BD asked that colleagues explore, with their respective teams, if this development enables thinking to be advanced regarding new initiatives/programmes to support our 10X ambitions. BD indicated that these conversations need to happen quickly.</p> <p>Action: ELT colleagues to discuss with teams and report back to BD/AH.</p>	ELT
6. 6.1	<p><u>Any Other Business</u></p> <p>Accelerators – It was agreed that there was a need to understand the accelerator landscape. JF commented that there is a mapping exercise underway, along with an update on the Entrepreneurship Action Plan. It was agreed to present to ELT once completed.</p> <p>Action: JF to schedule when ready to discuss.</p>	JF
7.	<p><u>Date of Next Meeting</u> 9th August 2022</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 9th August 2022
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson; Alan McKeown;
 Anne Beggs

Apologies: Denise Black; Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Apologies</u> Apologies received from Denise Black and Steve Harper. Anne Beggs will deputise for International. There were no conflicts of interest.</p>	
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 28th June and 5th July were approved and will be published online.</p>	
3.	<p><u>Outstanding Actions</u> All outstanding actions were discussed.</p>	
4.	<p><u>Prioritisation</u> Clare Mullan (CM) and Aaron Wilkinson (AW) joined the meeting to discuss.</p> <p>BD put forward a draft presentation for the upcoming Board meeting to brief on the current prioritisation process. The group discussed the prioritisation process and the message they are trying to deliver from this presentation.</p> <p>CM will amend the presentation to include strategic context, process, statistics and anecdotal evidence, key messages summary slide.</p> <p><i>Action: CM to amend presentation and recirculate</i></p>	BD/CM
5.	<p><u>Board actions and agendas</u> Ian Maxwell (IM) joined the meeting to discuss.</p> <p>IM took the group through the outstanding actions from the recent Board meeting. Intervention Data – it was agreed to bring the key messages for ELT discussion before presentation to Board in October.</p> <p>IM outlined the draft agenda for August’s Board meeting. The group discussed the strategic objectives and it was agreed that status reports will be presented and final versions of the strategic objectives issued following the Board meeting.</p> <p>The group discussed the various different reporting documents and it was agreed</p>	

	<p>that an outline document explaining the different reporting documents and their purpose should be produced in an effort to help acclimate the new Board members.</p> <p>Action: DD to produce outline</p>	DD
6.	<p><u>Staff Engagements with Independent Review Panel</u> Gerard McNally (GMcN) joined the meeting to discuss.</p> <p>GMcN stated that the Independent Review Panel have requested to meet with Invest NI staff. GMcN laid out the proposed schedule and suggested attendees. JF suggested that sector directors be included in the next session and GMcN will feed this back to the review panel.</p> <p>AB asked if the review panel are proposing to include Investment Managers (from an FDI perspective). GMcN and AB will discussed the appropriate groupings for the International Division.</p> <p>Action: AB & GMcN</p> <p>GMcN will follow up with the review panel and provide further information once it becomes available.</p>	AB/GMcN
7.	<p><u>Roundtable Update</u></p> <p>AB stated that looking at current work in progress she will be coming forward with a request for additional budget.</p> <p>PH updated the group on a recent recruitment exercise and flagged the challenges this will bring within the Communications Team.</p>	
8.	<p><u>Any Other Business</u></p>	
8.1	<p>Staff Conference – MC reported that he has taken the decision to postpone the staff conference until Spring 2023.</p>	
9.	<p><u>Date of Next Meeting</u> 30 August 2022</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 30th August 2022
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Denise Black; Brian Dolaghan; Donal Durkan; Steve Harper; Alan McKeown;
 Grainne McVeigh

Apologies: Jeremy Fitch; Peter Harbinson

Minute Taker: Arora Upritchard

		Action Assigned to
1.	Apologies Apologies received from Jeremy Fitch and Peter Harbinson. Grainne McVeigh attended on behalf of Jeremy Fitch.	
2.	Minutes of Previous Meeting The minutes of the meeting of 9 th August were approved and will be published online.	
3.	Outstanding Actions All outstanding actions were discussed.	
4.	<p>Board actions and agendas</p> <p>Proposed dates for Board meetings in 2023 were tabled and ELT confirmed they were content. 2023 will see the return to holding a number of board meetings in the regions. These will now be shared with the Chair before issuing to Board members.</p> <p>The group discussed the outstanding actions and these will be updated accordingly and re-issued.</p> <p>BD agreed to meet with a new Board member who would like to understand how RAM scoring works. MC asked if now was the appropriate time to drop the RAM score from the CEO report. It was agreed that the reporting of the score was no longer required and a short paragraph explanation will be included. Action: MC to speak with PCC.</p> <p>It was agreed to review the September CEO Board report to ensure that any projects being listed had been through the prioritisation exercise.</p> <p>The group discussed the proposed Board agenda for September and the forward planner.</p>	MC

5.	<p><u>Cost of Living - Energy Issues</u></p> <p>MC provided feedback on recent departmental meetings. MC would like to start information gathering so that the organisation can be prepared to put forward solutions where possible.</p> <p>It was agreed that a working group would be pulled together, led by GMcV, with JF as Executive Director lead. It was agreed that the immediate plan of action is to agree a data set that can be used to gather information from clients, detail the short term interventions the organisation could utilise and gather information on medium/long term issues.</p> <p>Action: GMcV/JF to produced outline action plan by end of the week and gather the working group by next week.</p> <p>SH suggested he would ask International Team to gather intelligence on what overseas countries are doing to mitigate.</p> <p>Action: SH</p>	<p>JF/GMcV</p> <p>SH</p>
6.	<p><u>Any Other Business</u></p> <p>6.1 SAYOR case – BD outlined an issue with a live SAYOR. MC asked BD for his view on how to address the issue. BD stated that he would approve the case as there were extenuating circumstances, in this instance, but wants to ensure consistency. ELT were in agreement.</p> <p>6.2 Prioritisation case – BD highlighted a particular project.</p> <p>6.3 Strategic Spend Proposals – BD highlighted the need to revisit this discussion as any future proposals will take time to work up.</p>	
7.	<p><u>Date of Next Meeting</u> 5th October 2022</p>	

	<p>Action: MC asked colleagues to feedback to BD by 7th October.</p> <p>Action: BD to produce a final list and include some commentary against each line item as to impact, responsibility, existing or new scheme to frame the conversation.</p> <p>Energy – JF provided detail on how this action will be taken forward. MC asked JF to pick up on the additional points for action raised by the Board.</p> <p>Action: JF to address the range of additional points raised by the Board and share with ELT.</p> <p>The group also reviewed the proposed agenda for the next meeting and Board Secretariat will amend accordingly.</p>	<p>ELT</p> <p>BD</p> <p>JF</p>
5.	<p><u>SAYOR review</u></p> <p>Ian Maxwell (IM) and Mark Carruthers (MkC) joined the meeting to discuss this item.</p> <p>MkC presented an update on the impact of the interim guidance, on number and value of SAYORs, by year to date and also showed the split across divisions and case type.</p> <p>The group discussed the purpose of SAYORs, particularly within the International and Skills Divisions. SH and JF outlined the reasons a SAYOR would be used for particular projects within those areas. SH felt that the current guidance was adding further bureaucracy to the process and provided an example of a current international project and outlined his views as to why the time period should be extended beyond 6 months.</p> <p>MkC outlined the recommendations from the review and the group discussed. DD stated he was uncomfortable about whether additionality and mobility is currently being tested and determined at the point of issue of the SAYOR.</p> <p>Following debate on the recommendations the group agreed to:</p> <ul style="list-style-type: none"> • Extend the time period to 12 months; if beyond that a request for extension comes to an ELT member or if beyond 18 months requires Accounting Officer approval. • Delegate approval to Operating Directors below £500k assistance. • Additionality for the case has to be articulated, evidenced and recorded at the time the SAYOR is given. Guidance to be issued on what evidence is expected to be provided. <p>MC asked that a further review be carried out in April 2023 and felt it would be useful to see what the impact is on the ground.</p> <p>Action: Changes to be implemented immediately and guidance updated.</p> <p>JF shared feedback from his Group from an R&D project perspective. The R&D team would like to present a leaner version of the SAYOR particularly for R&D projects. MC welcomed this feedback and agreed that a paper be tabled at a future meeting.</p> <p>Action: JF to table paper in due course.</p>	<p>MkC</p> <p>AMcK</p> <p>JF</p>
6.	<p><u>Regional Entrepreneurship Acceleration Programme (REAP)</u></p> <p>George McKinney (GMcK) & Gren Armstrong (GA) joined the meeting to discuss</p>	

	<p>this item.</p> <p>GMcK gave an opening introduction. The primary objective of REAP is to have more and better Innovation Driven Entrepreneurship (IDE). REAP is primarily being driven by DfE who are setting Invest NI's direction of travel. REAP is proposing to create a 'backbone organisation' as part of the NI team methodology which has implications for Invest NI.</p> <p>JF asked GMcK to set the context of REAP/IDEs within the wider entrepreneurship strategy. In GMcK's view, IDEs are a fundamental part of our entrepreneurship proposition but are a subset of that proposition. GMcK laid out how entrepreneurship would sit within the organisation and reflected that a broad piece of work will need to be undertaken. GMcK also reflected on the roles around entrepreneurship i.e. REAP, DfE and INI and where this should fit, from his perspective, within Invest NI's structure.</p> <p>Alan McKeown joined the meeting at this point.</p> <p>GMcK referred to the four potential models. JF saw the internal model to be similar to what Invest NI had for High Potential Start-Ups (HPSUs). GMcK would see the plan as bringing entrepreneurship together in one coherent place with a set of solutions that are appropriate and clearly defined.</p> <p>GMcK reiterated that the tabled paper is not a proposal from the team but that DfE have brought the REAP proposals to Invest NI and asked the organisation to deliver it. Today's discussion was to ascertain the appetite for REAPs proposals.</p> <p>MC summarised that the group was broadly in agreement that there is a policy discussion need in terms of entrepreneurship and a conversation with the wider Department is required. MC will raise at the next Oversight & Liaison meeting but in the meantime asked that JF and AMcK start discussions with DfE.</p> <p>Action: JF & AMcK.</p> <p>DD referred to the request for ELT endorsement/approval to begin the process to develop a new Accelerator Programme. JF clarified that the team is asking for approval to commence looking at the options to develop a new Accelerator programme. MC agreed to look at what provision is required following an economic appraisal.</p> <p>Action: JF/GMcK will engage with colleagues in the Economist team to get an idea of costs and provide an indication to CEO for endorsement before proceeding.</p>	<p>JF/AMcK</p> <p>JF/GMcK</p>
7.	<p>City & Growth Deals Update on Projects</p> <p>Due to time constraints this presentation was postponed. DD proposed that he would go ahead with the presentation to Operating Directors next week and available ELT members could join.</p> <p>DD asked colleagues to review the slides pertaining to them and provide any feedback in terms of the content.</p> <p>Action: ELT to review presentation.</p> <p>MC asked that City & Growth Deals be added as a standing agenda item going forward.</p>	<p>ELT</p>

<p>8.</p> <p>8.1</p>	<p><u>Any Other Business</u></p> <p>EVF – DB referred to the notes from the recent sessions and the group discussed the progress of the actions.</p> <p>The group discussed reopening the ground floor and it was agreed to take this forward.</p> <p>Action: DB/AMcK to speak to CMT.</p> <p>DB reflected that there is a need for an individual to take the lead on the areas of employee voice forum actions, talent programme and organisation design. The group discussed the significant resource pressure within the HR team and it was agreed that there was a need to communicate the plans for Human Resources in its entirety.</p> <p>Action: DB to present plans.</p> <p>Organisational Values – ELT agreed to gather further informal feedback at team meetings and through Operating Directors.</p> <p>Action: ELT to provide any further feedback to DB.</p>	<p>DB/AMcK</p> <p>DB</p> <p>ELT</p>
<p>9.</p>	<p><u>Date of Next Meeting</u></p> <p>8th November 2022</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING

Meeting Minutes: 8th November 2022

CEO office, INI HQ

Chair: Mel Chittock

Attendees: Denise Black; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson;
Steve Harper; Alan McKeown

Apologies: None

Minute Taker: Arora Upritchard

		Action Assigned to
1.	Apologies None received.	
2.	Minutes of Previous Meeting The minutes of the meeting of 5 th October were approved and will be published online.	
3.	Outstanding Actions All outstanding actions were discussed.	
4.	Board actions and Board workshop Ian Maxwell (IM) and Wendy Savage (WS) joined the meeting to discuss this item. The group discussed actions from the recent Board meeting and agreed a way forward on each. MC indicated that the November Board meeting would now become a workshop and the Board meeting moved to December. MC shared some of the thinking on how the workshop would run and the group discussed the potential areas to be covered. MC to discuss with Chair. Action: MC to discuss with Chair	MC
5.	Future provision of industrial land: need and approach William McCulla (WMcC), Sharon Keenan (SK) and Gary Cushnahan (GC) joined the meeting to discuss this item. Brian introduced the item commenting that for the past year SQW have undertaken a review of land and property in NI and the position regarding Invest NI's role. SQW undertook a survey and analysis around the property market in general and the Property team have tried to coalesce the feedback with our own experience to come up with a plan going forward. The presentation provided an overview of what property solutions and interventions Invest NI currently has, current land availability, historical demand versus availability by Council and analysis of demand and supply. SK reported that the commissioned review was to look into the industrial land	

	<p>market, firstly to see if there was market failure and if there was who would be best placed to address it. The report confirmed that market failure still exists, it is more acute in some areas than others, and the main reason is market viability. There are other issues included infrastructure constraints, land zoning and private sector developers.</p> <p>SK reported to the group the initial findings from the review and took the group through the proposed next steps. DD recommended that the Property Team engage with the City & Growth Deals team.</p> <p>In terms of funding, WMCC stated that the paper provides an indication of the amount of money required to upgrade various estates.</p> <p>MC stated that the next steps would be to present this to the Board. In closing, BD informed the team that if we plan to take these recommendations forward the Property team would need to be adequately resourced to take this forward. ELT accepted this recommendation.</p> <p>Action: PSU and the City & Growth Deals Team to set up a standing meeting to discuss related issues</p>	BD & DD
6.	<p><u>Critical Posts and Succession Planning</u></p> <p>DB provided an overview of the work already undertaken on gathering information on critical posts within the organisation. DB referred to the tabled paper, which provides the overall ranked information and asked colleagues to start to consider 'ready now' individuals.</p> <p>The next step will be for the HR Business Partners to take this information and have the stage two discussions around the options of how the organisation makes sure there is an immediate successor for those critical posts. DB wants to be able to give the Board assurance that there is a framework, process and activity in place.</p> <p>DB closed by asking colleagues to review the spreadsheet and to take to the next stage of identifying potential 'ready now' successors for their roles.</p> <p>Action: ELT to individually progress</p>	ELT
7.	<p><u>Prioritisation Discussion and WIP Workload</u></p> <p>MC commented that he was conscious prioritisation was raised at a recent meeting. MC shared his views around the discussion that took place and some of the feedback he had received. MC wants to ensure the team is still content with the approach to prioritisation.</p> <p>MC commented on the organisation's value and reinforced the role of leaders and the role they play in setting the standards expected of all staff.</p> <p>MC referred to the tabled Work in Progress information and asked colleagues to look at the analysis and the KPI data and see whether there is headroom or pressure that allows staff movement. The group had a robust discussion around loading within the organisation. MC asked that colleagues take the data away and have conversations with their teams.</p> <p>Action: ELT to review WIP for discussion at a future meeting.</p>	ELT
8.	<u>Any Other Business</u>	

8.1	Recruitment of Legal Post – BD provided an update on the current recruitment for an in house Legal Advisor.	
9.	<u>Date of Next Meeting</u> 15 th November 2022	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 15th November 2022
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Denise Black; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson;
 Steve Harper; Alan McKeown

Apologies: None

Minute Taker: Arora Upritchard

		Action Assigned to
1.	Apologies None received.	
2.	Minutes of Previous Meeting The minutes of the meeting of 8 th November were approved and will be published online.	
3.	Outstanding Actions All outstanding actions were discussed. <i>Performance Report</i> – PH and DD to discuss and consider direction of travel and inform MC. <i>SAYOR</i> – SAYOR guidance to be reviewed, MC will then review and present to ELT before sharing with the Department. This guidance will apply to all SAYORs. MC asked that ELT colleagues review any SAYORs in advance of upcoming casework panels.	PH & DD AMcK ELT
4.	Risk Register Colin Morelli (CM) and Katrina O’Dowd (KOD) attended to present this item. CM referred to the current process and indicated that there are still some issues to be ironed out. CM confirmed that the team are trying to reduce the volume of unwieldy risks and the team will be carrying out a review in December. CM stated that there was a need to get back to the Group registers and would encourage teams to get in touch if there is anything they need assistance with. CM reflected on the recent emerging risks discussion. Moving on to the update, CM reported that there are currently 15 risks with a proposal to remove one at the December update. One risk, COR005, remains in the high category and risks COR011 and COR044 have had a score movement. CM asked the group if there are any items from emerging risk discussion that	

	<p>need to be reflected in the corporate register for this update. BD felt that there was a very clear sectoral bias around one sector but what struck him was that this was akin to a sectoral risk register issue but on the emerging risk register should be more generic.</p> <p>AMcK raised a concern that the process has become cumbersome. KOD offered a view on how risks should be managed and controls reviewed. KOD provided an example of how she reviews a risk and the group relayed their experiences.</p> <p>DD asked if COR046 was being removed as it is covered elsewhere? CM stated that there was a feeling that it was too broad and overarching but that it would be reviewed and if it could be removed without losing too many controls. The group discussed a number of individual risks and if they should be on the current register. It was agreed that COR046 remain on the register and to review alongside all other risks.</p> <p>AMcK wished to acknowledge the amount of work that is being done by the team in this area.</p> <p>MC asked if there was anything to be escalated to the corporate register. BD felt the only common one coming across is around the divergence as a result of legislative movement between EU and GB around the NI Protocol. It was agreed to wait and review at the next update.</p> <p>CM closed by asking if ELT were content to approve the register. ELT agreed.</p>	
5.	<p><u>Environmental Social Governance (ESG) Update</u></p> <p>Paddy Robb (PR) attended to present this item.</p> <p>AMcK opened by stating that this is one of the fundamental pieces of work that the Evolve team have been engaged in and a large amount of work has gone in to this across the organisation. There are a number of fundamental decisions to be made around what the organisation wants to be and influence.</p> <p>PR stated that ESG is about how we (as an organisation) make a positive contribution to society and the environment. The role of the ESG group is to develop a strategy and the associated actions required to ensure we make this contribution and to look how we operate, the services we offer and the policies we follow through a social & environmental lens.</p> <p>PR presented the work carried out to date and the key challenges and considerations. The materiality assessment has given us the areas to focus on, both internal and external, and from that ambition statements have been drafted to take us to 2030.</p> <p>AMcK asked if there were any fundamental disagreements to the proposed ambitions. DD commented that it will come down to how the ambitions are measured. PR took the group through the ten ambitions stating that there are internal and external elements to each of these and what we aim to achieve by 2030.</p> <p>The group reflected on the proposed goals within each ambition. AMcK asked that the executive team focus on the overall ambitions and set the strategic</p>	

	<p>direction and operational consequences as further work will be undertaken to refine the goals. MC commented that as a set of principles we are in the right place in terms of direction of travel, some of this is driven by the climate act but some of it has got to be driven by our actions.</p> <p>PR outlined the next steps including sharing with staff and a proposal to commence the journey in January 2023. DB reflected that this is a positive way forward but there is a need to be realistic when agreeing the targets. AMcK thanked colleagues for their feedback which will be incorporated in to the next stage.</p> <p>ELT agreed the ambitions as presented and accepted that further work will now happen on setting the goals and aligning with the targets emerging from 10X and the Climate Action Plan. Proposal to present to Invest NI Board in January 2023.</p>	
6.	<p><u>City & Growth Deal Update</u></p> <p>DD presented an update on the City & Growth Deals, reflecting that the presentation is designed to allow colleagues to share this information with their teams.</p> <p>DD outlined the economic impacts of the Deals and detailed his and Stephen Wightman’s responsibilities as the Investment Decision Makers for those projects approved to OBC stage. The group discussed a number of projects in more detail and covered the current range of challenges and opportunities. DD asked colleagues to encourage their teams to engage early with the City & Growth Deals Team, particularly on WIP.</p> <p><i>Action: DD agreed to provide a regular update on progress across the four City & Growth Deals.</i></p>	
7.	<p><u>Any Other Business</u></p> <p>7.1 Casework – BD stated that there is an expectation that from April caseworks will be structures around the three pillars and asked when guidance/clarity on this change to the process will be issued. MC stated that there will be a transition period but there will be no change at this time.</p> <p>7.2 Business Plan 2023 – BD asked when work will commence on next years plan. DD confirmed he will be meeting with his team this week to start the process.</p> <p>7.3 Diversity & Inclusion – DB provided feedback from a recent D&I meeting where it was asked if there is an opportunity to look at being more diverse around the staff used in press communications.</p> <p><i>Action: PH to consider suggestion.</i></p> <p>7.4 Staffing – AMcK raised an issue around staff movement following recruitment process. MC agreed to schedule a conversation as soon as possible to discuss.</p> <p>7.5 Political meeting – MC provided some feedback from a recent political meeting.</p>	
8.	<p><u>Date of Next Meeting</u></p> <p>6th December 2022</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 6th December 2022

CEO office, INI HQ

Chair: Mel Chittock

Attendees: Anne Beggs; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson;
Carolyn McKenna; Alan McKeown

Apologies: Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Apologies</u> Apologies received from Steve Harper, Anne Beggs deputised. There were no conflicts of interests</p>	
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 15th November were approved and will be published online.</p>	
3.	<p><u>Outstanding Actions</u> All outstanding actions were discussed.</p>	
4.	<p><u>Board Discussion</u> Ian Maxwell (IM) and Wendy Savage (WS) joined to discuss this item.</p> <p>The group discussed the outstanding actions and proposed agenda for the next Board meeting.</p> <p>The group discussed Board member involvement in the casework process and it was agreed that this discussion should form part of the Board strategy session. In the meantime, it was agreed that training should be provided to new Board members with guidance on our Intervention Principles and how Invest NI does business. IM to discuss with relevant Board members and Chair. Action: AMcK/IM to take casework training forward.</p> <p>The group discussed the potential of recommending regional venues for Board meetings in 2023. It was confirmed that location planning is currently under way. AMcK felt it would be necessary to be prepared to reflect what is happening in sectors, International and R&D from a sub-regional perspective.</p> <p>IM/WS will discuss the potential date for Board strategy day with the Chair and work up proposals for regional location.</p>	

5.	<p><u>Future Year Budget</u></p> <p>MC referred to the tabled paper and asked if the proposals detailed were the right place for the organisation to focus its budget.</p> <p>Discussion then followed and whilst there was a contentment with the direction of travel, there was a recognition that these would be amended as the outworking of 10X becomes clearer. AMcK referred to NIO funding which may free up some further resource.</p> <p>MC stated that the organisation should not wait to develop new programmes but look at how to use its current programmes to emphasise 10X.</p> <p>The group discussed a number of the individual programmes/grant types. The group discussed the potential to better present the information with a 10X focus.</p> <p>MC stated that this will need to be presented to Board and he would like to provide a combined view of resource and capital to give a sense of the overall picture. MC would like to make the distinction that 2023/24 will be a transition period and will require further refinement as we understand the outworkings of 10X in terms of the drivers and metrics.</p> <p>The group discussed a scenario of how 10X should be addressed within casework. MC stated that caseworks should be presented under the current principles with one eye on the future i.e. triple bottom line. It was agreed that some guidance should be prepared to outline what is required.</p> <p>AMcK agreed to prepare guidelines for staff presenting casework from 1 January. It was stated that approval of casework should be based on the Intervention Principles as of today with an eye on the future.</p> <p>Action: AMcK to engage with PCC Division to prepare guidelines by 1 January.</p> <p>Whilst the allocations were agreed, in closing, MC asked that BD look at how the information is presented in advance of return to Board and discussions with the Department on budget allocations.</p> <p>Action: BD to review presentation of information.</p>	
6.	<p><u>Annual Leave & Carry Over Options</u></p> <p>ELT discussed and agreed arrangements for the Christmas period.</p> <p>Action: PH and CMcK to draft communication.</p> <p>Action: CMcK to discuss with BSDL General Manager non-INI staff that use the car park.</p> <p>ELT discussed annual leave and flexi-leave. It was agreed that CMcK would circulate details to ELT.</p> <p>Action: CMcK to share analysis.</p> <p>ELT agreed to extend annual leave year end to 31 March and then further review at that time.</p> <p>Action: CMcK & PH to draft communication.</p>	

<p>7.</p> <p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p> <p>7.5</p> <p>7.6</p>	<p><u>Any Other Business</u></p> <p>Invest NI Draft Partnership Agreement – IM confirmed that the draft partnership agreement has been received. This has been issued to various subject matter experts to receive feedback on specific clauses; it will then be brought back for final review.</p> <p>Staff Conference – PH informed colleagues that it is planned to hold a staff conference on 8th March 2023.</p> <p>Alternative Funding Sources – AMcK asked if this project would look for all sources of funding. JF stated that the first phase is to horizon scan and once completed a further review commissioned. JF confirmed a meeting with relevant staff members has been set up.</p> <p>Product Review – AMcK stated that he plans to table an enabling paper on streamlining of products and highlighted the areas the paper will focus on. AMcK felt that there should be a moratorium on new products right now unless agreed by the Executive Team. MC is keen to have a perspective/single view on the number of products within the organisation.</p> <p>NIO Funds – JF confirmed he was content to take the lead on these discussions going forward.</p> <p>Prioritisation WIP case – MC referred to a recent live WIP case and the group discussed the issues and agreed to approve. The group discussed multiple offers of support and it was agreed guidance would be reviewed.</p>	
<p>8.</p>	<p><u>Date of Next Meeting</u> 13th December 2022</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 13th December 2022
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Anne Beggs; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson;
 Carolyn McKenna; Alan McKeown

Apologies: Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p>Apologies Apologies received from Steve Harper, Anne Beggs deputised. There were no conflicts of interest.</p>	
2.	<p>Minutes of Previous Meeting The minutes of the meeting of 6th December were approved and will be published online.</p>	
3.	<p>Outstanding Actions All outstanding actions were discussed.</p> <p>NIO Additional Funding – JF commented that there was some confusion around this potential funding. DfE will take the lead with Invest NI contributing to the return.</p> <p>Action: MC and BD to meet to discuss.</p>	MC & BD
4.	<p>Business Plan 2023/24 Gerard McNally (GMcN) joined the meeting to discuss this item.</p> <p>GMcN referred to the tabled paper and asked that ELT agree to commence the 2023/24 Business Planning process and note the other key proposed enhancements to this year’s process. The group discussed the proposed process.</p> <p>The group discussed engagement with Operating Directors, Departmental Policy Leads and further consultation. It was agreed that as each stage is completed it would be shared with ELT and the Department Lead to ensure agreement before moving forward. DD confirmed that there is no proposal to undertake formal consultation, however it was agreed to socialise the Business Plan at any upcoming stakeholder engagement.</p> <p>The group discussed setting up a Board Sub Working Group to engage with Board members. MC agreed to raise this as part of his CEO Report to Board in December.</p> <p>MC closed by asking if the group were content with the proposed paper, timeline</p>	

	<p>and stressed the need for simplicity in our communication and language. ELT were content.</p> <p>Action: GMcN to issue paper.</p>	GMcN
5.	<p><u>People</u></p>	
5.1	<p>Resourcing Strategy</p> <p>CMcK provided an update of the staffing within the People & Culture group. CMcK referred to the current status of scheduled recruitment and the potential to appoint a business recruitment provider to assist with recruitment competitions.</p> <p>MC commented that one of the challenges are there are gaps appearing across the organisation however clearly the way the organisation recruits, at this time, is not filling the gaps.</p> <p>PH felt there was a need to look at the organisations employer proposition and suggested he ask our brand agency to commission some research in to this area.</p> <p>Action: PH to engage with brand agency.</p> <p>The group discussed the location based posts. MC highlighted an NICS policy to hybrid working that effectively allows individual teams to decide on the hybrid working for that team.</p> <p>MC closed the discussion by asking CMcK to take away and have a look at a practical solution.</p> <p>Action: CMcK</p>	PH
5.2	<p>Release of staff</p> <p>The group discussed releasing of staff who have been successful in transfer or promotion competitions. CMcK outlined the current staff movement process and the possibility of running a generic competition in the near future.</p> <p>The group discussed the issues around this issue and a possible solution.</p> <p>MC summarised the way forward in agreeing the generic competition, await the outcome of the independent review and start to look at the shape of the organisation. In meantime, continue with staff movement policy however if any challenges in releasing of staff two ELT members try to reach an agreement and if no agreement, the Chief Executive will make the decision.</p>	CMcK
6.	<p><u>Any Other Business</u></p>	
6.1	<p>IDM letters – DD provided an update on engagement with our legal advisors and the Governance Committee. It was agreed that DD and BD would have a follow-up discussion and advise the CEO on the outcome.</p> <p>Action: DD/BD to advise CEO on the way forward.</p>	DD & BD

6.2	Enterprise Ireland – MC briefed the group on his recent meeting with the CEO of Enterprise Ireland. MC suggested a joint leadership team meeting in the new year.	
7.	<u>Date of Next Meeting</u> 10 th January 2023	