

INVEST NORTHERN IRELAND
EXECUTIVE LEADERSHIP TEAM
MINUTES 2019

Tuesday 8th January 2019
Wednesday 16th January 2019
Tuesday 5th February 2019
Wednesday 13th February 2019
Tuesday 5th March 2019
Tuesday 2nd April 2019
Thursday 11th April 2019
Tuesday 30th April 2019
Tuesday 4th June 2019
Tuesday 23rd July 2019
Tuesday 6th August 2019
Tuesday 3rd September 2019
Tuesday 1st October 2019
Wednesday 9th October 2019
Tuesday 5th November 2019
Wednesday 13th November 2019
Wednesday 11th December 2019

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

MEETING MINUTES – TUESDAY 8th JANUARY 2019

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

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 4th December were approved.

1.2 Actions outstanding from last meeting

- 1.2.1 Board Risk Workshop – MC stated that he wanted to make some final changes to the document and it will issue by the end of this week.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Board

Charles Hamilton joined the meeting for this item.

November Actions

- Programme Evaluation paper will now be part of the February Away Day agenda.
- Matrix Panel – AH to speak to Chairman.

Action: AH

January Agenda

- Due to the number of presentations it was agreed to move the Programme Evaluation paper will now be part of the February Away Day agenda.
- Scorecard update will be presented by two Operational Directors.

Forward Planner

The team discussed forthcoming items. AH asked CH to start to prepare the forward planner for 2019/20.

Action: CH

3. 2018-19 BUSINESS PLANNING

3.1 Business Improvement Strategy

George McKinney attended the meeting to discuss this item.

George referred to the tabled paper. The team proceeded to discuss the following areas:

- Agree priority areas for Business Improvement, and associated ELT Sponsors.
- Clarify 'Ownership' of key business processes, and agree on associated responsibilities.
- Discuss the 'corporate appetite for consistency' of business process, to inform the scope and high level approach to business improvement.

The team agreed that the four priority areas for business improvement would be:

- Review of Letter of Offers – Brian
- Project Monitoring – Jeremy
- Data Assurance / Integrity – Mel
- KPI Collection – Donal

AH stated that a wider discussion would be held at the ELT Strategy day about process ownership and GMcK will be informed of the outcome of that discussion.

AH reminded the four owners that it is their responsibility to bring these projects back to ELT to keep the team updated and to ensure visibility but that this is in their hands to do, it will not be a standing item on the agenda.

Action: BD, JF, MC, DD

3.2 Any Other Business

3.2.1 Core Processes – MC stated that he will be issuing a paper on this subject later today.

3.2.2 AH referred to a forthcoming visit being arranged by University College Cork over St. Patrick's Day. DD commented that he had asked a member of his team to co-ordinate as is linked to Education theme.

3.2.3 Congressional Delegation to NI – AH referred to another visit planned around Good Friday. AH to speak to SH regarding this visit.

Action: AH

Next meeting: Wednesday 16th January 2019 @ 9am
Room 3C01C

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

MEETING MINUTES – WEDNESDAY 16th JANUARY 2019

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Jeremy Fitch, Des Gartland, Peter Harbinson, Alan Wilson, David Roberts, Paddy Robb

Apologies: Donal Durkan, Steve Harper, Olive Hill

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 8th January were approved.

1.2 Actions outstanding from last meeting

1.2.1 Auditor's Certificate – Today's paper focuses on SFA. Further paper on clawback and Jobs Fund to follow.

1.2.2 Matrix Panel – CEO confirmed he had spoken to the Chairman. Chairman to report back to Department.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Long Service Recognition

Mary de Almeida joined the meeting for this item. MdA reported on the points for clarification from the previous discussion. The key points focussed on tax liability, format of the event and invitation of guests.

ELT agreed with the proposals and queried the reason to include a guest. It was felt that it would make the award more meaningful for the staff member to have a family member/guest in attendance.

It was confirmed that staff members can opt out of attending the event and that this would have no impact on them receiving the award.

MdA confirmed that as this is a new initiative it is proposed that the events in 2019 are run as pilots. An evaluation should be completed at the end of 2019 and feedback built into future events to ensure that the event still meets the overall objectives of long service recognition.

ELT agreed with all recommendations and agreed to proceed.

2.2 Employee Engagement

PR provided a verbal update. PR reported that the employee engagement action plan is on target with the exception of competencies refresh however this is on today's agenda for discussion.

PR provided a brief update on recent engagement. PR met with the Employee Champions prior to Christmas to review progress and to refocus on actions to year end. Feedback provided from the champions focussed on staff movement, training, competency/career path and performance management.

JF raised a complication around staff movement. JF had a situation of a number of staff being successful which would have left a team decimated and therefore he was not able to release staff. JF felt there was a need to review how this is dealt with as staff members were obviously disappointed. It was agreed that HR should present to the team to recap the process, lessons learned and any readjustments to the process.

Action: AB

It was also agreed that career workshops should be arranged for more senior staff. PR to pick this up with the Learning & Development team.

Action: AB/PR

AH reiterated how important it is for ELT members to meet regularly with their champion and to ensure their groups are engaging. AH asked PR to arrange for him to attend a future champions meeting.

AH pointed out that the next survey for Best Companies is fast approaching and asked that we ensure that all actions are concluded over the next 5-6 months and Internal Comms reports well in advance of survey.

Action: AB/PH

2.3 Competencies Refresh

Paddy Robb referred to the tabled paper and provided a short presentation of the paper.

The paper proposes a review of the current Competency Framework, embedding into HR processes and implementation in a staged way. The group discussed the role of competencies and values and how they align.

The group discussed the proposal to implement this refresh on a pilot basis and to make the change incrementally across the organisation. AH laid out his concerns about running a pilot on a selected recruitment exercise. He stated that he was gravitating towards an overall review and then implementation.

BD stated he was also in favour of taking a step back and being clear what competencies are required for each role in the organisation. Specific qualities and skills are often needed for certain roles and as an organisation are we clear on what we need?

It was proposed that we should do the bigger piece of work i.e. key job families and tie in with the launch of the new HR system, map out the Business Development Academy and a plan of how we will get to a holistic approach not a pilot.

It was agreed to circulate the Central Bank of Ireland video, go back to the Business Development Academy and review what is there and to bring back to ELT to give a sense of volume of job families and what it might look like.

Action: OH/PR

AB to also circulate previous papers tabled at ELT on this topic.

Action: AB

3. 2018-19 BUSINESS PLANNING

3.1 NI-CO

Graeme McCammon, Chief Executive of NI-CO attended the meeting to provide the leadership team with an update on the activities of the organisation.

GMcC showed the team a brief video of the type of work NI-CO undertakes. GMcC reported that this has been their most successful year with the highest ever secured turnover. GMcC provided a general overview including plans for quarter 4 and Brexit related issues.

It was agreed that BD and AW would review the list of current NI-CO projects to see if they could make any linkages to local companies for NI-CO. AW and BD to liaise with GMcC.

Action: BD/AW

AH thanked GMcC for his update and GMcC left the meeting.

3.2 Discussion on Data Security

MC raised the question - What are we trying to fix? The main purpose of this proposal is to prevent the risk of bulk information leakage either by accident or on purpose.

Customers trust and expect us to look after the sensitive information we hold and the Information Commissioners Office and GDPR require us to take all possible precautions.

MC presented three possible solutions:

1. Complete lockdown of USB posts and CD drives (with exceptions)
2. Lock down of write to devices (with exceptions) but allow Read (with virus scanning) or
3. Leave open for read and write.

MC recommends option 2 to the leadership team.

The group discussed the various options available including the move to cloud based services. AH stated that whatever the solution is it has to be easy to use. MC confirmed that over next few months the organisation will be rolling out cloud based applications.

ELT agreed with the recommendation proposed.

3.3 Auditor's Certificate

Jeremy referred to the tabled paper. JF summarised that at the end of the control period on a Letter of Offer, the organisation asks for an auditor's certificate to comply with EU requirements to monitor employment created. Legislation states we do not need this certificate just the need to carry out monitoring.

The recommended approach of using annual KPI employment returns as set out in the paper, is deemed appropriate and proportionate, balancing the requirements for effective management of public funds, meeting regional aid maintenance of employment requirements whilst, also recognising the core objective of SFA in helping support capital investment and employment creation.

JF stated that this proposal would be applied retrospectively to existing Letters of Offer without having to carry out a mass change to Letters of Offer.

ELT stated that they were content with the proposal, reserving the right (if necessary) to seek an auditor's employment certificate paid for by the company. It was agreed to make the changes now and apply retrospectively without having to carry out an amendment to Letters of Offer.

3.5 Trusted Business Partner Presentation

PR took the team through the proposed presentation on this topic to the Invest NI Board. ELT offered some suggested changes.

PR to revise presentation and to share with AH before Board.

Action: PR

3.5 Any Other Business

3.5.1 Board Away Day – AH thanked the team for their feedback on the proposed agenda. AH plans to finalise the agenda this week and will share with the team.

3.5.2 Brexit Risks at Casework – JF raised an issue around Brexit risks at casework panels. JF stated that he is inclined to make completion of the diagnostic tool by a company compulsory before any casework panel.

AW was concerned with asking potential FDI companies to complete this. It was agreed that as long as the Investment Manager was able to answer any casework panel questions on Brexit preparations that FDI companies could be excluded.

It was agreed that Brexit implications should be addressed under the risk section. JF and MC to discuss whether casework templates need revised or if this will be an instruction to client facing staff and casework panel members.

Action: JF/MC

Next meeting: Tuesday 5th February 2019 @ 10am
Room: CEO office

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

MEETING MINUTES – TUESDAY 5TH FEBRUARY 2019

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

Apologies: Steve Harper

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 16th January were approved.

1.2 Actions outstanding from last meeting

1.2.1 KPI Data – will be tabled next week.

1.2.2 Employee Engagement – AB proposed this be presented to the team in March.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Invest NI Board Meeting

Charles Hamilton attended the meeting to discuss this item. CH provided a verbal update on the current situation with Board member appointments.

2.1.1 Board Actions – January

It was agreed that follow up documents to be issued to the Board would be placed in the 'Document Repository' on Decision Time for ease of access.

All other actions underway.

2.1.2 Board Agenda – February

The group discussed the forthcoming Board away day agenda. Relevant ELT members to pull together presentations and share with colleagues in advance of the meeting.

PH and AB to build a timeline and communications plan in relation to item three on the agenda.

Action: PH/AB

2.1.3 Forward Planner

Presentations on Pre-Scaling and Materials Handling to be moved to April and May respectively.

AH to consider external location for May's board meeting.

Action: AH

2.2 Core Brief

PH referred to the draft core brief document. ELT were content. AH will chair the Direct Reports meeting.

3. 2018-19 BUSINESS PLANNING

3.1 Closing Jobs Fund SFA Offers

JF referred to the tabled paper.

The purpose of this paper is to seek ELT approval to implement a change in the approach used to calculate the repayment of any financial assistance that may be sought by Invest NI under Paragraph 9 of the Jobs Fund SFA Letter of Offer, when Projects reach the end of the control period.

The group discussed some of the issues raised by the paper. It was agreed to simplify the paper and revise to include amounts relating to Regional Operations Group before returning to ELT for further discussion.

Action: JF/DG

3.2 Brexit Update

DD provided a brief update on Brexit preparations. DD outlined what support activity is underway and the forward plans.

It was agreed that BD and DG would pick up the online assessments with his Directors and ensure client facing teams are engaging with their clients to complete.

Action: BD/DG

3.3 Any Other Business

3.3.1 Best Companies – this will be added to next week's agenda for further discussion.

3.3.2 Council Vacancy – DG highlighted a vacant post in Mid & East Antrim Council and asked if it was suitable for a secondment. As this is a publicly advertised post it was agreed not to offer out to staff as a secondment opportunity.

3.3.3 City Deal – DD to provide update at March meeting.

Action: DD

Next meeting: Wednesday 13th February @ 9am
Room: Room 3C01A

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

MEETING MINUTES – WEDNESDAY 13TH FEBRUARY 2019

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

Apologies: Steve Harper

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 5th February were approved.

1.2 Actions outstanding from last meeting

- 1.2.1 Brexit – Online assessment tool – DD reported that the organisation will have contacted clients within the next couple of weeks.

2. ORGANISATION DESIGN / HUMAN RESOURCES

2.1 Honours NY20

Alistair Moffett & William Hoey attended to discuss this item. The group discussed this topic and actions will be issued separately.

2.2 ELT Strategy Follow Up

The group discussed the outstanding actions:

- Action 2 – Graduate to Export – AH asked that SH ensures that Invest NI takes two internal interns from the recruitment process. **Action: SH**
- Action 4 – AI Paper – The group discussed the tabled paper. Following discussion it was agreed to move forward with a Grade 7 post as a pilot and to include a backstop date. Expressions of Interest for this Grade 7 placement to be sought. **Action: DD/AB**
- Action 5 – Partnership – AH to speak to CEO of Belfast City Council to ensure better co-ordination of messages and engagement with existing investors. **Action: AH**
DD to bring Partnership piece back to ELT re. issues and opportunity to pull back. **Action: DD**
- Action 7 – Exports & Innovation – PH to help to raise the profile on export wins. **Action: PH**
- Action 8 – Organisation Structure – AH to speak to Permanent Secretary for clarity on this action. **Action: PH**

AB and PH to work on presentation to update the Board.

Action: AB/PH

2.3 Smart Working

Paddy Robb and Siobhan Haughey presented an update on this project.

PR stated that smart working is currently happening in many areas across the organisation mainly in customer facing roles. He also stated that there had been enthusiasm and willingness to take part however there were some concerns at manager level.

MC asked how we would know what success looked like. OH stated that this pilot would set the baseline.

PR and SH will keep ELT up dated as the pilot develops.

2.4 L&D Planning 2019/20

Clare McLaughlan presented on this item. The Learning & Development team are currently building the L&D plan for next year. As part of this development, are keen to get ELT input into which skills and areas the organisation needs to focus on.

Some areas for focus raised were:

- Social media policy to be updated.
- CMcL to ensure International staff are able to access the filmed client workshops. SH to ensure international staff are encouraged to view to keep their knowledge up to date. **Action: SH**
- MC suggested lack of business core skills, interventions be addressed.
- ELT were content that the organisation gets more focussed around succession planning/talent management.
- AH asked that the organisation also look into apprenticeships. CMCL will explore with Dept. for Education and return with a proposal. **Action: OH/CMcL**
- OH also felt that the organisation needs to make better use of staff's qualifications if it is investing in their further education.

2.5 Best Companies

OH stated that the Best Companies assessment will be happening again this year.

The agreed Transform target for 2021 is top 50 – 25 and our 19/20 target will need to show progress towards that. OH stated that it is difficult to gauge as our individual score could go up but our position on the list could go down, if all other organisations scores go up by more.

OH asked if we wanted to revert to a Best Companies target on the scorecard and to remove the Performance Development Plan target. The group discussed and ELT agreed to remove the PDP target and add the Best Companies target to achieve Top 100 to the scorecard for 2019/20.

3. 2018-19 BUSINESS PLANNING

3.1 Risk Register

Colin Morelli and Katrina O'Dowd attended to discuss this item.

CM laid out a summary of the changes:

- Risk COR026 relating to the Failure of Key Financial Management and Reporting systems and services (specifically Oracle Financials) has been added as a new risk.
- The mitigated risk score of three risks COR010, COR011 and COR019 have changed as detailed in the tabled paper.
- The risk description for COR005 has been amended to reflect the fact that the 2018/19 programme budget includes EU funding and that this will be impacted by Brexit in future years.
- Risk COR008, relating to the failure to identify risk of insufficient skills availability, remains in the 'Very High' category. Meetings with DfE continue in order to agree options/actions to address skills shortage.

CM reported that regarding the action from the Board Risk Workshop for ELT to consider specific risks around political uncertainty, there have been no additional risk added at this update. While the action is now closed, this will be kept under consideration on an ongoing basis as part of the Emerging Risk Register.

MC raised recruitment churn as a risk which is currently appearing on some Divisional registers and asked if this should be escalated to the corporate register. It was confirmed that this risk is on the register of the HR Division. The group discussed and agreed to keep monitoring this for another quarter and then to review again.

Action: MC/CM

AH asked that the Brexit risk (COR019) be updated to include the detail on recent actions carried out, move the impact and likelihood to 5 and 5 and make a footnote of the discussions to date. CM confirmed that the Strategy Team are currently pulling together a Brexit risk register.

Action: MC/CM

ELT approved the register with the changes as discussed.

3.2 KPI Data

DD presented an overview of a range of existing benchmarking data – from a number of sources. Whilst most of the available data relates to NI as a whole, the areas are those which Invest NI is charged with making an impact i.e. growing the economy in terms of jobs, sales, exports; stimulating entrepreneurship and innovation; leading to higher levels of competitiveness and standards of living.

DD to consider how we might build on this existing research and take forward a pilot exercise. AH stated that there was an outstanding action for a Board member and it was agreed that DD would pull together the FDI benchmarking and present this back to Board.

Action: DD

3.3 Innovation Accreditation

Vicky Kell, Paul O'Callaghan, Noyona Chundur and Ciaran McGarrity, DfE attend the meeting to present an update on the Innovation Accreditation scheme.

PO'C stated that 39% of Northern Irelands firms are actively engaged in innovation, making it 12 out of the 12 UK regions and that Northern Ireland moved down one position in the 2014-16 survey making Northern Ireland the least innovative region in the UK. Our goal is to be in the top 4 UK Regional Innovation Ranking by 2025.

PO'C highlighted some of the areas that require focus:

- Getting engagement and support from wider DfE Stakeholders especially regional college network.
- Possible intervention support to include non-Invest NI companies and sectors.
- Insufficient data inhibiting allocation of awards – self-service.
- GDPR – Implications of notifying businesses of a level of award based on data we have obtained.

As this will be presented to the Invest NI Board in March, AH asked that the team reflect on the language used and to also include (upfront) a journey map.

Action: JF

3.4 Any Other Business

- 3.4.1 Day 1 Brexit update – AB and DD provided an update. As further meetings were due to take place following this meeting, AH asked for an update post meetings.

Action: AB/DD

Next meeting: Tuesday 5th March @ 10am
Room: CEO office

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

MEETING MINUTES – TUESDAY 5th MARCH 2019

Attendees: Alastair Hamilton (Chair), Mel Chittock, Brian Dolaghan, Donal Durkan, Des Gartland, Peter Harbinson, Olive Hill

Apologies: Steve Harper, Amanda Braden, Jeremy Fitch

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 13th February were approved.

1.2 Actions outstanding from last meeting

1.2.1 Updated SFA paper to be tabled at Finance meeting on 19th March.

1.2.2 Staff Movement Review – it was agreed to table this feedback in April.

1.2.3 Graduate to Export – AB/SH to ensure two internal graduates are included.

2. 2018-19 BUSINESS PLANNING

2.1 Board

Charles Hamilton attended the meeting to discuss this item.

The group discussed the actions from February's Board meeting and the proposed agenda for March's meeting. Updated agenda to be circulated for information.

Action: CH

The group discussed the forward planner and agreed to remove a number of presentations that were no longer required. Planner to be updated.

Action: CH

2.2 Core Brief

PH referred to tabled paper. There were no further suggested changes to the core brief document.

Due to ongoing discussions it was agreed to focus on the following at the forthcoming Direct Reports meeting:

- Board Feedback
- Priorities and current climate
- Organisation update
- Strategic review of core IT processes, implementation and Digital Transformation
- Brexit

2.3 Any Other Business

No further business tabled.

Next meeting: Tuesday 2nd April 2019
Room: CEO office

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

MEETING MINUTES – TUESDAY 2nd APRIL 2019

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

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 5th March were approved.

1.2 Actions outstanding from last meeting

None.

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 Board

Charles Hamilton attended the meeting to discuss this item.

Actions

- Agreed to bring the update on Evaluations back to Board in May. DD to present at ELT first.
Action: DD
- Brexit Event – DD asked colleagues to encourage staff to volunteer for the event at Titanic.
Action: ELT

Agenda

- BD to check if Materials Handling presentation would be ready for April's meeting.
- DD to present on Smart Working pilot.
- End of year results to be separate item.

Forward Planner

- Forward planner to be updated and circulated to ELT for additional items to be added to dates later in the year.
Action: ELT

May Board venue

- BD to make enquiries to Allstate (if not available then BT or Canyon). Due to ARC meeting, lunch to be served in HQ and then walk to Allstate.
Action: BD

Chair appointment

- CH to check if previous Board Members are eligible to apply for the Chair appointment.

Action: CH/MC

2.2 Staff Movement Process Feedback

Carolyn McKenna attended the meeting to discuss this item.

CMcK stated that the staff movement process commenced in October 2017. To date, 37 staff members have moved jobs using this process. This has been across a good spread of the grades. One staff member had been unable to take up post due to lack of resource in their departing team.

The team discussed the issues around not being able to release staff members and management of their expectations. It was agreed that line managers need to ensure these discussions are taking place during check-ins as this will allow forward planning.

AB stated that generally this new process has been a great success. It was agreed to do a comms piece to highlight to staff.

Action: PH

2.3 Core Brief

PH referred to tabled paper. ELT had no further amendments to make to the core brief document.

It was agreed that the Innovation Accreditation presentation given to Board would be presented along with a Brexit update. JF to check if staff member is available.

Action: JF

3. 2019-20 BUSINESS PLANNING

3.1 SFA Paper

JF referred to the tabled paper. JF stated that the Jobs Fund SFA letter of offer has a different clause on clawback. The intention of the paper was to propose an option to treat Jobs Fund SFA clawback in a consistent manner to mainstream SFA. This could impact about 70 cases.

Following a robust debate, the team agreed that each case should be reviewed on its own merits rather than applying an overarching principle to all cases impacted by the clause difference.

ELT did not approve the tabled proposal however AH wished to put on record his thanks to JF and his team for all the work put in to bring this proposal forward.

3.2 Any Other Business

- 3.2.1 KPI Update – DD reported that there had been good progress on returns on KPI data and will be in a good position for end of year results. DD wished to thank his colleagues and their teams for the push to get these returns completed.

It was agreed in terms of announcement of results that an infographic overview would be issued along with a press release.

Action: AH/PH

- 3.2.2 Car Parking – JF referred to the tabled paper. The team debated the issues and implications around the proposed changes. It was agreed that AB and MC will provide an update at next week's meeting following some analysis.

Action: AB/MC

- 3.2.3 Recruitment – The team discussed the current recruitment schedule. It was agreed that a timeline will be added to each of the proposed vacancies so as to allow the team to determine if the schedule was ranked correctly. It was also agreed that the recruitment process will be added to this list i.e. expression of interest, full recruitment process etc. as the nature of the recruitment process will impact on the timeline.

Action: AB

- 3.2.4 Business Life – SH wished to thank the Comms team for their recent print marketing campaign in the British Airways Business Life magazine. This has resulted in a connection with a potential project.

Next meeting: Thursday 11th April 2019

Room: CEO office

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

MEETING MINUTES – THURSDAY 11th APRIL 2019

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

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 2nd April were approved.

1.2 Actions outstanding from last meeting

All actions underway.

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 Decision Time

Geoff Higgins and John Bell from Team Solutionz attended the meeting to receive feedback on the new software solution for meetings. Charles Hamilton also attended in his role as Board Secretariat.

The general feedback from the team was that this was an excellent system that was being used on a weekly basis by the Executive team. Feedback from the Board members had also been very positive.

Geoff gave a quick demonstration of the next release which will have some additional functionality. The Executive team provided some feedback on functions they would like to see and these will be fed back to the software development team.

Brian joined the meeting.

2.2 Smart Working

Paddy Robb and Siobhan Haughey attended to present on this item.

Paddy provided an overview of the progress to date on the smart working pilot. The pilot will be for three months with 48 staff taking part. Paddy highlighted some of the feedback received from the pilot group so far.

The group were intrigued by the virtual desktop software being used for this pilot called Jabber and asked that this be considered for roll out across the organisation.

The group discussed the feedback and raised an issue about staff member's profiles particularly with regards to promotional prospects. It was agreed to wait for the

findings of the pilot but this would be something to be cognisant of if this method of working is rolled out.

Brian asked that the pilot ensures it captures the impact of smart working on not only those staff taking part but on the impact on the staff that remain in the office.

OH stated that Donal will now become the ELT sponsor for this project. This presentation will be delivered to the Board in April.

Donal left the meeting.

2.3 IT/Digital Review

Peter Graham attended the meeting to present the findings of the strategic review of the organisations digital transformation.

Peter reported on his main findings and laid out his suggestions for the way forward. The group discussed the findings of the review.

AH stated that the next steps will be for Peter to finalise his report, submit to ELT who will consider and reconvene to discuss in further detail.

3. 2019-20 BUSINESS PLANNING

3.1 Staff Conference

PH referred to his tabled paper.

PH stated that the date for this year's conference will be 13th June which will coincide with the visit by the International teams. It was agreed to move this year's event to the ICC Belfast venue. The group agreed with the proposal for the format and content as laid out.

PH will now start to flesh out the programme and asked colleagues to encourage their respective teams/individuals to participate through content provision etc.

William McCulla joined the meeting and deputised for Jeremy Fitch who left.

3.2 SFA Productivity

Gerard McNally attended to discuss this item.

MC provided background to the tabled paper and asked the group if they felt this was the direction the organisation should be heading.

Analysis would suggest that there is a need to flex Invest NI's present SFA offering to introduce a tailored productivity support to drive improvement in this area. This will include removing, in defined circumstances, the requirement to meet CPJ cost controls, which prove restrictive when a customer wishes to pursue a purely productivity focused investment. Whilst this presently constitutes a relatively small number of offers, it is recognised that this is likely to become more prevalent.

ELT discussed how the support would operate, including managing potential clawback scenarios. GMcN agreed that further work was needed in Phase 2 to clarify this.

BD stated that in principle he would be supportive of this proposal but queried how long it would take to get up and running. If the organisation was to proceed, could a pilot be run at the same time?

ELT agreed that the initial step would be to get a view from the Department before progressing any further; following which a pilot could be considered.

The group discussed where this would potentially sit within the organisation and it was agreed that it would reside within the Business Solutions group.

3.3 Operating Plan 2019-20

Gerard McNally, William McCulla, Bill Montgomery and Alan Wilson attended to discuss this item.

ELT wished to review corporate targets in detail and have asked for a delegation from Operational Directors to attend to cover all key target areas to ensure that any issues are suitably discussed and agreed prior to submitting the plan to the Board for review and approval.

Following group discussion the following was agreed:

- PDP target to remain in divisional operation plans.
- Demonstrate continuous improvement in employee engagement by achieving Top 100 position in Best Not for Profit category.
- Absence target to remain at 3.7% and review at half year stage.
- R&D target – range to be reviewed as needs to be more realistic. Bring back for discussion at Finance meeting with a strong rationale.
- Innovation target – to be reviewed further. Bring back for discussion at Finance meeting.
- Risk Management – GMcN to review and update.

GMcN to pick up on these actions and bring back to Finance meeting for final agreement.

3.4 Any Other Business

3.4.1 Education – SH to speak to BD and DD on the transfer of the education piece.

Next meeting: Tuesday 30th April 2019
Room: CEO office

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

MEETING MINUTES – TUESDAY 30th APRIL 2019

Attendees: Alastair Hamilton (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Des Gartland, Steve Harper

Apologies: Peter Harbinson

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 11th April were approved.

1.2 Actions outstanding from last meeting

All actions underway.

2. 2019-20 BUSINESS PLANNING

2.1 Board

Charles Hamilton attended to discuss the imminent departure of the Chairman. The group discussed and Charles will now take forward.

2.2 Risk Register and Emerging Risk Register

2.2.1 Risk Register

Colin Morelli and Katrina O'Dowd attended the meeting to discuss this item.

CM referred to the changes to the corporate risk register as detailed in the paper tabled.

The group discussed the following:

COR005 Mitigation narrative to be reviewed.

COR008 Mitigation was raised at ARC. No changes to be made at present.

COR014 Owner to be changed to DD.

The group also discussed the inclusion of a risk on recruitment. It was agreed to review the broader risk on the HR register and fine tune the language for a specific risk on the corporate register.

ELT approved the corporate register, subject to the changes discussed.

2.2.2 Emerging Risk Register

The group discussed the emerging risk register. It was agreed to remove the risk on political uncertainty and to move the potential impact of AI up to category 4. It was agreed that consideration would be given to escalating the threat/opportunity from AI to the corporate risk register at the June 2019 update, although the view at this stage is that it would be premature to do so.

CM reported that the emerging risk register will now be discussed at the Audit & Risk Committee in May and then presented to the Board in June.

3. ORGANISATION DESIGN/HUMAN RESOURCES

3.1 Car Parking

The team debated the issues. It was agreed that the main principles of the current policy should stand.

It was suggested that a wider review of the policy should be carried out following the outcome of the smart working pilot.

The team discussed some uncertainty around the rules around expenses and parking. AB to work with MC to create clarity on expenses and with Siobhan Haughey on communication planning.

Action: AB

3.2 Any Other Business

3.2.1 Org Design – AB referred to paper handed out. The group discussed the proposed presentation to be made to Direct Reports.

3.2.2 Belfast City Deal – ELT are content with the suggested names. Donal to send link to ELT on the overview of the projects.

Action: DD

Next meeting: Wednesday 8th May 2019

Room: CEO office

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

MEETING MINUTES – TUESDAY 4th JUNE 2019

Attendees: Alastair Hamilton, (Chair), Mel Chittock, Jeremy Fitch, Peter Harbinson, Steve Harper, Alan McKeown

Apologies: Amanda Braden, Donal Durkan, Brian Dolaghan

Alastair welcomed Alan McKeown the new Executive Director for Regional Business. Each Executive Director gave a brief overview of their Group and its role within the organisation. Alan gave a brief overview of his background prior to taking up his new role in Invest NI.

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 8th May were approved.

1.2 Actions outstanding from last meeting

All actions underway.

2. ORGANISATION DESIGN/HUMAN RESOURCES

No items for discussion.

3. 2019-20 BUSINESS PLANNING

3.1 Board

Charles Hamilton attended to discuss this item.

Board Actions

No outstanding actions.

Board Agenda

The June agenda was agreed with the presentations focusing on a skills update and the revised approach to evaluations.

Forward Planner

The group discussed future items to be presented to the Board and the forward planner will be updated accordingly.

3.2 Core Brief

PH referred to the tabled draft core brief document. PH asked that colleague forward any comments/amendments as soon as possible to allow core brief to be issued this afternoon.

3.3 Any Other Business

- 3.3.1 ARC – AH & MC provided an update on the recent Audit & Risk Committee meeting.
- 3.3.2 Oversight & Liaison meeting – AH provided an update on the recent meeting with departmental colleagues.
- 3.3.3 Westminster Relocations – AH stated that following initial work on this the topic had not progressed. AH will take forward and feedback to the Permanent Secretary.
- 3.3.4 Annual results – AH confirmed that the proposal is to release these results next week.
- 3.3.5 Job Plans – AH stated that job plans are required to be submitted by the end of the month. AH stated that he will update his last job plan and has asked that each ELT member update theirs to reflect the new numbers (with tracked changes) and include any areas that were discussed at year end.
Action: ELT
- 3.3.6 International week – SH reminded colleagues that next week the International staff will be in Northern Ireland. There are a number of networking events and SH stated that ELT members are welcome to attend.
- 3.3.7 SECC and Board casework – MC reported that due to a reduced pool of available members it is his intention, for a temporary period to the end of the calendar year, to extend the rules to allow Grade 5's to sit on SECC & Board caseworks. MC stated that restrictions will be put in place. ELT were content with this approach.
- 3.3.8 IT equipment – MC stated that there has been an increase demand on surface devices to replace laptops. MC stated that as part of the capital equipment refresh this will be considered.

Next meeting: 23rd July 2019

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

MEETING MINUTES – TUESDAY 23rd JULY 2019

Attendees: Alastair Hamilton, (Chair), Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Steve Harper, Alan McKeown

Apologies: Amanda Braden

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 4th June were approved.

1.2 Actions outstanding from last meeting

1.2.1 Car parking – AH read an update on this issue in the absence of AB.

1.2.2 Job Plans – AH to complete his job plan with incoming Chair and will share in due course with ELT colleagues.

2. ORGANISATION DESIGN/HUMAN RESOURCES

No items for discussion.

3. 2019-20 BUSINESS PLANNING

3.1 Board

Charles Hamilton attended to discuss this item.

Board Actions

AH asked MC to prepare a paper detailing the step by step process for the risk and emerging risk registers.

Action: MC

Board Agenda

ELT agreed with the proposed agenda and to extend the timings for the two presentations.

DD to include a page in the Board papers (to note) on Invest NI's involvement in City Deals. DD to engage with Belfast City Council in advance of their presentation to Board.

Action: DD

It was agreed that ELT need to meet to discuss City Deals in more detail to ensure there is clarity around any potential duplication.

Forward Planner

The group discussed future items to be presented to the Board and the forward planner will be updated accordingly and shared.

3.2 New Solutions Development Policy and Process Guidance

JF referred to the tabled paper and stated that this paper was an attempt to ensure consistency around development of new solutions. JF stated that this was not a rule book but more a form of guidance. JF confirmed that the Operational Directors have approved and he is now seeking ELT's endorsement.

ELT were content with how the paper is proposing to put discipline around solution development but asked for a number of amendments to be included:

- rationale to be included upfront;
- project sign on;
- tightening around governance;
- policy direction including clear linkages out to the department from a policy point of view;
- inclusion of a withdrawal process; and
- inclusion of digital ambition.

In discussing the inclusion of the digital ambition it was agreed that the organisation should place emphasis on this going forward. When developing a new product the result should be end to end digital process or to aim to get to the point where this is the case.

JF asked colleagues if these amendments were included were they content that the guidance can operate from 1 August. ELT agreed.

Action: JF

3.3 Any Other Business

3.3.1 Hong Kong Science & Tech Park (HKSTP) – SH reported that Invest NI has been asked to partner with the HKSTP as part of their global start up pitch competition. As part of the sponsorship it is guaranteed that one of our companies will be one of the 100 finalists. SH will gather the relevant information and would like to start pushing this competition.

Action: SH

3.3.2 PH stated that he has now received the staff conference feedback and will circulate to colleagues.

Action: PH

Next meeting: 6th August 2019

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

MEETING MINUTES – TUESDAY 6th AUGUST 2019

Attendees: Alastair Hamilton, (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Jeremy Fitch, Peter Harbinson, Steve Harper, Alan McKeown

Apologies: Donal Durkan

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 23rd July were approved.

1.2 Actions outstanding from last meeting

1.2.1 New Solutions Guidance – JF stated that the team are nearly finished with the amendments. Some final information required on retiring of programmes.

1.2.2 Hong Kong Science & Tech Park (HKSTP) – SH stated that he has been engaging with the relevant teams to figure out who is best to apply. Next step is to promote to the client and then up to the client to apply.

2. ORGANISATION DESIGN/HUMAN RESOURCES

No items for discussion.

3. 2019-20 BUSINESS PLANNING

3.1 Risk Register

Katrina O'Dowd and Colin Morelli attended to discuss this item. A paper was distributed to show the process of reporting on the corporate risk register and emerging risk register to the Executive Leadership Team and Board; to which CM gave further clarification.

The group discussed this process in depth and agreed that the Audit & Risk Committee (ARC) should take the lead on the corporate risk register and the Board will focus on the emerging risk register.

The proposal would be for ARC to bring highlights from the corporate register to Board for discussion. The Board will also have sight of those risks in the 'Very High' category, which are also reported to the Department. The Board will focus on the emerging risk register, which will be discussed twice a year as part of a horizon scanning exercise.

KO'D and CM will discuss this with the Chair of ARC and adjust the policy which is due for review in September.

Action: MC/KO'D/CM

Corporate Risk Register

CM took the group through the proposed changes to the corporate risk register.

There is one addition to the register COR028 – Potential adoption of Artificial Intelligence by business and Invest NI – this risk has been escalated from the Emerging Risk Register. The group felt that as there was two different aspects to this risk and that it needed to be split in to two separate risks i.e. risk to employment and failure to adopt.

COR010 – MC agreed to investigate if the settings on autofill can be adjusted and to add a line under mitigation to reflect this action.

COR011 – Need to reflect that Corporation Tax did not happen and that our plans were built on that offering. Risk to be reviewed.

KO'D asked the group to ensure that their Group Risk Registers are discussed and minuted at team meetings.

CM stated that the register would be amended and circulated for approval.

Action: MC/CM

3.2 Budget

Katrina O'Dowd attended to discuss this item. MC referred to the tabled paper and the group discussed.

KO'D stated that the Finance team has been discussing with all the Groups and information will continue to be collated.

3.3 Review of Casework Protocol

Alistair Moffett attended to discuss this item. MC stated that the Department has recently undertaken a review of the operation of its casework process. Several of the recommendations are relevant to Invest NI and these have been shared with the organisation.

AM picked out a few highlights to present but stated that the team requires more time to review in depth before reporting the in-depth outcomes to ELT. AM outlined the highlights.

MC stated that there are still some questions that need to be answered as a number of aspects are absent from the report.

AH asked if this review had taken Tourism projects into consideration as this needs to be addressed as part of this review. MC stated that this would be raised with the Department.

MC/AM to provide a fuller presentation once engagement with the Department has concluded.

Action: MC/AM

3.4 Any Other Business

3.4.1 Getting Ready for Brexit: Forward Plan – BD referred to the tabled paper. BD stated that this will take place around the mid-term holidays and asked colleagues if a call needs to be taken on staff taking annual leave. It was agreed to get a view on what annual leave will be taken and Executive Directors are to ascertain this information from their teams.

Action: ELT

3.4.2 Executive Office – AH reported that the Executive Office are keen to move in to new geographical areas and have asked for 2/3 suggested locations.

Action: SH

3.4.3 Pay – AB reported that the pay remit has now been approved and will be processed for payment in September salaries. SCS will be paid in October. AB also provided an update on the recent industrial action.

3.4.4 Water Service – JF reported that he had recent had a presentation from Des Brown and recommended that ELT receive this presentation. Agreed to schedule for a future meeting.

Next meeting: 3rd September 2019

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

MEETING MINUTES – TUESDAY 3rd SEPTEMBER 2019

Attendees: Steve Harper (Chair), Amanda Braden, Brian Dolaghan, Donal Durkan
Jeremy Fitch, Peter Harbinson, Alan McKeown

Apologies: Alastair Hamilton, Mel Chittock

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 6th August were approved.

1.2 Actions outstanding from last meeting

1.2.1 Risk Register – Policy changes to be discuss with ARC Chair on 10th September.

1.2.2 Getting Ready for Brexit: Forward Plan – Line managers to manage leave requests over the mid-term/Brexit date. Will be raised at Direct Reports meeting on 5th September.

2. ORGANISATION DESIGN/HUMAN RESOURCES

No items for discussion.

3. 2019-20 BUSINESS PLANNING

3.1 Board

Charles Hamilton attended to discuss this item.

3.1.1 Board Actions – August

All actions from Board agreed and dates confirmed for any forthcoming presentations.

In discussing the digital update, SH raised an issue in using the live chat in terms of verifying an individual's identity. PH stated he would discuss with the digital team and report back.

Action: PH

3.1.2 Board Agenda – September

The team discussed the proposed agenda for the next Board meeting and confirmed items for presentation.

In terms of female representation, it was agreed that HR would provide some statistical information on the recent recruitment activity to ELT for their use if required.

Action: AB

3.1.3 Forward Planner

The team discussed the forward planner and adjustments will be noted.

3.2 Core Brief

SH asked if JF would be willing to chair the Direct Reports meeting in his absence. JF confirmed.

PH stated he had received some additional content from HR that will be added to the core brief before issuing.

It was agreed to also include some further input on Brexit following this morning Brexit Steering Group discussion.

It was also agreed to include an update for mobile phone users to ensure their contact details are included on mobile phone replies.

Action: PH

3.3 Any Other Business

No further business for discussion.

Next meeting: 1st October 2019

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

MEETING MINUTES – TUESDAY 1st OCTOBER 2019

Attendees: Alastair Hamilton (Chair), Mel Chittock, Donal Durkan Jeremy Fitch, Peter Harbinson, Steve Harper, Alan McKeown

Apologies: Amanda Braden, Brian Dolaghan

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 3rd September were approved.

1.2 Actions outstanding from last meeting

1.2.1 Review of Casework Protocol – MC confirmed discussions are still underway and he hopes to have an update soon.

1.2.2 Female Representation – AH read out an update from HR on the recent Director recruitment split. ELT were keen to receive information in relation to the recent Grade 7 recruitment.

Action: HR to provide

2. ORGANISATION DESIGN/HUMAN RESOURCES

No items for discussion.

3. 2019-20 BUSINESS PLANNING

3.1 Board

Alistair Moffett attended to discuss this item.

3.1.1 Board Actions – September

All actions were discussed and agreed.

3.1.2 Board Agenda – October & November

The group discussed the forthcoming agendas. Some amendments were made and the CEO will discuss with the Chair for agreement.

Action: AH

3.1.3 Forward Planner

The team discussed the forward planner and adjustments will be noted.

3.2 **Core Brief**

PH referred to draft core brief requesting any amendments. JF suggested that the smart working piece needed some further clarification namely that the first year roll out was still part of the pilot.

It was agreed to cancel this month's direct reports meeting as there were no major issues to present.

Action: PH to cancel

It was agreed to have a wider discussion, at a later date, on the future and attendance of this meeting.

3.3 **Any Other Business**

No further business for discussion.

Next meeting: 9th October 2019

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

MEETING MINUTES – WEDNESDAY 9th OCTOBER 2019

Attendees: Alastair Hamilton (Chair), Mel Chittock, Brian Dolaghan, Donal Durkan
Jeremy Fitch, Peter Harbinson, Steve Harper, Alan McKeown

Apologies: Amanda Braden

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 1st October were approved.

1.2 Actions outstanding from last meeting

1.2.1 Review of Casework Protocol – will be tabled at ELT Finance on 15th October.

1.2.2 Live Chat – PH provided an update on a previous query. Action now completed.

2. ORGANISATION DESIGN/HUMAN RESOURCES

No items for discussion.

3. 2019-20 BUSINESS PLANNING

3.1 Presentation by NI Water

Des Brown, Head of Business Engagement, NI Water delivered a presentation on the risks to Northern Ireland's growth ambitions. Des indicated that NI Water has been delivering this presentation to a number of stakeholders.

In setting the scene, Des detailed the infrastructure of NI Water and how they provide services to 875,000 households and businesses. Des indicated that NI Water have been engaging with local Councils as they draw up their development plans. Des briefed the group on NI Water's funding restraints and challenges; in particular how funding is not keeping pace with NI's needs.

In closing the presentation, Des reiterated NI Water's requirement for significant investment for wastewater and water infrastructure. NI Water knows Northern Ireland's growth ambitions and if funding continues at current levels, there will be significant constraints on economic growth.

AH thanked Des and stated that the presentation articulates the issues a lot clearer and certainly gets the message across. AH stated that Invest NI would have concerns and the reality is that it will impact the organisations plans. AH stated that we are open and keen to carry this message to make sure this is addressed.

Des stated that the organisation has been asking stakeholders to write to DfI to let them know your thoughts and concern. AH stated that he would be happy to reflect Invest NI's concerns.

Action: AH

3.2 Proposed Agri Food Investment Scheme

John Hood attended the meeting to discuss the proposed agri-food investment scheme (AFIS).

AFIS is a proposed capital grant scheme to be offered to large agri-food processors. Large agri-food processors have been able to avail of a similar grant aided scheme in the other UK regions through Regional Development Programmes. The absence of capital grant aid in Northern Ireland puts large local companies at a competitive disadvantage.

John stated that Invest NI is working with DfE and DEFRA to notify a scheme to the EU Commission to notify a scheme under EU Guidelines for State aid in the agricultural and forestry sectors and in rural areas 2014 – 2020, specifically Part II Section 1.1.1.4.

It is proposed to offer AFIS as a modification of SFA in line with Invest NI's recently agreed New Solutions Development Policy.

The group discussed the risks associated with this proposed scheme. JH stated that each project will be assessed under a set of criteria and will still have to satisfy additionality. If the project is over a certain limit will require approval by DfE and DoF.

JH laid out the cost per job (CPJ) derogation. A proposal to temporarily set aside the requirement for a CPJ control calculation to offer assistance towards capital based project from the agri-food processing sector is being prepared for DfE and DoF consideration. It is not proposed to reduce Invest NI's job creation targets.

A paper will request the measure to be put in place for a period of up to two years with the possibility of a further extension depending on prevailing economic conditions. Reviews at 12 and 24 months will be undertaken.

JH stated that if Invest NI gets EU approval the scheme will only run up to the end of next year (2020).

ELT agreed with the proposal however AH asked that there was clarity on whether this was a scheme or non scheme, budget cover and the two options on CPJ.

It was agreed to continuing working with the Department to resolve these issues.

3.3 Digital Update

PH provided further detail on his recent presentation to Board and in particular the detail behind the proposed Digital Strategy Board and Digital Experience Team.

PH stated that the proposed future approach has been benchmarked against digital communication/transformation departments within the Department of International Trade, London & Partners, Kerry Foods and a major US insurer.

The new approach would be overseen by a Digital Board, which set the strategic priorities to deliver our Business Strategy. The Digital Experience Team will work with internal customers to translate these strategic priorities in to an agreed rolling programme for digital delivery and deliver these in an agile manner at pace. This will be a completely new team structure operating in a new way.

The new Digital Experience Team will report in to Communications and comprise people from a number of existing teams and divisions. This will give a centralised focus on Invest NI's digital ambition, strategy development and execution.

MC stated that this proposal has been driven by the recent report on the ICT review. BD asked if this proposal aligns with the recommendations from the review and MC stated that it does.

PH and MC will continue to work through proposed structures and associated resourcing.

3.4 Non-Executive Board members

PH informed the group that the advertisement to recruit new non-executive board members is planned for week commencing 14th November. The advertisement will state that we are seeking to recruit six new non-executive posts.

It was agreed that MC would discuss with the Chair to ascertain her views on next steps.

Action: MC

3.5 Any Other Business

3.5.1 CEO transition – AH informed the group of the transition plan for the incoming Chief Executive. MC stated that he has commissioned a 'first day brief' by way of an information document.

3.5.2 Innovation Awareness & Accreditation – JF stated that this campaign has now launched. He put a challenge to the group by asking if Invest NI would apply for this accreditation. The group discussed and agreed that the organisation should apply. JF to discuss with PH in terms of scheduling to ensure there was no conflict with other applications.

Action: JF

3.5.3 Brexit Staffing – BD laid out the proposed plans for staffing cover. ELT were content with the approach, as described, but asked that BD to ensure HR were content with the approach.

Action: BD

Next meeting: 5th November 2019

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

MEETING MINUTES – TUESDAY 5TH NOVEMBER 2019

Attendees: Alastair Hamilton (Chair), Kevin Holland (CEO Designate), Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Alan McKeown

Apologies: Peter Harbinson, Steve Harper

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 9th October were approved.

1.2 Actions outstanding from last meeting

1.2.1 Review of Casework Protocol – MC confirmed that an article will be included in Core Brief and Newsweekly to inform staff of the changes. New processes are in place for large cases. AH asked if cases will be reviewed at O&L meetings and MC confirmed that was the plan. The team discussed the need to move on the recruitment for an economist.

1.2.2 Female Representation – AB verbally provided the detail on the recent recruitment competitions. AB to issue this information to colleagues.

Action: AB

It was agreed that AB would provide the names of those successful candidates for the Grade 7 and Grade 5 posts to line managers.

Action: AB

It was agreed that AB would pull together the key learnings to help to steer the discussion on female representation with the Board. What are the 3-4 big issues coming out of this and what are we prepared to do.

Action: AB

1.2.3 NI Water – JF to prepare draft letter for DfI on pressure points Invest NI are facing around water infrastructure particularly around the drive on sub regional growth and Grade A pressure points. ELT discussed the role of Head of Strategic Infrastructure in the context of the NI Water presentation. Emerging matters were also raised in relation to wider infrastructure issues and the need for this post to be filled was reiterated.

Action: JF

1.2.4 Innovation Accreditation – JF confirmed that Invest NI would apply for this accreditation in Q1 of 2020/21.

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 New HR System

AB provided a verbal update on the current status of the implementation of the new HR system. AB stated that it is currently on schedule to be in place for the commencement of job plan setting for 2020/21.

AH stated that ELT needs more visibility of the project and asked that AB present to colleagues a project plan and timeline overview. He also suggested that users be involved before moving to acceptance testing.

Action: AB

3. 2019-20 BUSINESS PLANNING

3.1 INI Board Meeting

Alastair Moffett joined the meeting to discuss this item.

3.1.1 Board Actions – all Board actions reviewed.

3.1.2 Board Agenda – suggested amendments taken on board and draft agenda to be amended.

3.1.3 Forward Planner – the team discussed the Board agenda forward planner. Amendments as discuss will be made to planner.

3.2 Core Brief

Una McCambridge joined the meeting to discuss this item. There were no suggested amendments to the core brief. Una confirmed the agenda for the Direct Reports meeting.

3.3 Risk Register

Colin Morelli joined the meeting to discuss this item. Colin referred to the new format for the risk register included in today's papers. He also stated that the team are currently looking at procuring risk software to help track risks.

Colin stated that the headline is that there has been no risk score movement either into or out of the 'Very High' risk category. Two risks remain in the 'Very High' category (COR008 on skills and COR019 on Brexit) and will be reported to DfE for discussion at the Departmental Audit and Risk Assurance Committee.

Colin referred to risk COR014 regarding data integrity and asked if it was necessary to consider the focus and priorities in this area. It was agreed that this risk should be widened to include CRM and data integrity. It was also agreed that this risk should be re-evaluated, the mitigation score revised and a plan developed. This review to take place in advance of the next update.

Colin reported that Emerging Risks will be discussed at the next Board meeting. AH asked that the paper be shared with ELT in advance.

Action: MC/CM

AH asked the team if a new risk should be included to cover the changes at Senior Executive level i.e. CEO, Chair, Permanent Secretary, Board. It was agreed and Colin will work up a risk with new CEO as owner. This will be covered in the next update.

Action: MC/CM

MC referred to risk COR027. It was agreed that the mitigated likelihood score would increase to 4 (from 3) and a comment would be added to reflect the difficulties in recruiting for key positions. Specifically a number of vacancies in both Finance and ICT remain unfilled. These changes would be sent to the risk owner (AB) for approval.

Action: MC

Subject to changes discussed above, ELT agreed the corporate risk register.

3.4 City Deal Update

DD referred to the tabled paper providing a verbal update on the progress to date and governance proposals.

The group discussed a number of asks as detailed in the paper and agreed to bring this discussion back to next week's meeting.

3.5 Any Other Business

3.5.1 Addressing the Needs of the Wider Business Base – AH referred to the response from the Permanent Secretary. It was agreed that AMcK and DD would jointly develop a plan and DD would include an update as part of the Brexit item at Board.

Action: AMcK/DD

3.5.2 North Foreshore – AMcK and DD to follow up with Department and arrange meeting.

Action: AMcK/DD

Next meeting: 13th November 2019

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

MEETING MINUTES – WEDNESDAY 13TH NOVEMBER 2019

Attendees: Kevin Holland (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Steve Harper, Alan McKeown

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 5th November were approved.

1.2 Actions outstanding from last meeting

1.2.1 Recruitment – AB provided an update on recent recruitment exercises. It was agreed to have a further discussion on recruitment at the December meeting, in particular around “attract-develop-retain”.

1.2.2 NI Water – JF confirmed outstanding action is in process.

1.2.3 HR System – AB confirmed update will be provided at meeting on 17th December.

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 Board Induction

Alistair Moffett joined the meeting to discuss this item and referred to the tabled paper. AM confirmed that the advertisement to recruit new board members was now live with a closing date of 29th November.

The group reviewed the proposed induction programme and it was agreed to ask current board members for feedback on their induction.

Action: MC/AM

KH asked that State Aid be included and JF felt it was better to include this as part of the casework session. KH asked that managing relationships also be included to brief board members on engagements with Invest NI clients. KH felt it was necessary to capture these interactions.

Action: MC/AM

DD felt that partnership working also needs to be included in the programme as the Chair is very keen to develop this piece, particularly with stakeholders.

SH stated that casework induction needed to be more dynamic. He suggested that board members should shadow casework sessions and then cement with a training session.

AM stated that as part of the next step he will pull out previous presentations and asked that ELT members review them. It is essential that the programme is ready to deliver on appointment of new Board members.

Action: AM/ELT

3. 2019-20 BUSINESS PLANNING

3.1 Business Strategy Process & Timetable

DD stated that the organisation is currently 2½ years into its 4 year Business Strategy and consideration is now being given to the process for developing the next Business Strategy covering the period April 2021 to March 2025

It is recognised that the process is commencing in an uncertain political and economic environment. As a result, it will be important to ensure that the process remains flexible and that we continue to work closely with colleagues in DfE throughout this planning process and to understand wider UK planning (BEIS/DIT) particularly at a country plan level.

DD presented to the group the initial proposals for developing the strategy. The group discussed the proposals and it was agreed to widen the paper to include reference to a 'Vision of our Future State' and to provide more details on the nature of stakeholder engagement, in advance of the Board Strategy Day planned for February.

It was agreed to commence work on a Situation Analysis in advance of the ELT Strategy Days on 17th December and 15th January and the planned Board Strategy Day in February.

DD asked for nominations at senior level to sit on an internal Business Strategy Development Working Group. ELT to nominate senior staff members to sit on the Business Strategy Development Working Group.

Action: ELT

KH and DD to meet with the Chair to agree the Terms of Reference for the Business Strategy development process and to agree membership of the Board Strategy Sub-Group.

Action: KH/DD

3.2 City/Growth Deal Discussion

DD referred to the tabled paper. DD stated that he has asked the Department for clear advice on Invest NI's role in this process and the need to have an outline MOU. DD confirmed that the Belfast City Council Chief Executive would be assigned as Accounting Officer with the Department for the Economy as the Accounting Department.

DD advised that the Innovation Leads for the BRCD would be presenting updated Outline Business Cases (OBC's) on Thursday 14th and Friday 15th November. The Invest NI Sector Leads would be in attendance to provide further feedback on each of the proposals.

DD also pointed out that Prof Paul Maropolous (AMIC Lead) and Prof Jim McLoughlin (CDHT Lead) would be presenting alongside Suzanne Wylie at the Invest NI Board Meeting on 27th November.

The team discussed the “asks” as laid out in the tabled paper. In respect to revenue funding, JF asked if the Competence Centre model could be a good fit as the model is already in place and meets the criteria referred to.

KH stated that we need to hear the ‘voice of business’ within the City/Growth Deals. Invest NI is supportive of City Deals as we can see how they have worked in other regions, particularly where they have been business led.

KH also added that it would be important to get a clear understanding from the Delivery Board of the strategic direction of the current range of City/Growth Deals.

DD to keep ELT advised on progress and development on the range of City/Growth Deals.

Action: DD

3.3 Roundtable Discussion

KH opened the discussion by thanking his ELT colleagues for making him feel very welcome since his appointment and for helping him to settle in quickly. KH stated that he had enjoyed meeting each of them separately and being introduced to their teams.

KH laid out his initial thoughts focussing on strategic and operational issues, talent, clients/customers and stakeholders. KH also imparted information on his leadership style to the team. KH also stated that he was open to suggestions from the team on what they would like him to do over the next 6 months.

KH then asked the team four questions which he would like them to consider and he will discuss with them individually during their next 1-to-1 meetings. KH to send questions to team.

Action: KH

3.5 Any Other Business

3.5.1 Smart Working – It was agreed to set up a more in-depth session on the smart working pilot. This will be at the meeting on 11th December.

3.5.2 Director Recruitment – AB provided an update on the recent Director posts. It is hoped to make appointments next week.

3.5.3 Returner Programme – SH referred to the discussion on this topic some 8 months ago. It was agreed to revisit this discussion.

Next meeting: 11th December 2019

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

MEETING MINUTES – WEDNESDAY 11TH DECEMBER 2019

Attendees: Kevin Holland (Chair), Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Steve Harper, Alan McKeown

1. PREVIOUS MEETING

1.1 Minutes of Last Meeting

The minutes of the meeting of 11th November were approved.

1.2 Actions outstanding from last meeting

1.2.1 NI Water – JF confirmed draft correspondence being prepared.

1.2.2 Addressing the Needs of the Wider Business Base – JF stated that the Enterprise Finance Guarantee Scheme is currently being looked at.

1.2.3 North Foreshore – AMcK confirmed has met with Department, some discussion still required and AMcK will share documents with CEO.

1.2.4 Board Induction – SH asked if his new Grade 5 could attend part of the induction programme. MC confirmed this would be possible and that he is proposing current Board members also participate as a refresher. MC to ensure new Grade 5s are invited

2. ORGANISATION DESIGN/HUMAN RESOURCES

2.1 Smart Working

Paddy Robb and Siobhan Haughey attended to discuss this item.

PR provided an update on the Smart Working pilot including the current position; roll out plan and areas still to be completed.

The team discussed the DPIA and the need for this to be signed off before the organisation could proceed. PR to consult with the Information Governance Manager for further clarification on what specifically needs to be covered within the DPIA.

Action: DD/PR

It was agreed to prepare a briefing note on the implications of Smart Working on Bedford Square HQ building.

Action: DD/PR/SH

PR asked ELT if they were content to approve the progressive roll-out of the next phase of the pilot. BD stated that the Board were very clear that this is an extended

pilot for up to one year. The organisation will need to be able to revert if pilot is not successful.

KH asked PR to prepare a recommendation statement in line with the request from the Invest NI Board. ELT will then review and sign off this statement. KH also stated that we need 2-3 milestone check points in six months to enable us to review how Smart Working is progressing at team level.

Action: DD/PR

2.2 Best Companies

Paddy Robb attended to discuss this item.

PR stated that this was the third time the organisation has participated in this survey. Today's presentation is headline only but PR will be pulling the relevant data for each Group together and once this has been fully considered there will be an opportunity to take this back to ELT for further discussion and agreement on the way forward.

Action: DD/PR

ELT were pleased to see the score had increased on the survey result of 2017. The next steps will be for Executive Directors to discuss Group results with their employee champions and to develop engagement plans. KH to announce high level results at employee event on 18th December.

KH stated that he would like the group to identify a few issues and focus on tackling them. DD/PR to circulate Group reports for ELT discussion and consideration. Best Companies to feature at ELT in February to agree next steps and a Best Companies Action Plan.

Action: DD/PR

2.3 CSE Update

Paddy Robb attended to discuss this item.

PR stated that this is an annual assessment, which Invest NI has participated in for the last seven years. The standard operates on three levels:

1. Driver of continuous improvement
2. A skills development tool
3. An independent validation of achievement

PR stated that provisional results indicate that Invest NI has retained full compliance against all elements of the CSE standard with 27 of the elements designated compliance plus. As far as PR is aware, Invest NI is still the number one accredited organisation in NI.

PR stated that this was the end of a three-year rolling programme and asked if it was now time to integrate it into business as usual. DD suggested that it might be time to consider placing responsibility for the continuous development of CSE with one of the direct customer facing parts of the business. BD suggested a discussion with the customer facing ELT members. DD to organise.

Action: DD/ BD/AMcK/SH/JF

KH asked if we have reached a point where we might want to consider a different approach. KH asked if there was an option to run the survey for another year and then consider our options, tied in to the development of the new business strategy and the future metrics that will monitor this. PR to ask if can be extended for one year.

Action: DD/PR

2.4 Recruitment

Carolyn McKenna and Siobhan Haughey attended to discuss this item.

AB provided the team with an update on some imminent changes within the HR team. AB also provided an update on the recruitment process and the outcomes from recent competitions.

AB highlighted an approach to focus organisation development in three areas – Attract, Develop and Retain. The team debated the issues around these areas, particularly Attract and “readiness” for development. AB proposed a number of suggestions for further consultation.

2.5 Female Representation

Carolyn McKenna and Siobhan Haughey attended to discuss this item.

AB referred to the proposed paper for Board. The group discussed and it was agreed to include some actions before sharing with the Board.

Action: AB

3. 2019-20 BUSINESS PLANNING

3.1 Business Strategy

DD presented an update on the Business Strategy situation analysis phase.

DD stated that we will be able to undertake analysis based on Invest NI financial support data going back to 2002-03 and business performance (KPI) data back to 2013. This data can be used to provide trends and comparative information by industry sector, business size and ownership, and answer such questions as which sectors have received the most support and which have generated the greatest return on our investment?

KH asked if it would be possible to get a trend projection/competitiveness. DD to investigate.

Action: DD

KH also asked for information on corporation tax breaks as this was an issue that is still being mentioned. DD to provide.

Action: DD

KH asked that papers for discussion at the ELT strategy meeting on 15th January be provided well in advance to allow pre reading to stimulate debate.

Action: DD

3.2 City/Growth Deals

DD provided a brief update on this topic focusing on Invest NI R&D and wider innovation support & investment.

DD stated that Belfast City Council have written to the Chair with some asks. In particular, to appoint an Invest NI lead for FDI, Digital and Skills. AMcK stated that we needed to ensure these asks align with the other growth/city deals. ELT to consider potential leads and inform DD.

Action: ELT

3.3 Board Actions & Agenda

Alistair Moffett attended to discuss this item. The group discussed the actions from the recent Board meeting; draft agenda for January and the forward planner.

3.4 CEO slot

KH provided feedback on wider environment (UK election, statement, health in NI), on budget discussions and on his recent engagements and in particular regional visits. KH & MC provided an update on current budget pressures.

3.5 Any Other Business

3.5.1 Career Breaks/Secondments – The group discussed the issue of returnees to Invest NI. It was agreed ELT would review their recruitment lists and this would be discussed on 17th December.

3.5.2 Meridio – MC stated that he is currently looking for a DP for an assignment to take forward the EDRMS change. MC to provide some information on the role to colleagues.

Action: MC

3.5.3 Interview Notes – The group discussed an issue that has arisen regarding the release of interview notes. It was agreed AB & MC would obtain further guidance on releasing this information.

Action: AB/MC

Next meeting: 7th January 2020