

INVEST NORTHERN IRELAND
EXECUTIVE LEADERSHIP TEAM
MINUTES 2023

Tuesday 10th January 2023
Tuesday 31st January 2023
Tuesday 8th February 2023
Tuesday 20th February 2023
Tuesday 7th March 2023
Tuesday 4th April 2023
Tuesday 2nd May 2023
Tuesday 9th May 2023
Tuesday 30th May 2023
Tuesday 6th June 2023
Tuesday 13th June 2023
Tuesday 4th July 2023
Tuesday 1st August 2023
Tuesday 8th August 2023
Tuesday 29th August 2023
Tuesday 5th September 2023
Tuesday 3rd October 2023
Tuesday 31st October 2023
Tuesday 14th November 2023
Tuesday 5th December 2023

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 10th January 2023
CEO office, INI HQ

Chair: Mel Chittock

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

Apologies: None

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies</u> There were no conflicts of interest.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 13 th December were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<p><u>Innovation</u> Keith Forster (KF), Eoin McFadden (EMcF) and Vicky Kell (VK) attended the meeting to present on 'Innovation for a 10X economy'.</p> <p>KF opened stating that there had been extensive co-design work with Invest NI and other stakeholders to help formulate a policy position. The first stage has focussed on policy parameters, opportunities and what DfE are trying to accomplish; the second stage will focus on how this is delivered.</p> <p>EMcF presented an update on the current progress of the 10x innovation workstream focussing on targets, innovation framework, strategic and policy objectives. The group discussed the detail of the presentation reflecting on challenges and barriers, achieving targets and helping R&D active companies and institutions.</p> <p>KF confirmed that the next stage would be the development of a strategic action plan. MC indicated that he had some apprehensions around the timelines.</p> <p>The group discussed how Invest NI supports companies who drive innovation, the concept of a portfolio approach and risk management.</p> <p>MC thanked colleagues for the presentation and discussion. MC confirmed the proposal is to deliver this presentation to the Invest NI Board in January. KF stated that the aim is to provide the Board with an update on the direction of travel but there is an opportunity/need to rethink how to develop a corporate</p>	

	<p>plan, business strategy, activity that aligns with the objectives and to accept that there is a change required to do that. This is about co-design and partnership.</p> <p>SH had one plea that Export and External Sales be included earlier in the process as this is critical to innovation.</p>	
5.	<p><u>Independent Review</u> The group discussed the imminent release of the Independent Review findings.</p>	
6.	<p><u>Any Other Business</u></p>	
6.1	<p>Transformative Leader Programme – MC will share details of this programme and asked colleagues to feedback to CMcK if they have any staff that they feel would benefit.</p>	ELT
6.2	<p>End of Year Reviews – CMcK to provide a list of outstanding reviews to be completed. MC committed to completing his reports as soon as possible and asked ELT colleagues to review their own teams’ reports.</p>	<p>CMcK</p> <p>ELT</p>
7.	<p><u>Date of Next Meeting</u> 31 January 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 31st January 2023
CEO office, INI HQ

Chair: Alan McKeown

Attendees: Donal Durkan; Jeremy Fitch; Peter Harbinson; Steve Harper; Carolyn McKenna

Apologies: Mel Chittock; Brian Dolaghan

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Apologies</u> Apologies received from Mel Chittock and Brian Dolaghan. There were no conflicts of interest.</p>	
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 10th January were approved and will be published online.</p>	
3.	<p><u>Outstanding Actions</u> All outstanding actions were discussed.</p>	
4.	<p><u>Risk Register</u> Colin Morelli (CM) and Katrina O’Dowd (KOD) joined the meeting to discuss this item.</p> <p>CM reported that there are 15 risks on the register to December 2022, two of which are in the very high risk category namely COR005 and COR043.</p> <p>CM stated that the risk in relation to the Independent Review (COR045) remains on the register and will be reviewed in the next update. KOD commented that there is insufficient information to articulate that risk appropriately at this time. ELT were content that the ARC paper reflect that.</p> <p>CM stated that the Audit & Risk Committee (ARC) has also asked for a paper on the recommendations coming from the Independent Review that might impact on the work of the ARC that they need to oversee and monitor. CM confirmed that a factual paper has been provided.</p> <p>DD queried the terminology on the risk title for COR005 and the link to COR011. The group debated the impact of budget implications on the organisations ability to forward plan its business. KOD stated that it is not a budget management risk but is the risk to the organisation of not being able to plan its business if it does not know if it will have more or less budget. The group agreed to amend COR005 to include “effective planning and delivery is hindered...”.</p>	

	<p>The group debated COR043 and agreed that it should be amended.</p> <p>PH asked if COR042 should be reviewed and it was agreed that this needed to await the outworkings of the Independent Review. CM agreed to note this in the ARC paper.</p> <p>CM provided an update on the review of underlying risks and confirmed that Risk Team have taken the opportunity to review controls and review periods to lessen the workload going forward.</p> <p>CM also stated that Group registers have a target to be added to Decision Time by the end of March and this is being overseen by the Governance Council. CM confirmed that he will reissue the Group registers in advance to and meet to ensure they are in good shape before transferring to the online system.</p> <p>In closing, CM asked the Executive Team subject to the changes discussed if they were content that the register reflects the risk profile of the organisation. ELT agreed.</p> <p>KOD provided an update on the changes to the members of the Audit & Risk Committee and the proposal being mooted to co-opt an independent member, of which the new ARC Chair is keen. ELT agreed that they would also be supportive of that direction of travel and will consider if they are aware of any individuals who may be suitable.</p>	
5.	<p><u>DfE 10X Delivery Plan Templates</u></p> <p>Gerard McNally (GMcN) and Clare Mullan (CM) joined the meeting to discuss this item.</p> <p>GMcN stated that first drafts of the templates have now been produced (and shared with the Department). GMcN walked the group through the various areas of the template providing examples of how sections could be improved and what information needs to be included.</p> <p>GMcN will set up sessions within the next few days to discuss with teams and will write out to provide clear indication on what needs to be done and the timeline to meet. AMcK asked colleagues to discuss with their Directors/Programme Owners in advance.</p> <p>AMcK closed the discussion stating that the Executive Team were content with the direction of travel.</p>	
6.	<p><u>Any Other Business</u></p> <p>6.1 Staff Conference – PH confirmed that a version of a staff conference would go ahead on 8th March. PH plans to have a proposal with the CEO next week. Action: PH and SH to discuss international staff attendance.</p>	
6.2	<p>Hybrid Working – PH highlighted that there was an agreement to revisit the hybrid working guidelines in January to see if they are working or if need reviewed. It was agreed to include discussion at upcoming strategy session. Action: AMcK to re-run reports and share with colleagues.</p>	

6.3	DIT Conference – PH confirmed that Invest NI will work alongside DIT to deliver a trade and investment conference likely to be tagged alongside the Global Investment Summit in London in October. PH will keep the group informed of developments but there is likely to be a significant draw on the organisation to assist with the organising and delivery of the event.	
6.4	Peace Plus – AMcK provided an update and will present to ELT in coming weeks. Action: AMcK to share presentation.	
7.	<u>Date of Next Meeting</u> 8 th February 2023	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 8th February 2023
CEO office, INI HQ

Chair: Mel Chittock

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

Apologies: None

Minute Taker: Arora Upritchard

		Action Assigned to
1.	Apologies There were no conflicts of interest.	
2.	Minutes of Previous Meeting The minutes of the meeting of 31 st January were approved and will be published online.	
3.	Outstanding Actions All outstanding actions were discussed. Casework – MC requested colleagues look at the work in progress within their respective areas. Salary Sacrifice Car Scheme – to be tabled for discussion.	 ELT BD
4.	Board actions and February Strategy agenda Ian Maxwell (IM) and Wendy Savage (WS) attended the meeting to discuss this item. The group discussed the outstanding actions and proposed agenda for the next Board meeting. IM provided an update on proposals drafted in relation to board sub groups. The group discussed the proposals. Action: IM to share the proposed slides. The group discussed a potential “data room” for board members. DD confirmed that the Corporate Information Team, City & Growth Deals, Strategy and the Economists are pulling together a list of available information. A meeting has been arranged with IT Infrastructure and Comms to progress. ELT and Board Members will be advised once information has been posted. The group discussed the proposed agenda for the next Board meeting. WS left the meeting.	

5.	<p><u>DfE/INI Partnership Agreement</u></p> <p>IM referred to the request for input to the draft Partnership Agreement and asked colleagues to ensure any final updates are made. IM described the next stages of the process.</p> <p>Action: IM to reissue.</p>	IM
6.	<p><u>SAYOR Update</u></p> <p>Mark Carruthers (MCa) and Ian Maxwell (IM) joined the meeting to discuss this item.</p> <p>MCa confirmed that an exercise has been completed to update CRM in respect of all SAYOR approvals in order to determine a true picture of SAYOR activity. MCa displayed the current number of live/approved and closed SAYORs broken down by Group.</p> <p>MCa reflected on the recommendations previously agreed and outlined the proposed amendments. MCa outlined two further recommendations around SAYOR impact on Additionality and Economic Efficiency. The group discussed the proposed recommendations.</p> <p>ELT were content with the recommendations as presented. MC will write to the Department to update them on the current status.</p> <p>Action: MC</p>	MC
7.	<p><u>Any Other Business</u></p> <p>7.1 PPE – AMcK informed the group that a request will be made to complete any outstanding PPEs. IM outlined the proposal in addressing outstanding PPEs from April 2020 onwards including policy and template work to be undertaken.</p> <p>7.2 DIT – SH provided an update on recent engagements with DIT. SH proposes to discuss at the next Executive Forum.</p>	
7.3	<p>Economic Information – The group discussed gathering economic information reflecting impacts over the past 25 years.</p> <p>Action: PH to speak to DfE and DD will engage with UUEPC.</p>	PH / DD
7.4	<p>NIPSA Strike Ballot – CMcK informed the group that NIPSA have informed Invest NI that they propose to ballot their members on industrial action.</p>	
7.5	<p>Data Capture – DD raised the importance of data capture being adhered to. It was agreed that it should be included on staff job plans and the message should be reinforced to respective teams. AMcK stated there is a proposal to build this in as part of digital governance.</p> <p>Action: ELT to ensure this is discussed at Group meetings.</p>	ELT
8.	<p><u>Date of Next Meeting</u></p> <p>20th February 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 20th February 2023
CEO office, INI HQ

Chair: Mel Chittock

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

Apologies: None

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies</u> There were no conflicts of interest declared.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 8 th February were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<p><u>Supply Chain Resilience and Development Solutions Programme (SCRDS)</u> Niall Casey (NC) and Clive Stewart (CS) joined the meeting to discuss this item.</p> <p>CS stated that SCRDS is a newly developed service that commenced in March 2021. The programme is about engaging with key strategic manufacturers and internationally tradeable service companies to review their supply chain development needs.</p> <p>A key enabler to having a team of experienced industry supply chain professionals who provide specialist advisory support to help businesses identify supply chain risks, reduce costs and develop capability.</p> <p>In terms of companies the programme has engaged with over 200 companies since commencing and at any one point in time the team has circa50 active supply chain improvement projects underway. In terms of outcomes the programme has delivered just over £9m in terms of financial value add to companies.</p> <p>CS explained the three-step framework of the programme. MC asked how the team identify which companies will participate in the programme. CS explained it is a blend – initially was a series of open calls however it is now a blend of open calls to all companies and internal referrals for support.</p> <p>The group discussed the selection criteria and the spread by company size and region.</p>	

	<p>CS reported the key findings from the evaluation and the group discussed. CS outlined the strategic direction going forward including 10X alignment, value add expert supply chain service and offering more enhanced service. This programme is about creating supply chains fit for the future.</p> <p>The group discussed how the organisation could publicise this programme and ensure the public mass is aware. NC stated that part of the evolution of this is moving to a blend of direct single company engagement and becoming more of a knowledge sharer. The group also discussed additionality and private market sector provision.</p> <p>MC thanked the team for their presentation today.</p>	
5.	<p>Board Strategy Session</p> <p>Gerard McNally (GMcN) and Clare Mullan (CM) joined the meeting to discuss this item.</p> <p>GMcN set out the proposal for the planned discussion with Board members on the Business Plan for 2023/24. JF commented that a lot of work has been undertaken to develop the plan and it is a different approach to what has been adopted before. The business plan is coming together but there are a couple of elements which need to be brought out and emphasised i.e. 10X alignment and drivers of productivity.</p> <p>The group discussed examples of what could be measured and it was felt there was a need to agree what our inputs / activities and impact / outputs are, as these will translate across the Drivers and Enablers and, therefore, will help ensure consistency of approach.</p> <p>Following further discussion, it was agreed to split the draft targets for 2023/24 to show 'what we do', 'what's new' and 'what we are aiming for'.</p> <p>MC noted that we need to present our thinking, the direction of travel and ask the Board for their input. It was agreed that GMcN would work with each of the Driver and Enabler Leads before sharing a draft narrative with Board Members in advance of the Board Away Day session on 1st March.</p> <p>Action: GMcN</p> <p>It was proposed, subject to agreement by the Board, that following the Away Day, each Driver Lead will engage with Board Champions to further refine the Business Plan content in their area of responsibility.</p> <p>MC closed the discussion recognising that this is a moving exercise and there is still some work to be completed.</p>	DD/GMcN
6.	<p>Portfolio of Programmes</p> <p>CM referred to the Independent Review and the recommendation to undertake a strategic audit of all Invest NI programmes, in conjunction with DfE, and indicated that the tabled paper sets out what has been carried out to date. CM confirmed that there is now a centralised list and work has been undertaken to align these to Invest NI key drivers, 10X pro forma pillars and key metrics.</p>	

	<p>CM is proposing to consolidate all of this information, to set up clinics with Programme Managers to make sure all of the collated information is agreed. Following the clinics, CM outlined the proposal to undertake an assessment and ranking of all Invest NI programmes.</p> <p>The group discussed the proposal in depth and agreed that some preliminary work on programme definition should be completed.</p> <p>It was agreed that CM would complete a programme definition exercise by the end of March, with a target date of the end of September to assess and rank all of the Invest NI programmes.</p> <p>Action: DD/CM</p>	DD/CM
<p>7.</p> <p>7.1</p> <p>7.2</p> <p>7.3</p>	<p><u>Any Other Business</u></p> <p>Staff Conference – PH provided an update on the event.</p> <p>Casework Panels – MC provided an update on casework panels.</p> <p>Board workshop – MC provided an update on the agenda for the forthcoming Board workshop.</p>	
<p>8.</p>	<p><u>Date of Next Meeting</u></p> <p>7th March 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 7 March 2023
CEO office, INI HQ

Chair: Mel Chittock

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

Apologies: None

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Apologies</u> There were no conflicts of interest declared.</p>	
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 20th February were approved and will be published online.</p>	
3.	<p><u>Outstanding Actions</u> All outstanding actions were discussed.</p>	
4.	<p><u>Board actions and March agenda</u> Ian Maxwell (IM) attended the meeting to discuss this item.</p> <p>The group discussed the outstanding actions and proposed agenda for the next Board meeting.</p>	
5.	<p><u>Base Location Proposal</u> CMcK referred to the tabled paper and laid out the background to the proposal and the implications under consideration.</p> <p>The group debated the proposal.</p> <p>In light of the Independent Review, it was agreed to pause this discussion and revisit later in the year as the outworkings of the review become clearer.</p> <p>In summation, it was agreed, for now, that the base location is where an employee's team is currently based. SH felt it was time to revisit the hybrid working discussion.</p>	
6.	<p><u>Business Plan Follow Up</u> Gerard McNally (GMcN) attended the meeting to discuss this item.</p> <p>GMcN stated that he had circulated the feedback from the Board meeting discussion and asked colleagues to feed through any input to the narrative.</p>	

	MC commented that the Business Plan would need to reflect the budget position. BD provided a budget position update and the group debated how this will affect the Business Plan. The group debated the current position alongside current projects. It was agreed that this would be discussed in more detail at the forthcoming ELT Finance Meeting.	
7.	<p><u>Independent Review</u></p> <p>MC provided the group with a verbal update following the first meeting of the Steering Group and the proposed way forward.</p> <p>MC reported that the Department proposes to publish its initial response to the Review by the end of March.</p>	
8.	<p><u>Any Other Business</u></p> <p>8.1 Staff Conference – PH provided a verbal update on the programme for the conference.</p> <p>8.2 Advertising Contracts – PH provided an update.</p> <p>8.3 KPI – DD asked colleagues to give a final push for completion.</p> <p>8.4 Mission/Vision Statement – PH to review website.</p>	PH
9.	<p><u>Date of Next Meeting</u></p> <p>4th April 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 4 April 2023
CEO office, INI HQ

Chair: Mel Chittock

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

Apologies: None

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Welcome & Apologies</u> MC welcomed the Chair to the meeting. There were no conflicts of interest declared.</p>	
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 7th March were approved and will be published online.</p>	
3.	<p><u>Outstanding Actions</u> All outstanding actions were discussed.</p>	
4.	<p><u>Board actions and March agenda</u> Wendy Savage (WS) attended to discuss this item. The group discussed outstanding actions and the proposed agenda for the next Board meeting. WS stated that we will return to holding Board meetings in the regions.</p> <p>SH provided an update on a recent meeting with the Department on the relationship between exports, innovation, & productivity. SH referred to a recent report produced by Dr David Skilling and agreed to share with colleagues.</p> <p>SH asked if it would be possible to get statistics from the Corporate Information Team, over a 10 year period, to show the relationship between R&D support and a growth in external sales and exports, compared with those businesses that didn't receive any R&D support.</p> <p>Action: SH to share Skilling report. Action: DD to share statistics from the Corporate Information Team.</p>	SH DD
5.	<p><u>Mid-South West Growth Deal</u> AMcK stated that the organisation has received a request from the Mid-South West Growth Deal team for Invest NI to deliver as a pilot project the £15m (£7.5m Complimentary Fund + £7.5m City and Growth Deal) Industrial Investment Challenge fund to businesses in the Mid-South West Region. AMcK presented the detail behind this request including the issues and opportunities.</p> <p>AMcK stated that the opportunity to proceed via a pilot approach and which will not be Invest NI client company driven was a positive for the economy. This will</p>	

	<p>not be a new scheme and will be partnership working, economy driven, sub regional and is 10X aligned. AMcK confirmed that Internal Audit will be engaged during the project development for governance advice, as necessary.</p> <p>ELT agreed with the proposal to explore further and work up the detail. Action: AMcK to develop paper and bring back when ready for further discussion.</p>	<p>AMcK</p>
<p>6.</p>	<p><u>Ambition to Grow</u> AMcK referred to the tabled paper which is seeking approval to proceed with an Enhanced Pilot in the form of the launch of further Regional Competitions with a wider offering.</p> <p>AMcK presented an overview and learnings from the Ambition to Grow competition providing a breakdown across Northern Ireland, outcome against targets and proposal for follow on competition. AMcK proposed that the Regional Business Group run four competitions across next year's budget (with the potential for a fifth if needed). AMcK stated that this approach delivers against a number of recommendations from the recent Independent Review and the 10X approach.</p> <p>MC thanked AMcK for comprehensive feedback on the pilot. MC agreed that this is a significant change in how the organisation delivers some of its business but is also part of our longer journey allowing us to look at how the organisation intervenes in the marketplace. MC supported the further refinement.</p> <p>JF congratulated the team on the pilot highlighting the excellent work in digitising the process. JF stated he was supportive in pressing ahead in what is being proposed. JF asked if the competition were kept open (i.e., no deadline for application) could an application be processed within a couple of weeks. AMcK stated that the goal would be that applications are approved within a number of days. JF asked if it was possible to have innovation assessment as part of the conditionality. AMcK confirmed that this was under consideration.</p> <p>BD asked if this is a deminimus or non deminimis scheme. Action: AMcK to confirm compliance with the right State Aid guidance.</p> <p>The group were challenged if some of the targets are set too low? AMcK updated indicating that targets were kept under continual but that bringing in 40 new companies within three months was an excellent result for the first competition. AMcK stated that the project team would use the outcomes from the pilot to adjust the targets on an ongoing basis.</p> <p>ELT approval was granted.</p>	<p>AMcK</p>
<p>7.</p>	<p><u>Portfolio of Programmes – Programme Definition</u> Clare Mullan (CM) joined the meeting to discuss this item.</p> <p>CM opened stating that this has been an ongoing process in terms of reviewing the Portfolio of Programmes across the organisation and this piece of work was as a direct result of a discussion at ELT and a request for an agreement and clarity over the definition of a programme. CM confirmed that the tabled list has been reviewed/clarified with each Programme Manager and Operational Director. CM</p>	

	<p>referred to the breakdown by category which included Powers, Programmes, Sub-Programmes, Projects and Events & Activities. CM further highlighted that the areas that should be prioritised in terms of review are Events and Activities, SFA sub-programmes (both in terms of market failure and need) and further rationalisation of all interventions aligned to the Business Plan Driver – Grow External Sales.</p> <p>MC agreed with the proposed definitions and the alignment of programmes and activities with the strategic direction. MC also agreed and confirmed that any new programme will require to be signed off by the Strategy Team, and if necessary CEO/Accounting Officer. If it is not aligned to the strategy it will not proceed. The centralised list will be maintained and updated by the Economics Team in the interim period subject to developments of the Task and Finish Groups via the Sir Michael Lyons Review. Ownership and maintenance will be reviewed as part of this process.</p> <p>The group discussed Thematic bids and the uncertainty surrounding overarching approvals.</p> <p>DD asked CM to provide an overview of the assessment and ranking tool in terms of stopping programmes. CM stated that traditionally the organisation has steered away from that as it is extremely difficult to compare programmes; the only way to do this is to set up a process/model that can rank each programme, give it a score, which will provide an opportunity for further discussion. CM re-emphasised that comparing all programmes against a scored model is novel and that it would take some further research and analysis to provide a draft model to base the score and subsequent rank.</p> <p>BD commented that the key to come out of this process is the speed at which the organisation can get a programme approved and operating to address market need. CM felt that was a separate process in terms of approvals and provided an example such as a themed approval for Entrepreneurship. This process is very much about rationalising the range of Programmes, Sub-Programmes, Projects and Events & Activities.</p> <p>Actions:</p> <ul style="list-style-type: none"> • <i>ELT to review and formally agree the definitions in Annex A.</i> • <i>ELT to formally agree to the categorisation of each Intervention.</i> • <i>ELT to agree a central approval function for any new Programmes subsequent Expense Codes – Each new intervention requires Sign – approval from PCC and the owner of the Centralised List.</i> 	ELT
8.	<p><u>Any Other Business</u></p> <p>8.1 Future Customer Surveying – PH highlighted that the current contract is due to end and asked if another contract should be procured. The group discussed customer surveying and it was agreed that feedback be provided to PH. Action: ELT to provide feedback to PH.</p> <p>8.2 NATO Accelerator Programme – JF will discuss with his Directors.</p> <p>8.3 KPI – DD informed the group that there are still a number of outstanding returns and asked for assistance in getting these completed.</p>	<p>ELT</p> <p>JF</p>

8.4	Budget – MC provided an update.	
9.	<u>Date of Next Meeting</u> 2 nd May 2023	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 2nd May 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Donal Durkan; Jeremy Fitch; Steve Harper; Carolyn McKenna;
 Alan McKeown

Apologies: Peter Harbinson

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Apologies & Conflicts of Interest</u> Apologies received from Peter Harbinson. There were no conflicts of interest declared.</p>	
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 4th April were approved and will be published online.</p>	
3.	<p><u>Outstanding Actions</u> All outstanding actions were discussed.</p> <p><i>Skilling Report</i> – SH agreed to take forward and carry out further analysis.</p> <p><i>Portfolio of Programmes</i> – MC referred to the presentation received at the last meeting. MC asked ELT to confirm they were content with the three actions as laid out in the paper. ELT confirmed that they were content. This will now pass to the Task & Finish Group to take forward.</p>	
4.	<p><u>Board actions/agenda</u> MC provided an update on the process going forward.</p>	
5.	<p><u>SEUPB Peace Plus (Theme 2)</u> AMcK provided an update on the current preparedness of submissions to PeacePlus. PeacePlus is the new cross-border funding Programme created to strengthen peace and prosperity within and between the border counties of NI and RoI.</p> <p>AMcK provided an overview of each of the relevant themes focussing on the application being submitted under Investment Area 2.1 – SME Development and Transition.</p> <p>SH asked if this funding would allow the organisation to target companies that typically it has not been able to engage with i.e. smaller businesses within local areas as oppose to companies needing to export. AMcK stated this is one of the issues that will need to be worked through in terms of accessibility and relevance.</p>	

	<p>We are currently at the concept stage and can be developed as it works its way through, however the big issue will be the deliverability, with the resources the organisation has, and the priorities going forward.</p> <p>AMcK reflected that Invest NI has never bid at this level before and praised the team that are working on this. AMcK closed the presentation laying out the proposed next steps.</p>	
6.	<p><u>Performance Metrics</u> Gerard McNally joined the meeting to discuss this item.</p> <p>DD presented an overview of Invest NI support by size of business, regional spread and Business Driver, as set out in the 2023/24 Business Plan, in advance of a discussion on policy considerations.</p> <p>MC thanked DD for his comprehensive presentation commenting that there is a lot of information to consider. The group debated the information presented.</p> <p>DD stated that he will circulate a paper in terms of policy considerations including a series of questions which the team can add to and this can used as part of the next debate/discussion. Action: DD to circulate paper</p>	DD
7.	<p><u>Any Other Business</u></p> <p>7.1 Casework – MC stated he is currently finalising the paper which he will share with the team as soon as completed.</p> <p>7.2 Event Locations – MC referred to the paper tabled in PH’s absence.</p> <p>7.3 HQ Refurbishment – AMcK to share the plans.</p> <p>7.4 Co-Locating Request – AMcK raised a request he has received. ELT were content for AMcK to investigate further.</p>	MC AMcK
8.	<p><u>Date of Next Meeting</u> 9th May 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 9th May 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Jeremy Fitch; Peter Harbinson; Steve Harper; Carolyn McKenna;
 Alan McKeown

Apologies: Donal Durkan

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies & Conflicts of Interest</u> Apologies received from Donal Durkan. There were no conflicts of interest declared.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 2 nd May were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<u>Board actions/agenda</u> The Board Secretariat attended the meeting to discuss the outstanding actions and board agenda.	
5.	<u>Corporate Risk Register</u> Colin Morelli (CM) and Katrina O’Dowd (KOD) presented this item. CM referred to the table paper and confirmed that there were 10 risks on the register for the March 2023 update, a decrease from 15 risks at the December 2022 update. CM stated that further refinement is underway on the controls. CM referred to two risks in the very high category – COR005 and COR043 and the group discussed these risks. BD felt that if risk COR043 has been managed then this is too high a risk rating. KOD provided further detail on this risk however it was agreed to maintain the current scoring and to review in the next update. BD queried the target risk scoring on risks COR049 and COR050 and whether these were high. AMcK suggested these remain at this score until the outworkings of the Task & Finish Groups which allows the organisation to maintain its level of alertness. KOD informed the group key risks will be reported in the Annual Accounts and therefore any further amendments should be made now. It was agreed to amend the target risk on COR049 to 2 and 4 and COR050 to 2 and 4. CM closed stating the team will come back with some risks refined/reworded.	

6.	<p><u>Makers Alliance</u> Stephen Wightman (SW) and Grainne McVeigh (GMcV) presented this item.</p> <p>SW referred to the tabled paper which lays out a proposal for an additional one-year funding for Makers Alliance. SW provided an overview of Invest NI's support to Makers Alliance stating there is still some key areas of work to be completed. SW outlined areas where Makers Alliance has been supportive to Invest NI namely City & Growth Deals, sector team support and helping create one voice for industry.</p> <p>SW stated that the proposal requests one year of funding to advance areas of work already in progress but not yet completed. The next 12 months will enable the completion of the work of the Task & Finish groups. SW informed the group that Makers Alliance would now be led within Invest NI by the Advance Manufacturing & Engineering Division. SW detailed the proposed package of funding.</p> <p>The group discussed the business case focussing on approval authority, alternative sources of funding, management oversight, High Value Manufacturing Catapult engagement, pay increases and exit strategy.</p> <p>MC asked the team if the proposal for an additional one-year period of funding would be sufficient. The group debated a 1+1 funding scenario but the team felt that an additional one year funding allocation is the appropriate ask.</p> <p>ELT agreed to the proposal for one-year additional funding commencing 21 June 2023 for Makers Alliance with an openness to come back for a further funding requirement of 12 months if needed, this would only require a short update paper to ELT.</p>	
7.	<p><u>Interim Casework Guidance for interpretation of 10X Triple Bottom Line</u> JF referred to the tabled paper and reflected that in attending recent meetings that casework panels and presenters are asking for greater clarity on what is acceptable evidence for meeting the 10X Triple Bottom Line criteria of Innovation, Sustainability and Inclusivity. The tabled paper provides a suggested interim solution whilst awaiting further clarity from the Department on definitions.</p> <p>The group discussed the paper and in general felt it was a step in the right direction in the interim. It was felt that the proposal may not be detailed enough to help staff have conversations with client companies and may require further teasing out around inclusivity. It was agreed that inputs would now be sought from other areas of the organisation.</p> <p>The group discussed the possibility of commissioning a piece of research in terms of where people live versus where they work. This would help the organisation to understand where companies draw their workforce from and would allow us to understand any impact and help to inform strategy development.</p> <p>MC asked that any final comments on the ideas paper be fed back to JF. JF to update and then pass to Strategy team to take forward. MC asked that the Strategy team also speak with UUEPC to see what information is available in terms of where people live versus where they work.</p>	

	<p>Action: Final comments to be returned to JF. JF to pass paper to Strategy Team for further development. Strategy Team to engage with UUEPC.</p>	<p>ELT JF DD</p>
8.	<p><u>Invest NI Review Delivery Steering Group update</u> AMcK provided an update on the recent Steering Group meeting. AMcK confirmed that all Task & Finish groups have now commenced, Double Diamond training undertaken and draft problem statements are currently being drafted.</p>	
9.	<p><u>Credit Committee</u> BD asked to postpone this item for discussion at a later date.</p>	
10.	<p><u>Any Other Business</u> There was no additional business for discussion.</p>	
11	<p><u>Date of Next Meeting</u> 30th May 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 30th May 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson; Steve Harper; Carolyn McKenna

Apologies: Alan McKeown

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Apologies & Conflicts of Interest</u> Apologies received from Alan McKeown. There were no conflicts of interest declared.</p>	
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 9th May were approved and will be published online.</p>	
3.	<p><u>Outstanding Actions</u> All outstanding actions were discussed.</p>	
4.	<p><u>Environmental, Social and Governance (ESG)</u> Paddy Robb (PR) and Ross Kane (RK) attended to present this item.</p> <p>PR opened the discussion by providing an update on where the organisation is regarding ESG and the proposed next steps in moving forward. PR stated that he was seeking ELT approval of the ESG strategy, review and approval of the priority actions for 2023/24 and to agree a governance structure.</p> <p>RK provided a recap on what ESG is, why it is important to the organisation and how it fits in. PR outlined the work that has happened to date within the organisation. PR summarised each of the proposed ESG priority areas, with an internal and external focus, for 2023/24. PR presented a governance structure expressing the need to establish a steering group that will provide strategic oversight ensuring the organisation was moving in the right direction.</p> <p>MC thanked the team for their presentation. There was a brief discussion with the main points summarised below:</p> <ul style="list-style-type: none"> • the reality of ESG approach with regard to Mobility; • challenges around real living wage and inclusivity; • understand the top priorities departmentally and policy wise, what is going to be critical in short term; • will require considerable resources to develop and deliver; • recognising the extent of Invest NI's involvement in this area, and what the art of the possible is for the organisation. 	

	<p>In summation, ELT endorsed the ESG Strategy with the inclusion of a succinct statement; ELT approved the priority actions and requested a work programme be developed and SH nominated himself as the ELT sponsor for the ESG Steering Group supported by PR as the internal lead.</p> <p>MC agreed to raise at the next Board meeting.</p>	
5.	<p><u>Task & Finish Group - Problem Statements</u></p> <p>MC thanked the team for their input to the problem statements and provided an update from the recent Steering Group meeting. The group discussed the problem statement for the leadership group.</p>	
6.	<p><u>Any Other Business</u></p> <p>6.1 10x Delivery Plan – MC briefed the group on his proposed response to the 10x Delivery Plan request from DfE.</p> <p>6.2 Offsite Board meeting – The group discussed the recent Board meeting held in the North West region and some of the takeaways from the stakeholder event.</p> <p>6.3 EOY reviews – Request will be issued for end of year review information.</p> <p>6.4 iTrent issues – CMcK informed the group that there was an issue with iTrent and that she would update the team when it is resolved.</p> <p>6.5 Materiality – JF asked if the definition of materiality has changed. BD confirmed that an update will be issued by PCC Division on the change put forward by DoF. MC to clarify with AMcK.</p>	MC/AMcK
7.	<p><u>Date of Next Meeting</u> 6th June 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 6th June 2023
CEO office, INI HQ

Chair: Mel Chittock

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

Apologies: Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies & Conflicts of Interest</u> Apologies received from Steve Harper. There were no conflicts of interest declared.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 30 th May were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<u>Board actions and agenda</u> The group discussed the outstanding board actions and proposed agenda for the next meeting.	
5.	<u>City & Growth Deals Next Steps</u> Stephen Wightman (SW) attended and referred to the tabled paper. SW outlined that Invest NI has taken on responsibility as Investment Decision Maker (IDM) and that DfE has therefore requested that Invest NI appoint individual IDMs for certain City & Growth Deals projects under the Innovation and Digital pillars. These projects when combined with three Complementary Fund projects that are aligned to the City & Growth Deals means that Invest NI will have IDM responsibilities covering approximately £650m of investment commitments across some 30 plus projects. Appointed IDMs will be accountable, on behalf of Invest NI, for overseeing the successful delivery of the specified DfE City & Growth Deals project(s). The paper seeks approval to implement a new matrix approach to support the appointed IDM in undertaking their project oversight role, on behalf of Invest NI. When the list of named IDMs against each of the projects is compiled it will be referred back to ELT for final consideration and approval.	

	<p>There was a discussion with the main points summarised below:</p> <ul style="list-style-type: none"> • early involvement for appointed IDMs i.e. shadowing and managing the handover; • clarity around the project approvals process given an IDM is responsible for making the investment decision and committing funds for the programme or project; • bandwidth of senior staff who will be appointed IDMs, with Mel again emphasising that that 10X implementation and City & Growth Deals are the principle organisational priorities for 2023/24; and • practical mechanics around matrix reporting lines – setting out principles on what is expected. <p>ELT confirmed that they were content on the proposed way forward and City & Growth Deal Division will return to present a final list of proposed IDMs for approval before appointment.</p> <p>Action: DD/SW</p>	DD/SW
6.	<p><u>NI Chamber – Festival of Business</u> PH referred to the tabled paper.</p> <p>PH stated that the Festival of Business is the NI Chamber of Commerce’s flagship event and is a combination of business exhibitors, speakers, networking opportunities etc. Invest NI has an opportunity to have a presence but this will require considerable input from across the organisation. PH felt it would be a good opportunity for the organisation to promote some of its current offerings, work with the Chamber and raise its profile.</p> <p>ELT discussed and were supportive of the proposal. MC expressed a desire to ensure any presence is focussed on global ambition and what Invest NI can do for SMEs, needs to be a statement piece. As a next step, PH will initiate discussions with NI Chamber on space availability and scope out a proposal.</p>	
7.	<p><u>Any Other Business</u></p> <p>7.1 FDI Project – DD raised a project in SH’s absence and asked colleagues if there was any objection to approving the project. The group discussed the project focussing on conditionality. AMcK stated his preference would be for a condition but would be content to approve with a majority. There was consent and agreement from ELT to approve without condition.</p> <p>7.2 Task & Finish Groups – AMcK provided some feedback from the T&F groups.</p> <p>7.3 Potential Project/Appraisal – The group discussed a potential project. It was agreed MC would raise at forthcoming Oversight & Liaison Group meeting.</p> <p>7.4 NIO Funding – some of this is earmarked for Proof of Concept and JF would be keen to start to move on the recruitment for the funded posts. MC and CMcK will discuss.</p> <p>7.5 iTrent EoY – CMcK reported that there is still an issue with recording end of year reviews on iTrent and CMcK will be issuing an organisation wide instruction on completing.</p>	<p>MC</p> <p>MC/CMcK</p>

7.6 7.7 7.7	<p>Finance Group – BD provided an update on resourcing issues within his Group and his proposal to resolve.</p> <p>Corporate Update – PH asked colleagues to ensure that the corporate update is being fully cascaded down through their Divisions.</p> <p>Investment Summit – PH highlighted to colleagues that he will require input from parts of the organisation in preparing for the Investment Summit in September. MC also provided a verbal update on his recent meeting with HOCS and Lord Johnson.</p>	
	<p><u>Date of Next Meeting</u> 13th June 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 13th June 2023
CEO office, INI HQ

Chair: Donal Durkan

Attendees: Jeremy Fitch; Peter Harbinson; Steve Harper; Alan McKeown; Carolyn McKenna

Apologies: Mel Chittock; Brian Dolaghan

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Apologies & Conflicts of Interest</u> Apologies received from Mel Chittock and Brian Dolaghan. There were no conflicts of interest declared in relation to today's meeting.</p> <p>AMcK raised a point regarding a potential conflict of interest in relation to an imminent Board casework. The group discussed and it was agreed that AMcK would seek clarification from the Board Secretary.</p>	AMcK
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 6th June were approved and will be published online.</p>	
3.	<p><u>Outstanding Actions</u> All outstanding actions were discussed.</p> <p>In a follow up discussion to an action AMcK commented that in moving forward when developing new programmes, the Executive Leadership team need to understand that it is not necessarily the team creating the programme that carries out the work with the businesses and going forward we need to understand that and resource accordingly.</p>	
4.	<p><u>KPI Presentation to Board</u> JF presented the proposed slides for the upcoming Board meeting and the group reflected on the results.</p> <p>SH asked if the organisation proposes to engage with the media on our results. PH indicated that there will be several media pieces. SH suggested a roundtable session with stakeholders which PH agreed to consider.</p> <p>Action: PH to consider</p>	PH
5.	<p><u>Business Plan 2023/24</u> Gerard McNally (GMcN) attended the meeting to discuss this item.</p> <p>GMcN stated that the tabled paper considers the latest feedback from the Board and the evolving work that has started around a new approach to sub-regionality and business development.</p>	

7.3	Staff Briefing – The group discussed feedback from the recent staff briefing session.	
	<u>Date of Next Meeting</u> 4 th July 2023	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 4th July 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Dónal Durkan; Jeremy Fitch; Peter Harbinson; Steve Harper;
 Alan McKeown; Carolyn McKenna

Apologies: None

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Apologies & Conflicts of Interest</u> No apologies received. There were no conflicts of interest declared.</p>	
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 13th June were approved and will be published online.</p>	
3.	<p><u>Outstanding Actions</u> All outstanding actions were discussed.</p> <p>Interim Guidance for 10x – DD commented that a proposal is currently being written and will be shared with DfE. JF asked that client facing staff be included in the discussion.</p>	
4.	<p><u>Environment, Social and Governance (ESG) Work Plan</u> Paddy Robb (PR) attended to present this item.</p> <p>PR reflected on his last presentation whereby the Executive Team approved the priority actions and requested that a work programme be developed. The tabled action plan lays out that work programme for the year ahead. PR stepped through the 12 actions and sub actions.</p> <p>The group discussed the action based around becoming an accredited Living Wage employer. BD reflected that the organisation would need to consider any ramifications before progressing this action. It was highlighted that the NI Civil Service has signed up to become an accredited Living Wage employer.</p> <p>MC emphasised three elements that will require focus and understanding namely pay scales, contractors and Letters of Offer. BD suggested analysis be carried out to understand what impact this could have on client companies if living wage was to become a contractual requirement, both in terms of trading impact and in the audit of compliance with such a condition. It was agreed to engage with stakeholders and MC will raise at a future Business Alliance meeting.</p>	

	<p>BD stated that he would like to understand the resourcing implications in taking the workplan forward. MC asked PR to drive an understanding of what is required in terms of resources and raise any issues if he sees a bottleneck or slowing down as MC is keen we put sufficient support behind this to bring to life. BD reflected that we are operating in a constrained environment, and we cannot create expectations that we will be doing everything and then not deliver. PR confirmed that the Steering Group will monitor the action plan and timelines. CMcK asked that the Executive Team think about putting additional/specific resource into this area as the same set of staff are being asked to develop the actions.</p> <p>MC closed the discussion stating ESG is important in terms of what this organisation will look like in the future and wants to ensure the Executive Team are owning/taking responsibility in driving forward.</p>	
5.	<p>Mid-South West (MSW) Growth Deal Ethna McNamee (EMcN) attended to present this item.</p> <p>EMcN tabled a paper outlining the actions taken and requesting agreement from the Executive Leadership Team (ELT) for Invest NI to actively engage with MSW Councils to explore the ask which is to be the management and delivery body for the Industrial Investment Challenge Fund on behalf the three MSW Councils. EMcN presented the detail of the paper covering the opportunity, project aims/objectives, MOU, collaboration and an overview of the Challenge Fund and proposed management. EMcN stated that this is an opportunity for Invest NI to partner with Councils and is a significant change to what the organisation does fundamentally as recommended in the Sir Michael Lyons report.</p> <p>EMcN confirmed that this has been extensively consulted with industry and the Councils are currently preparing a Strategic Outline Case. EMcN laid out the proposed objectives which are aligned to Invest NI's priorities in terms of what this is aiming to do and there is also a very strong 10X overlay. EMcN explained that this Fund would be delivered through an MOU arrangement which will set out very clearly the principles of collaboration, cooperation, accountability etc.</p> <p>AMcK stated that further development was required including engagement with DfE and DoF but that would only take place once approval had been secured from ELT and Invest NI Board. EMcN confirmed that the Councils have already engaged with DoF.</p> <p>MC asked that colleagues provide feedback, by the end of the week, on the initial paper and then asked that a final version of the paper to be presented to ELT before any additional approvals were sought.</p> <p>Action: ELT to provide feedback to EMcN.</p>	ELT
6.	<p>Board Actions The group discussed actions from the recent Board meeting.</p>	

7.	<p><u>SAYOR Extension</u></p> <p>JF tabled a request, as per the current guidelines, seeking an extension of six months for a live SAYOR. JF commented that this is a challenging case and detailed the financial contribution. From an affordability point of view JF felt there were two challenges – the economic efficiency test and additionality. JF asked ELT for the approval to extend for six months.</p> <p>ELT debated the case and MC commented that he has a fundamental challenge on this case around additionality which will need to be addressed at casework.</p> <p>ELT agreed to the six month extension to 31st January 2024.</p> <p>MC commented that he would like the team to take some lessons learnt from recent caseworks and work through what this means for projects going forward and develop advice for client managers on what projects should look like. Action: DD/JF to discuss.</p> <p>DD raised the issue of the number of SAYORs being issued on Skills projects. MC asked that SH provide an update. Action: SH to provide detail on Skills SAYORs.</p>	<p>DD/JF</p> <p>SH</p>
8.	<p><u>Promoting Protocol Opportunities</u></p> <p>SH commented that the Windsor Framework should be one of the organisations main priorities and to take advantage of the opportunities it gives us. SH stated that it is his job to sell this overseas, which he is doing, but that the organisation also needs to sell the opportunities to businesses in Northern Ireland. SH and JF to discuss further. Action: SH and JF to discuss.</p>	SH/JF
9. 9.1 9.2	<p><u>Any Other Business</u></p> <p>9.1 Travel to Work – DD commented data attached for information.</p> <p>9.2 Car Parking – JF to bring back for future discussion.</p>	JF
	<p><u>Date of Next Meeting</u> 18th July 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 1st August 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Dónal Durkan; Jeremy Fitch; Peter Harbinson; Alan McKeown;
 Carolyn McKenna

Apologies: Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies & Conflicts of Interest</u> Apologies received from Steve Harper. There were no conflicts of interest declared.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 4 th July were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<u>Property Development Agreements (PDA)</u> BD commented that over the past few months there have been a drop off in the use of PDAs in favour of other forms of support. The Property team have reflected on the learnings from the PDA scheme in terms of ensuring proper controls/permissions are given for builds but are keen to understand why it is not being used. Action: BD and JF to discuss and bring back to ELT for an update.	BD/JF
5.	<u>Board Actions</u> MC referred to the actions from the recent Board meeting. The group discussed the current Board casework process.	
6.	<u>Any Other Business</u>	
6.1	Good governance and accountability – MC asked colleagues to ensure this is included in job plans going forward.	ELT
6.2	IDM Letters – MC provided an update on the current position with regards to IDM letters. Action: JF and DD to discuss further.	JF/DD

6.3	Staff briefing – MC stated he will meet with the Comms Team to finalise the content for the next session. It was agreed to look at reintroducing in person sessions.	PH
6.4	Hybrid working – MC asked ELT colleagues to discuss with line managers.	ELT
6.5	End of Year Results – DD referred to query raised and the group discussed. DD to circulate draft response for input.	DD
6.6	>50k Casework process and protocols – AMcK provided an update on recent casework panels and confirmed there is a route through to resolve the outstanding issues. The group discussed a particular case. AMcK confirmed that he will ask for a gateway process to be drawn up.	AMcK
6.7	Sub regionality – AMcK asked to re-table.	
6.8	Ambition to Grow Update and Governance – AMcK confirmed the team will run a female entrepreneurship competition. AMcK will table a more detailed paper at future meeting before proceeding.	AMcK
	<u>Date of Next Meeting</u> 8 th August 2023	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 8th August 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Dónal Durkan; Jeremy Fitch; Peter Harbinson; Alan McKeown; Carolyn McKenna; Anne Beggs

Apologies: Brian Dolaghan; Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p>Apologies & Conflicts of Interest Apologies received from Brian Dolaghan and Steve Harper. Anne Beggs attended on behalf of Steve Harper. There were no conflicts of interest declared.</p>	
2.	<p>Minutes of Previous Meeting The minutes of the meeting of 1st August were approved and will be published online.</p>	
3.	<p>Outstanding Actions All outstanding actions were discussed.</p>	
4.	<p>Alternative Sources of Funding Lisa Braniff (LB), Alan Harris (AH) and Vicky Kell (VK) attended to present this item.</p> <p>DfE and INI have both recognised the potential value in sources of alternative funding for the delivery of 10X and within the recently published 10X delivery plan there is a specific action related to this.</p> <p>LB and AH presented to the group. The detailed presentation focussed on the funding landscape, external funding examples, an overview of fund criteria, timelines, challenges, baseline considerations, displacement and project management team resourcing.</p> <p>MC acknowledged LB & AH’s work and the success in driving bids which may lead to funding. The challenge is how we manage the complexity of multiple funding streams and service delivery.</p> <p>The group discussed how this aligns with the work of the Task & Finish Group.</p> <p>JF asked if the organisation can move ahead with recruiting staff to be ready when funding is allocated. JF highlighted that in the past there have been limited contracts for some of these roles, but he felt there should be enough flexibility not to have limited contracts as this will restrict applicants.</p>	

	<p>MC thanked the team for their presentation. MC would like to understand what a mobilisation plan looks like and asked LB to draft an initial plan and what a communications plan looks like. AMcK happy to pick up with his team and take forward with LB.</p> <p>Action: LB/AMcK to coordinate and draft a mobilisation and comms plan.</p>	LB/AMcK
5.	<p><u>Investment Summit update</u> PH presented an update on the status of the Investment Summit taking place in September. PH stated that he will provide this update at the next all staff briefing this week.</p> <p>AB highlighted that a number of international investors coming in for the Summit are wanting to tag on a visit programme and that the International team may need some support from Sector Managers. MC asked that colleagues offer what ever support is being required.</p>	
6.	<p><u>Any Other Business</u></p>	
6.1	<p>KYC Delivery – AMcK confirmed that the Governance Council has been debating. There are three options – do nothing, maintain the BST work, or move to a digital model. AMcK is suggesting not to move forward at present but to continue with the BST model until we can get agreement on policy and then look at an operating model. MC agreed to a three-month hiatus until we see the outcome from the Task & Finish group. AMcK to re-table in due course.</p>	
6.2	<p>Investment Ratio – DD shared the draft response. ELT to provide comments by close of play.</p>	ELT
6.3	<p>Windsor Framework corporate approach – JF and SH to further discuss to include the support the organisation may need to put in place for local businesses in terms of understanding how their supply chains and incoming goods are impacted by what is going to transpire in October.</p>	JF/SH
6.4	<p>IDMs – DD to coordinate the relevant information and discuss with JF.</p>	DD/JF
	<p><u>Date of Next Meeting</u> 29th August 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 29th August 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Dónal Durkan; Jeremy Fitch; Steve Harper; Alan McKeown

Apologies: Peter Harbinson; Carolyn McKenna

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies & Conflicts of Interest</u> Apologies received from Peter Harbinson and Carolyn McKenna.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 8 th August were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<p><u>Thematic Evaluation Plan and Lessons Learned</u> Clare Mullan (CM) and Ross Kelly (RK) attended to present this item.</p> <p>CM referred to the tabled paper. CM stated 16 external programme evaluations, and nine post project evaluations have been completed in the last five years and now was the time to take stock of the overarching lessons learned.</p> <p>RK presented to the group on the specific lessons learned. RK highlighted that the main recurring issues are monitoring, use of CRM and the reliability of the data it produced. The group debated the issues around monitoring.</p> <p>BD wanted to understand where monitoring was not being completed, is it programme, individual project etc. CM clarified the breakdown with non-financial activities being the area that needs most improvement in monitoring. CM provided an example of how monitoring could be better developed citing the recent leadership programme evaluation.</p> <p>JF asked if there was a way to take best practice and demonstrate that to programme managers. CM agreed that was possible. AMcK provided feedback on how monitoring was carried out around the Ambition to Grow competition.</p> <p>MC asked the group to ensure monitoring and programme management is discussed monthly as part of their senior management meetings.</p> <p>Action: ELT to ensure is discussed at management meetings.</p>	ELT

	<p>BD acknowledged that changes in staff will also have an impact on programme management. Often a programme does not end with the same staff member as it started. Staff changes often do not allow for knowledge transfer and this is something the organisation also needs to consider.</p> <p>RK continued with the presentation and outlined three recommendations. ELT agreed with the recommendations as presented.</p> <p>In closing the discussion CM referred to the evaluation plan for 2023-27. All programme managers have been consulted in terms of streamlining. CM also highlighted two audit risks. It was agreed CM would meet with Programme Directors, as part of Operating Directors, to share the lessons learned. Action: CM to arrange with Chair of Operating Directors.</p> <p>CM reminded the group that after each evaluation plan is completed there should be an action plan completed. MC asked ELT members to remind their groups these are required. Action: ELT to ensure action plans are being completed.</p>	<p>DD/CM</p> <p>ELT</p>
5.	<p><u>Major Casework Prioritisation of projects</u> Ian Maxwell (IM) joined the meeting online to discuss this item.</p> <p>IM took the group through the list of caseworks requiring Departmental approval and the proposed dates for each scheduled case. The group discussed and agreed which cases would go forward first.</p> <p>DD raised the issue of the volume of casework panels and the reduced number of staff members able to sit on caseworks. MC agreed to have a future discussion.</p>	
6.	<p><u>September Board agenda</u> Gerard McNally (GMcN) joined the meeting online to discuss this item.</p> <p>The group discussed the agenda for the forthcoming Board workshop and discussed the content for the items for presentation.</p>	
7.	<p><u>Accounting Officer Responsibilities</u> MC referred to letter received from Department for Finance which outlines the responsibilities of Accounting Officers in a wider sense. MC provided feedback on several issues discussed at a recent Department meeting.</p>	
8.	<p><u>Any Other Business</u></p>	
8.1	<p>Business Plan – GMcN asked for any final amendments to the Business Plan to be sent by close of day.</p>	ELT
8.2	<p>Client Facing Training – JF provided an update on the plan for forthcoming client facing training.</p>	
	<p><u>Date of Next Meeting</u> 5th September 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 5 September 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Jeremy Fitch; Peter Harbinson; Steve Harper; Carolyn McKenna;
 Alan McKeown

Apologies: Dónal Durkan

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies & Conflicts of Interest</u> Apologies received from Dónal Durkan.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 29 th August were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<u>Salary sacrifice car scheme</u> BD provided an update on the request to explore implementing a salary sacrifice car scheme. BD informed the team that the introduction of such a scheme would require DoF approval and laid out the implications from an accounting/budgeting perspective. BD advised the team that accounting rules have recently changed. The group discussed the NHS salary sacrifice car scheme. BD stated that the Finance team will continue discussions with the Department. It was agreed to review in six months but in the meantime to inquire how the NHS scheme works and to further investigate the budgetary implications.	BD
5.	<u>Board actions and forward planner</u> The group discussed the outstanding board actions. MC referred to the forward planner and the proposed change to the board meeting format and reporting. JF referred to his tabled paper and it was agreed any final comments be forward by Thursday.	ELT

6.	<p><u>Windsor Framework</u></p> <p>The group discussed preparatory work the organisation needs to carry out in terms of the Windsor Framework. SH provided an update on guidance being published around what a Northern Ireland producer is. SH stated that the organisation needs to be ready to provide guidance to businesses.</p> <p>SH stated that his Group is currently investigating what framework can be put in place but asked what the organisation is doing strategically to look at the advantages and disadvantages for Northern Ireland.</p> <p>BD commented that it is essential the organisation builds expertise in this area and consideration should be given to developing internal expertise.</p> <p>MC asked SH to discuss with DD and bring back for further discussion.</p>	SH/DD
7.	<p><u>Casework Panels</u></p> <p>MC asked that this item be brought back for discussion but in the meantime MC and AMcK will have an initial discussion.</p>	MC/AMcK
8.	<p><u>Any Other Business</u></p> <p>8.1 Work in Progress (WIP) – MC asked the group to ensure they are driving WIP and indicated that there will be some system changes to ensure accurate information is being captured.</p> <p>The group discussed some of the issues being encountered around WIP including the implementation of wealth creation metrics. SH provided feedback around trade advisory services and agreed to gather some information from similar agencies.</p> <p>8.2 Growth Industries Pharma – AMcK referred to the tabled papers stating that a strategic discussion is required around whether the organisation will support the highlighted aspects of this sector. The group had an initial debate and were content to agree the recommendations in the paper explicitly only supporting companies that have the proper licenses in place. It was agreed if any projects out of the ordinary arise then further discussion should take place.</p> <p>8.3 Job Plans 2024/25 – MC asked the group to ensure job plans are completed.</p>	
	<p><u>Date of Next Meeting</u></p> <p>3rd October 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 3 October 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Dónal Durkan; Jeremy Fitch; Peter Harbinson; Steve Harper;
 Paula Logue; Alan McKeown

Apologies: None

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<u>Apologies & Conflicts of Interest</u> No apologies received. There were no conflicts with any items under discussion today.	
2.	<u>Minutes of Previous Meeting</u> The minutes of the meeting of 5 th September were approved and will be published online.	
3.	<u>Outstanding Actions</u> All outstanding actions were discussed.	
4.	<u>Board actions and follow up from workshop</u> The group discussed the outstanding board actions and reviewed each individual action. Action 72 – MC asked to see the presentation before submission. Action 84 – MC stated he would like to hear suggestions from colleagues on what the organisation can do in the regions to transform the sub regional support. Action 87 – Paper to be presented to ELT first.	JF/DD ELT JF
5.	<u>Feedback</u> MC asked for any feedback on the recent staff sessions and Operating Directors meeting. MC will also follow up on the recent IDM session.	
6.	<u>Working With Pride (WWP) Membership</u> Paul Adams, the lead for Invest NI’s LGBTQ+ Employee Connection Group attended to present. Invest NI is making progress on its journey of improvement and in becoming more reflective of the society and communities we serve. A large amount of effort has already taken place with the development of our Diversity & Inclusion Strategy, and the formation of our various Employee Connection Groups (ECGs).	

	<p>There is now an opportunity for Invest NI to become a member of Working with Pride (WWP). WWP's aim is to share best practice and promote equality in the D&I space, provide communication among members, and promote member organisations as 'Employers of Choice' in Northern Ireland. The proposal being put forward is that Invest NI, like NICS, joins as a Corporate Member.</p> <p>The group discussed the proposal and PL provided some feedback on her previous employers' engagement with WWP. ELT agreed that Invest NI should apply to become a member. It was agreed to highlight via Newsweekly.</p>	
7.	<p><u>Any Other Business</u></p>	
7.1	<p>Information Requests – A member of the CIT team presented on a recent FoI request. The presentation highlighted the issue, demonstrated how it was resolved and laid out the corrective action going forward.</p> <p>The group addressed how these issues may have occurred. It was stated that steps are being taken to reconfigure the system to prevent a reoccurrence however human error was also a factor. BD reflected that there was a need for staff to understand what the information is being used for and ensuring that the information is correct at time of input.</p> <p>MC asked colleagues to carry this presentation forward to their teams and asked the CIT staff member to flag if progress is not seen.</p>	
7.2	<p>Resource Meeting – BD asked if there was any update from the recent resource meeting. PL confirmed that her team is currently working on the costings.</p>	
7.3	<p>Shared Island – AMcK provided an update on recent engagement around Shared Island meeting laying out the asks. AMcK stated that the joint working with Enterprise Ireland and InterTradeIreland is highly positive, and the focus is on ensuring projects fit into the three pillars. AMcK will keep colleagues updated.</p>	
7.4	<p>KYC – AMcK referenced an email he had issued and asked that colleagues please respond.</p>	
	<p><u>Date of Next Meeting</u> 31 October 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 31 October 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Jeremy Fitch; Peter Harbinson; Steve Harper (part attendance);
 Paula Logue

Apologies: Alan McKeown; Dónal Durkan

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p>Apologies & Conflicts of Interest Apologies received from Alan McKeown and Dónal Durkan. There were no conflicts with any items under discussion today.</p>	
2.	<p>Minutes of Previous Meeting The minutes of the meeting of 3rd October were approved and will be published online.</p>	
3.	<p>Outstanding Actions All outstanding actions were discussed.</p> <p>Hybrid Working – PL provided some feedback around hybrid working implications. The group discussed and it was agreed that ELT members would source feedback from line managers and bring back for further debate.</p>	ELT
4.	<p>Performance Report 2018/19 to 2022/23 The Corporate Information Team (CIT) tabled the draft performance report for consideration. This report will help, in part, to address recommendation 14b from the Independent Review and actions 18 and 33 of the Independent Review Action Plan. In light of these points, the content of the report has been revised to include further commentary and explanation to aid understanding by external stakeholders.</p> <p>The consensus from the group was that this was an excellent report but that it would benefit from some further commentary to assist the reader in understanding the information. The group proposed some changes for consideration including reference to portfolio change due to churn, clarity on who we work with and detail on what Invest NI does and doesn't do.</p> <p>It was agreed the next steps would be to review the introduction/narrative, look at flipping the order of KPI and activity around and add some brief additional notes on individual pages. CIT will then reshare.</p>	CIT

5.	<p><u>Productivity Programme Team</u> Clare Mullan (CM) and Stephen Wightman (SW) attended to discuss this item.</p> <p>CM provided an update on progress being made for the approval of a Productivity Measurement Tool. The timeline for this tool to be implemented is subject to Invest NI/DfE/DoF agreement. CM took the group through a short presentation highlighting the next steps including the timeline, Invest NI operational considerations and risks. SW shared some insights in to the setting up of PICG which was a similar process.</p> <p>MC commented that the direction of travel will move away from SFA jobs. SW confirmed this is where we should be going and is very much in line with what the SFA evaluation has been saying.</p> <p>BD confirmed he was very supportive of this direction of travel but would be keen to keep it as simple as we can. JF was also keen to keep as flexible as possible however in terms of whether a “power” or “programme” JF stated he would opt for a “power” but with a business case. JF stated that client facing teams need to be brought in to the discussion as part of the SRO role. Whilst the SRO will lead; the delivery will come through the Client Executives. BD also commented that some of the points raised in the presentation could be addressed via the roll out of AFII but recognised that this would be an evolving task that would require input from several team across the organisation.</p> <p>The discussion moved on to a potential SRO. Some members of the group felt that this should sit in tandem with the management of SFA. BD proposed an individual and agreed to have an initial discussion.</p>	BD
6.	<p><u>T&F Group Action Plan</u> Mary Gormley (MG) attended the meeting for this item.</p> <p>MC provided a brief update on the plan to move forward with the Independent Review Action Plan. The Strategic Implementation Group will meet on a quarterly basis and MC has discussed with the role of an SRO to drive the process. It was agreed that the task and finish teams would be essential to the delivery of the action plan.</p> <p>MG outlined the timeframe for the first meeting of the Oversight Group and the requirement for updates.</p> <p>ELT members to give initial consideration and forward nominations to MC by Friday in respect of the implementation of the action plan.</p>	ELT
7.	<p><u>Headcount</u> MC confirmed that he would be reviewing the headcount modelling paper and will make a decision on way forward. MC confirmed that he will consider task and finish requirements within this process.</p>	

<p>8.</p> <p>8.1</p> <p>8.2</p> <p>8.3</p> <p>8.4</p>	<p><u>Any Other Business</u></p> <p>HQ Office Closure – The group agreed to closing the HQ building on the two days in between the Christmas and New Year statutory holidays. Staff will be asked to work from home these two days.</p> <p>Regional Office Leases – PL raised the issue of leases on two of the regional offices. BD will check with Finance team on NWRO lease and PL will discuss with AMcK on WRO.</p> <p>First Floor Refurbishment – BD will check with BSDL Manager.</p> <p>DfE Casework – It was agreed JF would attend an upcoming casework panel with at the Department.</p>	<p>BD / PL</p> <p>BD</p>
	<p><u>Date of Next Meeting</u></p> <p>14 November 2023</p>	

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 14 November 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Anne Beggs; Brian Dolaghan; Dónal Durkan; Jeremy Fitch; Peter Harbinson;
 Paula Logue; Alan McKeown (joined at 11am)

Apologies: Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Apologies & Conflicts of Interest</u> Apologies received from Steve Harper. Anne Beggs deputised for Steve. There were no conflicts with any items under discussion today.</p>	
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 31st October were approved and will be published online.</p>	
3.	<p><u>Outstanding Actions</u> All outstanding actions were discussed.</p>	
4.	<p><u>PEACEPLUS</u> Mark Huddleston (MH), Interim Director, Joint Secretariat – PEACEPLUS attended the meeting to present this item.</p> <p>DD introduced MH and opened the discussion reflecting the desire to have a conversation around seeking interest from Invest NI to get more heavily involved, particularly around Theme 2. MC commented that part of the rationale around this is there are opportunities for Invest NI to be the delivery body for a number of activities/workstreams. What change can Invest NI affect as a result of being a delivery partner with SEUPB?</p> <p>MH provided an overview of the programme and highlighted the six Thematic Areas. MH focussed on Theme 2 and commented on the engagement to date with Invest NI under each of the sub-themes. In terms of timeframes, MH confirmed that these are relatively short however will not likely be moving forward until the end of the year.</p> <p>The group discussed the types of projects that could potentially be successful. MH cited the example of North West CAM and highlighted an example of a programme that has come forward as a concept that will bring in partners from across the border.</p>	

	<p>JF reflected that part of the challenge is that each ‘pot of money’ comes with its own rules and regulations. DD stated that Invest NI needs to be more strategic, within those rules and regulations, in terms of what impact this can have on the organisation’s wider engagement.</p> <p>MC stated that this provides opportunities for the organisation to run a series of programmes or activities that can drive the economy. At a more strategic level, it is a way of joining a number of the dots to the City & Growth Deals whereby the outworkings can be used to create business activity in each of the regions. There is an opportunity for Invest NI to be the animateur; to act as the catalyst to make some of this happen.</p> <p>MC thanked MH for his presentation and commented that there is opportunity in this but that is also provides a stepping stone to the next stage. It is not about repeating what we have done previously but using PEACEPLUS as a funding stream to help deliver City & Growth Deals and the wider delivery of 10x.</p> <p>Action It was agreed JF would arrange for MH to meet with the team and then report back to this group with an update.</p>	JF
5.	<p><u>Board action paper – Transforming Regional Support</u> AMcK provided an update on the preparation of this paper to Board.</p>	
6.	<p><u>Powers/Programmes</u> Clare Mullan (CM) and Mark Carruthers (MCar) attended to discuss this item.</p> <p>DD opened the discussion referring to the previous paper presented which provided the definition of Powers, Programmes/Sub programmes and Events/activities. The debate has been to date in terms of Powers i.e. SFA and GRD.</p> <p>CM added that following the audit and production of a centralised list there are a number of legacy cases which, in the past, have not completed Business Cases. CM is requesting a final consensus on all those Programmes, Sub-Programmes, Events & Activities that do not align with the current Business Case development and approval process should complete the approval cycle of Evaluation and Business Case.</p> <p>The group had a robust debate on the subject covering areas such as:</p> <ul style="list-style-type: none"> • Impact/breakages of delivery, • Quality of information, • Length of time it takes to approve a product for market, • Defining what is meant by a Business Case and the approval mechanism. <p>CM clarified that the Leadership Team agreed the process in April and following the compilation of a centralised list, there are two areas for which a Business Case is outstanding. There was a discussion on whether some programmes fell under the Invest NI Powers.</p>	

	<p>MC stated that it is incumbent on the Leadership Team to state that a Business Case is required. From a governance perspective we need to understand what programme activity the organisation is going to run. MC agreed with the point made that if we are to be an agile organisation, we need to change the process by which programme activity is developed and implemented.</p> <p>In concluding the discussion, MC stated that the recommendations and actions as stated in the tabled paper were agreed.</p>	
7.	<p><u>Board Action Paper – Entrepreneurship</u> Gren Armstrong (GA), Keith Forster, DfE (KF) and George McKinney (GMcK) presented this item.</p> <p>JF gave a brief introduction to this item. KF opened the presentation commenting that what is developing is a concept of emerging enterprises and the need to recognise them as a driver of growth in the economy, as a result there is a pursuit of more Innovation Driven Enterprises (IDEs). Wrapped around that is a number of initiatives, one of which is the establishment of an Entrepreneurship Backbone Organisation (EBO) to support that. GA provided a short presentation focussing on the background, objectives, indicative structure and governance and the request for approval to establish an EBO.</p> <p>There was a brief discussion, with the main points summarised below:</p> <ul style="list-style-type: none"> • The indicative structure has been based on assumed activity. There were concerns around the grading of posts however this is an indicative structure which the team could commit to only building out what is required. • Quantum of input to the team to assist IDEs and what it might look like in practice. • The concept of a cohort approach to sectors and areas whereby there has been an identification of potential of IDEs. • Potential for a Third Party to manage on behalf of Invest NI was discussed but discounted. • The development of an entrepreneurship strategy within the Department and the thinking across Councils. The role of the Councils, enterprise support agencies and others will have to align with the emerging objectives. • A view was shared that the organisation is probably a bit too early to make a call on this and a suggestion to pause and reflect on where we are going next particularly given sub-regionality. • The need for this programme to work on a sub-regional basis. Reliance has been put on the work developed over two years with two Councils involvement who have co-designed this recommendation from evidence. <p>In concluding the discussion, MC commented that the principles are fine and driving IDEs is the right place to be as an economic development agency. There is a question mark over the grade and amount of people required to resource the team but this will not be fully known until the process is started. There is also a question mark over the funding and the extent to which NIO funding runs and this needs to be addressed as part of the ongoing discussion.</p>	

	The Leadership Team were content with the principle and agreed that this could proceed to the Strategic Resources Committee and then to Board.		
8.	<u>Any Other Business</u>	PL & BD	
8.1	Annual Leave Carry Over – MC reminded the group on the current agreement to continue to bring carry over leave back down to 10 days follow Covid. PL will ask the team to provide annual leave balances for each Group. P&C Division will issue note to all staff. BD to speak to Finance team in terms of accruals before note issues to staff.		
8.2	November Board Agenda – MC confirmed the next Board meeting will be held at the South-West College Erne Campus, Enniskillen. The group discussed the agenda items.		
8.3	IR Action Plan – MC and Chair have discussed and the agreement is the Action Plan will be a key responsibility of the Chief Executive. ELT members will remain as the Leads. MC provided an update on how reporting structures will work going forward. The group discussed the staffing requirements for the workstreams. MC stated that the priorities for the organisation will be to take forward the actions as part of our normal business, delivery of 10X and delivery of City & Growth Deals. There will need to be a discussion and agreement on resources and this is what we are working our way through at present. MC hopes to finalise in the next couple of weeks.		
8.4	Strategic Priorities and Areas of Focus – The group discussed this current exercise and the current process following feedback from Operating Directors.		
8.5	Casework Panels – DD raised the issue that there are too many casework panels and too few people to accommodate them. MC agreed this needs reviewed. PCC to be asked to provide the detail regarding volumes of casework being undertaken by individuals.		AU
8.6	Respect – DD relayed details on a current issue and agreed to pick it up with the respective Executive Director.		
8.7	Staff Conference – PH put forward two potential dates for next year’s Staff Conference. The group agreed that the June date would be the better option.		
8.8	ATG Supporting Women – AMcK referred to email shared.		
	<u>Date of Next Meeting</u> 5 December 2023		

INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING
Meeting Minutes: 5 December 2023
CEO office, INI HQ

Chair: Mel Chittock

Attendees: Brian Dolaghan; Dónal Durkan; Jeremy Fitch; Peter Harbinson; Paula Logue;
 Alan McKeown

Apologies: Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<p><u>Apologies & Conflicts of Interest</u> Apologies received from Steve Harper. There were no conflicts with any items under discussion today.</p>	
2.	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting of 14th November were approved and will be published online.</p>	
3.	<p><u>Outstanding Actions</u> All outstanding actions were discussed.</p> <p>Caseworks – The group discussed the current casework process. MC to review proposal from PCC Division. Action: MC</p>	
4.	<p><u>Global Investment Summit feedback</u> MC shared feedback from his recent attendance at the Global Investment Summit in London. MC highlighted the topics addressed at the conference and the sectors focussed on. MC stated that the recent Northern Ireland Investment Summit was referenced.</p> <p>DD commented that the Office for Investment and the Department for Business and Trade will shortly be forming a working group to work on the outcomes of the Harrington Review of Foreign Direct Investment.</p>	
5.	<p><u>Board meeting follow up</u> MC referred to the recent Board meeting. Key areas of discussion were around the regional intervention paper which had a good debate and was widely accepted in terms of local engagement and the discussion around the entrepreneurship paper which will require some further work to be carried out.</p> <p>JF joined the meeting at 10.30am.</p>	

	<p>BD raised the topic of resourcing and felt there was a need to have further discussions with the Board on this topic. The group shared their thoughts and MC confirmed that the organisation will need to ensure it has the required staffing levels to deliver what it is being asked to do.</p>	
6.	<p><u>Hybrid working</u> MC opened the discussion and referred to the debate at the recent Board meeting. PL shared some statistics in terms of occupancy within the headquarters building.</p> <p>The group discussed the current guidance and floated the idea of an ‘anchor day’ for each team. It was agreed that there was a sense that we are losing the spirit of the organisation and the engagement between staff/teams.</p> <p>The group debated any potential change to the guidance. Following the discussion it was agreed PL will provide guidance notes to ensure there is consistency in discussions with direct reports/line managers. Action: PL to provide guidance note</p>	PL
7.	<p><u>Independent Review Action Plan</u></p> <p>MC referenced the paper shared with Board last week outlining the priority of the Action Plan, role of the Implementation Oversight Group, monthly specific ELT meetings and the PMO function. MC stressed the importance of ELT members owning and driving activities.</p> <p>MC confirmed that People & Culture are meeting with each Executive Director to discuss resourcing requirements.</p> <p>MC also confirmed that the Chief Executive will be the Senior Responsible Officer (SRO), the Implementation Oversight Group will meet on a quarterly basis to monitor progress, Executive Directors will have Enabling Actions included in job plans and the Executive Leadership Team will meet on a monthly basis to discuss progress along with the PMO team.</p>	
8.	<p><u>Any Other Business</u></p> <p>8.1 EAM Training – MC asked that colleagues who have not completed the EAM training to ensure they had signed up for the last session on 11th December.</p> <p>8.2 IDM letters – MC commented that he has now received legal advice and has a draft letter which he will share with colleagues before issuing to the relevant staff. Action: MC to share draft letter</p> <p>MC asked ELT colleagues to speak with IDMs and specifically that JF and BD discussion with new appointees (NMCK and GM). Action: JF & BD</p>	<p>MC</p> <p>JF & BD</p>

8.3	<p>My INI Portal – AMcK provided an update on the new portal which is fundamental to how Invest NI transacts with its customers. AMcK laid out the costs and confirmed that a business case is currently being drafted. As the costs will be over £250k it will require an affordability statement agreed by the Executive Leadership Team.</p> <p>The group discussed the approval process. ELT were content to confirm the project was affordable over its life time subject to business case approval.</p>	
8.4	<p>Legal Advisor – BD confirmed that the organisation has now recruited a permanent Legal advisor who will take up their post in the New Year.</p>	
8.5	<p>Charity Request – BD relayed a request he has received to use INI HQ for a charity abseil. BD stated that he would ensure any insurance requirements are in place.</p> <p>ELT had no objections in allowing the use of the building. MC stated that Serco would need to be engaged with if the charity event was on the weekend.</p>	
8.6	<p>KPI exercise – JF informed the group that the KPI exercise will commence shortly.</p>	
	<p><u>Date of Next Meeting</u> 9th January 2024</p>	