

**INVEST NORTHERN IRELAND**  
**EXECUTIVE LEADERSHIP TEAM**  
**MINUTES 2021**

Tuesday 5<sup>th</sup> January 2021  
Tuesday 8<sup>th</sup> January 2021  
Tuesday 12<sup>th</sup> January 2021  
Friday 15<sup>th</sup> January 2021  
Tuesday 19<sup>th</sup> January 2021  
Friday 29<sup>th</sup> January 2021  
Tuesday 2<sup>nd</sup> February 2021  
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Tuesday 30<sup>th</sup> March 2021  
Tuesday 13<sup>th</sup> April 2021  
Friday 23<sup>rd</sup> April 2021  
Friday 30<sup>th</sup> April 2021  
Tuesday 4<sup>th</sup> May 2021  
Friday 7<sup>th</sup> May 2021  
Friday 14<sup>th</sup> May 2021  
Friday 21<sup>st</sup> May 2021  
Friday 28<sup>th</sup> May 2021  
Friday 4<sup>th</sup> June 2021  
Tuesday 8<sup>th</sup> June 2021  
Friday 18<sup>th</sup> June 2021  
Friday 9<sup>th</sup> July 2021  
Friday 23<sup>rd</sup> July 2021  
Tuesday 27<sup>th</sup> July 2021  
Friday 30<sup>th</sup> July 2021  
Friday 6<sup>th</sup> August 2021  
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Tuesday 31<sup>st</sup> August 2021  
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Friday 19<sup>th</sup> November 2021  
Friday 26<sup>th</sup> November 2021  
Friday 10<sup>th</sup> December 2021  
Friday 17<sup>th</sup> December 2021  
Tuesday 21<sup>st</sup> December 2021



	<ul style="list-style-type: none"> <li>• Brexit team proposing to do a webinar on ‘what’s in the deal’ on 21<sup>st</sup> January. It was also agreed to hold a staff briefing sooner rather than later and ensure our team are informed on the positives of the final agreement signed and how to articulate them</li> <li>• AMM reported that the Brexit team are working with the Comms team on business messaging for the next phase.</li> <li>• AMM confirmed that the EU Resilience Tool will be removed as it is now surplus to requirements. BD asked if there was an opportunity to evolve the tool. AMM commented that it has been distilled down in to the top 10 checklist and therefore is no longer required.</li> </ul> <p>DD provided an update on the budget status. DD will work with Finance in terms of profiling the budget allocation.</p> <p>JF commented that his team are looking at the impact the agreement has for financial assistance agreements and references in the agreements need clarity. MC reported that new templates have been issued with revised clauses, which are now live.</p> <p>KH asked what the situation is with State Aid and AMM confirmed that this work is underway.</p> <p>Anne-Marie Murphy left the call.</p>	
6.	<p><b><u>Elected Representatives Outreach</u></b></p> <p>PH referred to the tabled paper. Whilst there are currently many touchpoints with various locally elected representatives, engagement is not currently co-ordinated to ensure that there is consistency. The attached paper outlines a potential strategic approach to political engagement with locally elected representatives as a core part of our overall communications strategy and associated potential actions through which we can inform, consult with, and secure buy-in from key stakeholders on the role and value Invest NI brings to the wider economy.</p> <p>The group discussed some of the engagement that currently happens. BD commented on the need to do more work on the Invest NI Strategy. KH agreed some questions are raised on this and asked that this be part of the discussion for the forthcoming Strategy session.</p> <p><b>Action: DD to include on agenda for Strategy session</b></p> <p>KH proposed RACI for the responsibilities:</p> <ul style="list-style-type: none"> <li>• Accountable - PH should be accountable for the overall political engagement and communication strategy including key messaging.</li> <li>• Responsible - AMcK to lead on Council and MLA engagement.</li> <li>• Responsible - KH to lead on party leadership engagement (supported by DD and PH).</li> <li>• Responsible - PCC should lead on engagement plan with other Departments.</li> </ul> <p>KH felt that there was a need to get the Board members engaged in this area.</p> <p><b>Action: PH to include board engagement element in the updated paper.</b></p> <p>AMcK highlighted that there was also an education piece required with Council leadership teams on our role.</p>	<p>DD</p> <p>PH</p>

	<p><b>Action: KH asked ELT colleagues to provide any final comments/feedback to PH for final agreement at Friday's meeting (8<sup>th</sup>).</b></p>	ELT
7.	<p><b><u>Covid Schemes update</u></b></p> <p>AMcK provided a verbal update on the status of the current Covid schemes. Lines remained busy in between Christmas and New Year with around 100 call per day. CRBSS will be reopening to accommodate new business affected by most recent regulations, NSESS remains challenging and likely to be extended for applications until early February, LRSS rejections will be applying to CRBSS and the Company Director Income Support Scheme will also be opening (circa 15,000 applicants expected). In addition all previous successful applicants will be getting top up payments (4 weeks, potential additional 2 weeks) and the new regulations bring a level of granularity and partial eligibility to new applicants that will make the next phase considerably more complicated than in previous schemes.</p> <p>AMcK referred to his resource request email of yesterday and commented that he is acutely aware of the pressures teams are under. AMcK asked for ELT colleagues to consider this email and provide feedback by Friday.</p> <p><b>Action: ELT to consider and provide feedback to AMcK for 8th.</b></p> <p>JF asked if it would be possible for AMcK to provide a list of those staff currently engaged in this work across the organisation.</p> <p><b>Action: AMcK to provide details of staff involvement.</b></p> <p>ELT noted new measures introduced by Chancellor also this week.</p>	<p>ELT</p> <p>AMcK</p>
8.	<p><b><u>Roundtable catch up</u></b></p> <p>Business Development – BD reported that there is a lot of work going on in terms of projects with a number of substantial cases at present (particularly from a budget perspective). BD is not sure what the impact will be from a Brexit perspective, will depend on how much customers interact.</p> <p>Strategy – DD commented City &amp; Growth Deals continue to move at pace in terms of OBC feedback. DD also provided an update on staff status with one new start in the Economist team but overall reduced resource</p> <p>Finance – MC commented that budget uncertainty continues, the team are now engaged in the interim audit, large numbers of cases in appraisal and the number of requests for Letter of Offer is at an all time high. MC provided an update on the recent VPN issue and has requested the team understand the root cause of issues but does not anticipate any further disruption.</p> <p>Human Resource – DB referred to the recent update on Covid restrictions. It was agreed to wait for the imminent clarity from NI Executive before any decisions were taken. Updates continue on Get Fit project and future ways of working discussion have commented. DB asked if we should promote the recent gold award for liP. It was agreed to do this.</p> <p><b>Action: DB to discussion liP promotion with PH.</b></p> <p>International Business – AB highlighted there are continued positive developments with clients.</p>	DB

	<p>Regional Business – AMcK commented it is business as usual which remains positive.</p> <p>Communications – PH commented that his group continues to be business supporting EU exit work and Covid schemes work. Digital team particularly heavily involved.</p> <p>Business Solutions – JF provided and update on each of the emergency schemes. CEIF has processed 20 case works, thanks to the teams and panels involved.</p> <p>KH closed this item by updating the team on recent discussions with DfE Minister.</p>	
9.	<p><b><u>Any Other Business</u></b>  Team commented that MB now confirmed in role as DfE Perm Sec.</p>	
10.	<p><b><u>Date of Next Meeting</u></b>  Friday 8<sup>th</sup> January 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 8<sup>th</sup> January 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 5 <sup>th</sup> January 2021 were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>ELT Strategy Agenda</u></b> Martin Robinson (MR) joined the call to discuss this item.  DD tabled a proposed agenda for the forthcoming strategy session. The group discussed each proposed agenda item.  It was agreed to dedicate sometime next week to have a pre-debate on a changed world and what this means for Invest NI. KH will write a motion, set of rules and confirm the debaters for each side. <b>Action: KH to issue note in advance</b>	<b>KH</b>
5.	<b><u>Elected Representatives Outreach</u></b> PH commented that he had received limited additional comments on his paper and would assume that ELT colleagues are content with the proposals as set out.  PH will make some amendments and issue a final version early next week, which will allow ELT colleagues to agree and move on to resource discussion. <b>Action: PH to issue final version</b>  DD raised the forthcoming political meeting and it was agreed AMcK would draft a proposed agenda based on the response letter from last engagement, Brexit etc. <b>Action: AMcK to draft agenda</b>	<b>PH</b>  <b>AMcK</b>

6.	<p><b><u>Customer Support Crisis and Covid Support Schemes</u></b></p> <p>AMcK provided an update on the schemes. AMcK commented that it has been a frantic week with the reopening of parts A &amp; B and the changes to the NSESS scheme. AMcK commented that the Comms team have worked exceptionally hard to get this done.</p> <p>AMcK commented that NSESS cases are still with the Department for payment approval and that the LCD scheme paper has not yet been tabled with the Executive. Currently looking at opening week commencing 18<sup>th</sup> January if progresses. Budget issues still being worked through. AMcK confirmed that respective MOUs will be updated in light of the reopening of schemes.</p> <p>AMcK commented that the digital journey for customers has not been totally smooth and in terms of efficiencies there are areas we need to improve on (e.g. password resets). A number of lessons will be picked up on.</p> <p>There was some debate on what schemes and budget has been allocated to Invest NI and it was agreed AMcK and MC would produce a table to lay out exactly what has been allocated to Invest NI. Questions were raised if DfE planned Voucher scheme would go through Invest NI books.</p> <p><b>Action: AMcK and MC to produce table</b></p> <p>The group reviewed DoF instructions to Accounting Officer on implementing Ministerial Direction. Guidance requires to “follow the Direction without further ado” once issued by Executive Committee.</p> <p>The group discussed the resourcing issues for both the Covid Schemes and the Emergency Schemes. It was recognised that staff are being stretched and the new lockdown restrictions (in particular home schooling/childcare needs) are placing more demands on staff.</p> <p>Following a discussion on the requirement for staff, for particular scheme work, it was agreed ELT would provide feedback to AMcK on the proposed list (deferred from today due to ongoing uncertainty on Director LCD scheme).</p> <p><b>Action: AMcK to provide an update for discussion at the next meeting.</b></p>	<p>AMcK / MC</p> <p>AMcK</p>
7.	<p><b><u>Customer Visits</u></b></p> <p>KH asked what the collective policy on client visits is under the new lockdown restrictions. KH highlighted that he has postponed/cancelled all his scheduled client visits.</p> <p>BD stated that he has instructed his group that staff should not be visiting clients unless can be demonstrated that there is an essential purpose to do. Staff will continue to have contact with clients virtually. ELT agreed with this proposal and that essential visits be approved by Director/Executive Director and that a risk assessment be carried out in advance.</p> <p>SH highlighted that the forthcoming visit by the Board of Trade will now happen virtually with less emphasis on Northern Ireland, as they would still like to do a visit to NI and the current suggestion will be to move this to May.</p>	

8.	<p><b><u>Any Other Business</u></b></p> <p>KH provided some feedback on his recent call with DfE Permanent Secretary. KH suggested MC speak to DfE colleague on the approval of Direct Award Contracts. <b>Action: MC to speak to DfE</b></p> <p>BD highlighted that Invest NI has been allocated two slots with DfE for forthcoming caseworks, pointing out that we have a number to get through. MC commented he has asked PCC Division to talk to the Department to stress the importance and will report back. <b>Action: MC to provide feedback following discussion with Dept.</b></p> <p>MC reported that work has commenced on the prioritisation of projects for year end. MC asked ELT colleagues to highlight the importance of updating a projects stage status on CRM as CRM data will be used for Dept. returns. This request will also be raised at Operational Directors meeting. <b>Action: ELT colleagues to raise with operating teams</b></p> <p>SH highlighted the possibility of an underspend on capital in terms of the Dublin Hub due to the suspension of non-essential construction work in Ireland.</p> <p>SH highlighted feedback he has received in terms of the new HR Hub in connection to International staff.</p> <p>SH asked about the recent DP recruitment and asked if it was possible to have visibility in terms of movement of successful candidates and proposed backfill. <b>Action: DB to provide an update</b></p>	<p>MC</p> <p>MC</p> <p>ELT</p> <p>DB</p>
9.	<p><b><u>Date of Next Meeting</u></b></p> <p>Tuesday 12<sup>th</sup> January 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 12<sup>th</sup> January 2021**  
**Via MS Teams call**

Chair: Brian Dolaghan

Attendees: Kevin Holland; Denise Black; Mel Chittock; Donal Durkan; Jeremy Fitch;  
Peter Harbinson; Alan McKeown; Anne Beggs

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Steve Harper, Anne Beggs will deputise on his behalf.	
2.	<b><u>Opening Remarks</u></b> BD set the scene for this meeting indicating that the concept is for the executive leadership team to get more understanding of the commercial aspects that face the organisation. The idea is to be more externally focussed and to have open discussion.	
3.	<b><u>Client Company Discussion</u></b> ELT discussed in detail current market environment and options for “client x”.	
4.	<b><u>Customer Service Excellence</u></b>  BD outlined the current position regarding engagement with Customer Service Excellence accreditation marking. The contract has run its three year course and a decision needs to be made about whether to remain with the scheme going forward. The 20-21 scheduled assessment has been put on hold pending review with the potential to complete the next assessment in April 2021 if Invest NI wishes to remain with the programme.  BD stated that along with colleagues they had looked at option namely CSE, ISO 9001 and Service Mark. The proposal being put forward is to allow CSE to lapse, SH, BD, AMcK to produce a plan to embed principles and approaches of CSE during 21-22 operating period and in parallel explore merits of closer alignment of customer service accreditation and customer satisfaction measurement with a view to potentially utilising ServiceMark for 22-26 Programme for Government period.  DB felt now was not the time to undertake an assessment, equally what message does it send if we do not undertake it will all be about the comms. MC reflected that this accreditation really defines Invest NI as customer focussed organisation and we should be wary of losing that.  PH highlighted a concern in that there is an outstanding Board action to have a proposal for customer surveying agreed for 21-22 and unless we are able to get agreement from the Board, it will be a challenge. The group discussed the question about “who is the customer”.	

	<p>In conclusion, BD asked colleagues if they were in agreement with the proposal to not proceed with CSE accreditation. ELT agreed.</p> <p><b>Action: BD and DB produced a paper to cover liP and CSE to report to Board and KH will raise with the Chair.</b></p>	<p>BD/DB</p>
<p>5.</p>	<p><b><u>Resource Allocation Model (RAM)</u></b></p> <p>BD recapped the original objective of the RAM was to enable budgetary allocation in a time of constrained financial resource. The RAM provides a practical tool to assist executives to plan, discuss and influence investment proposals at an early stage across a range of common criteria.</p> <p>BD indicated that following feedback from the INI Board the RAM has been remodelled to assess a range of six areas to yield a “comparable score”.</p> <p>BD would like to take the next three months as a live testing phase. KH pointed out that the leadership team did commit to the INI Board that every project from 1 January would undertake a RAM assessment. BD confirmed that any cases since 1 January would be done retrospectively.</p> <p>BD would suggest we start with projects over £50k, this would cover approx. 66% of our value; to reach 80% of our value projects over £30k would need to be assessed. BD’s preference is to run over £50k while the RAM evolves and then review it in time for the new operating year.</p> <p>BD stated that there is a caveat to using RAM, it needs to be used with care, as is an indicator and at best it can give an indication of attractiveness of a project. KH agreed that it is a comparative assessment tool and not a pass/fail decider.</p> <p>AMcK asked if it is possible to check a few past cases. BD commented that he had done that during development but would like to do on a bigger level. BD pointed out that it does through up the odd anomaly.</p> <p>AB asked if there was a weighting on each of the factors. BD confirmed and explained the weighing. AB also asked if the proposal is to use this tool at the outset of conversations with a client about support but picked up and completed at the end of negotiations and included in the casework papers. BD confirmed this is the proposal. AB asked if there was a user guide. BD stated that there are pop-up prompts but that he will think about developing a user guide.</p> <p><b>Action: BD to develop user guide.</b></p> <p>KH asked where the results are stored. BD reported that at present this is Excel driven and will ask that these be returned to his support team. It is not ideal however would take time to build a digital solution and at this time we cannot distract the Digital Team from the schemes work.</p> <p><b>Action: KH asked BD to bring some examples to the next meeting to see what the numbers look like.</b></p>	<p>BD</p> <p>BD</p>

6.	<p><b><u>Any Other Business</u></b></p> <p><b><u>Staff Office Visit RA</u></b> DB referred to the previously circulated risk assessment template. DB asked for any final comments by cop today.</p> <p><b><u>Virtual Quiz</u></b> ELT agreed to postpone this event until the Spring.</p> <p><b><u>Customer Support Crisis and Covid Support Schemes</u></b> AMcK reported that the Directors Scheme would now be launched on 20<sup>th</sup> January. BD asked for final clarification on the previously tabled papers. AMcK explained and it was agreed ELT members will now identify names within the 10/20/30%.</p>	ELT
7.	<p><b><u>Date of Next Meeting</u></b> Friday 15<sup>th</sup> January 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 15<sup>th</sup> January 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 8 <sup>th</sup> January 2021 were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<p><b><u>Debate</u></b></p> <p>KH proposed that the team take part in a debate to ensure we understand pros and cons of intensive and extensive clients and why perspectives on this are so divided. The motion proposed is <i>Invest NI should redeploy 25% of its funding and team resources to engage more deeply with a wider base of companies and lead Northern Ireland into faster Recovery and Growth.</i></p> <p>DD and JF argued against the motion and AMcK and SH for the motion. Following opening statements the opposing teams offered a rebuttal.</p> <p>KH opened the floor for questions from the non-participating team members followed by a vote. The motion was defeated.</p> <p>KH thanked the team for participating in this first debate and reflected that there were some good arguments made on both sides and the key skill is to get the optimal balance and model when supporting both groups.</p> <p>Proposed revised text</p> <p>Discussion</p> <p>The executive team had a strategic discussion on apotential funding, prioritisation and resource topic.</p>	
5.	<b><u>Final ELT Strategy Agenda</u></b> DD referred to the agreed agenda for the forthcoming strategy meeting. DD confirmed that colleagues from DfE would attend along with members of UUEPC.	

6.	<p><b><u>Board Agenda and Actions</u></b></p> <p>Ian Maxwell (IM) joined the call to discuss this item.</p> <p>IM took the team through the outstanding actions from the last Board meeting. The group discussed the actions and way forward on each.</p> <p>The group also discussed the proposed agenda for the January meeting and KH confirmed that both the DfE Minister and DfE Permanent Secretary would attend (and Paul Grocott).</p>	
7.	<p><b><u>Recovery Plan</u></b></p> <p>Ian Maxwell (IM), Alistair Moffett (AM), Martin Robinson (MR) and Gerard McNally (GMcN) joined the call to discuss this item.</p> <p>IM stated that INI has been asked by DfE to input to their proposed recovery plan. This is a high level plan and INI's plan should align and feed off the DfE plan. IM stated that feedback has been received from the various groups and a consolidated, tracked changed version has been tabled for review.</p> <p>IM took the group through the main themes of the report and the group discussed some of the proposed changes.</p> <p>The group discussed the budget implications and BD asked if we should flag what commitments are so as to give a clear idea of what available budget there is. KH asked that a paragraph be included in the narrative about the overall committed budget levels. He also commented that DfE have also tabled a 10x innovation paper to EAG and they will integrate the 2 papers when feedback received.</p> <p><b><i>Action: KH asked that colleagues provide any final comments back to the team before 11am on Monday.</i></b></p>	ELT
8.	<p><b><u>Customer Support Crisis and Covid Support Schemes</u></b></p> <p>AMcK provided a verbal update on issues that INI have picked up around the CRBSS Part A &amp; B schemes. AMcK confirmed that DfE have been informed.</p> <p>AMcK stated that the first tranche of payments for the NSESS scheme have now been signed off. AMcK also indicated that the LCD scheme will launch on 21<sup>st</sup> January.</p> <p>The group discussed the resource implications around the administration of the Covid emergency schemes and the immense pressures being put on staff. Discussions also included the staffing requirements for the Covid recovery schemes.</p> <p><b><i>Action: ELT to review the staffing allocation again and provide final feedback to AMcK.</i></b></p> <p><b><i>Action: ELT to highlight what processes will be stopped, reduced or paused at the same time due to reallocation of staff.</i></b></p> <p><b><i>Action: ELT to consider other areas of work that we should consider stopping that can help mitigate or provide fast short term resource.</i></b></p>	<p>ELT</p> <p>ELT</p> <p>ELT</p>

	All feedback to be returned to AMcK by Monday 18th afternoon.	
9.	<p><b><u>Update on Dec and Jan SECC and Board casework</u></b></p> <p>MC reported that approx. 13 cases have been (or about to go) to casework in December and January. MC circulated the detail and agreed to discuss further at next week's Finance meeting.</p> <p>MC proposed going forward that he will include casework detail within the Finance meeting papers.</p> <p><b><i>Action: KH asked that caseworks be mapped to the forthcoming announcements list – to update.</i></b></p>	MC/PH
10.	<p><b><u>Any Other Business</u></b></p> <p><u>RAM examples</u> BD shared the results of approx. 20 test cases that were used to test the RAM. The results give a feel for the type of score but also demonstrates that this version is still a work in progress. BD highlighted that it was discussed at a recent Board casework and members spent a bit of time going through the detail. BD commented that the model is likely to evolve and requires further testing.</p> <p>AMcK offered to trial on a number of regional cases and BD confirmed that it will be backdate on cases from 1 January (approx. 6 cases).</p> <p><u>Glenmore update</u> JF provided a verbal update to the group on the issues.</p>	
10.	<p><b><u>Date of Next Meeting</u></b> Tuesday 19<sup>th</sup> January 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 19<sup>th</sup> January 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Mel Chittock

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
	<p><b><u>Conflict of Interest</u></b>            PH informed the group that he sits on the Board of Visit Belfast.</p>	
1.	<p><b><u>Visit Belfast</u></b>            Gerry Lennon (GL), Chief Executive and Rachael McGuickin (RM), Director of Business Development at Visit Belfast attended to discuss the next generation of the Ambassador Programme.</p> <p>GL thanked the group for the opportunity to meet today to highlight the work of the Ambassador Programme. GL commented that Visit Belfast is passionate about this programme and now more than ever how critical it is. RM presented to group.</p> <p>The presentation focussed on the role tourism play in the NI economy and in particular business tourism. RM outlined the success of the Ambassador programme to date and laid out the four key changes for the next level of the programme including the setting up of a NI Ambassador Steering Group.</p> <p>SH agreed that we need to be leveraging better but need to be careful in managing demands on the diaspora. KH asked when Visit Belfast anticipate events opening up again. GL commented that it is very difficult to say and ultimately it is going to be dictated by the vaccine roll out. RM commented that there is a suggestion of phased opening from April but would look to September.</p> <p>DD stated that a critical point in these changed times is that we are going to need to focus on where strategically we are going to get the most effective and timely impact on investment. DD also stated that there will be opportunities with the City &amp; Growth Deals.</p> <p>BD asked that Visit Belfast don't lose sight of intra-company conferences as these have historically been very successful and are a good selling tool for Northern Ireland.</p> <p>GL thanked the team for their time and felt that there was a win for both organisations. GL asked if the team could consider the proposal and provide some feedback to Visit Belfast. GL and RM left the call.</p>	

	<p><b>Action: BD to consider incorporating in to sector plans for next year and potential engagement with Visit Belfast advisory panels.</b></p> <p><b>Action: JF to discuss with MC exploration of funds this year, could we include in what the Department is doing.</b></p> <p><b>Action: GM will send further details which will be circulated to ELT</b></p> <p><b>Action: SH to ensure his international team are aware of advantages of NI and Belfast as business conference destination and send leads through to VB and other regional equivalents.</b></p>	<p>BD</p> <p>JF/MC</p> <p>GM</p> <p>SH</p>
2.	<p><b><u>Apologies</u></b> No apologies received.</p>	
3.	<p><b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 15<sup>th</sup> January 2021 were approved and will be published online.</p>	
4.	<p><b><u>Outstanding Actions</u></b> All outstanding actions were discussed.</p>	
5.	<p><b><u>Customer Support Crisis and Covid Support Schemes</u></b> AMcK thanked his colleagues for providing additional resources to allow the organisation to deliver the schemes. Once the final names have been received AMcK will collate and work up a comms message. KH asked AMcK if he now had sufficient resources to deliver and AMcK confirmed he did.</p> <p>AMcK provided an update on the current schemes and in particular challenges to prevent overlap between the LRSS and CRBSS schemes. AMcK also referred to the current status of the NSESS and LCD schemes.</p> <p>BD asked if the recent High Court ruling on pandemic business insurance would make any difference in terms of loss of earning and compensation. AMcK confirmed this will be discussed with DfE at a forthcoming meeting to ascertain if they have any view and what their policy response will be.</p> <p>AMcK wished to acknowledge Digital Team for their ongoing work particularly in light of the frustration around continual changing of criteria. AMcK also felt that both the INI Chair and ARC Chair should be updated.</p> <p>JF asked for a further discussion on staff who have been deployed. <b>Action: Item to be tabled on future agenda</b></p> <p>KH asked to see the full list of stop/pause areas of work submitted as part of the resource return. <b>Action: AMcK to forward</b></p>	<p>AMcK</p>
6.	<p><b><u>MANI Discussion</u></b> Michael Polson (MP) joined the call.</p> <p>DD provided an update on the current status of MANI. DD briefed the group on initial engagement with SIB. The group discussed the aims and objectives of MANI, how it would engage on City &amp; Growth Deals projects and how it would support the wider manufacturing sector. There was also some discussion on structures and</p>	

	<p>how Invest NI may support MANI led projects.</p> <p>DD agreed to keep ELT fully informed on progress and agreed to come back to ELT at the next stage of development.</p> <p><b>Action: DD to keep ELT informed on the next stages of development of the MANI proposal.</b></p>	DD
7.	<p><b><u>Stakeholder Engagement</u></b></p> <p>KH referred to the final version of the stakeholder engagement paper. KH reflected that a suitable resource would need to be identified to deliver this if we are going to take seriously. PH pointed out that this is a broad framework.</p> <p>DD highlighted the need to spread the responsibility as the political environment impacts across the organisation.</p> <p>KH requested that once ELT have completed their strategy session that a new resource list be built for discussion and potential force ranking.</p> <p>KH asked colleagues that if no further comments were received by Friday 22<sup>nd</sup> January the paper will be considered final and agreed.</p> <p><b>Action: ELT to provide any last comments to PH</b></p> <p><b>Action: ELT to submit any Hot List hirings to DB before end Jan if not already on the master list</b></p>	ELT ELT
8.	<p><b><u>Any Other Business</u></b></p> <p><u>Scheme Comms</u></p> <p>SH provided some feedback from staff involved in the current Covid schemes. It was proposed KH offer a staff "open house". KH agreed and will discuss with PH and AMcK best way to approach.</p> <p><b>Action: KH, PH and AMcK to consider best approach</b></p> <p><u>Financing/funding</u></p> <p>BD asked if it was possible to produce some lines to take for staff who are receiving questions on funding from clients.</p> <p><b>Action: PH will discuss with MC and produce some lines</b></p>	KH/PH/ AMcK  PH/MC
9.	<p><b><u>Date of Next Meeting</u></b></p> <p>Friday 29<sup>th</sup> January 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 29<sup>th</sup> January 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 19 <sup>th</sup> January 2021 were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Board Feedback</u></b> The group discussed the recent Board meeting. KH highlighted feedback received was that DfE Minister had found attendance beneficial.	
5.	<p><b><u>Conflicts of Interest</u></b> KH stated that the next update on conflicts of interests would issue to all staff next week for 2021/22. KH wanted to make sure that the leadership team were comfortable that their teams were clear on what level of information needs to be disclosed.</p> <p>SH commented that he has never seen anything on the returns for his group that relates to the work of Invest NI. JF commented that his impression is that staff take this very seriously and err on the side of caution and tend to disclose everything but ultimately the organisation relies on the staff member to make the disclosure.</p> <p>It was commented that before any casework panels there is a routine question on declaring conflicts of interest before the casework commences. BD commented that organisationally he feels it is understood and has had staff excuse themselves when there has been a conflict. SH stated that the organisation also has a gifts and hospitality register that staff also have to complete.</p> <p>MC commented that the declaration itself does not lead to a defined action and this may be something to consider going forward.</p> <p><b><i>Action: MC &amp; DB will take forward</i></b>  <b><i>Action: KH asked to have sight of the master spreadsheet at a high level (staff names not required). DB to provide.</i></b></p>	<b>MC &amp; DB DB</b>

<p>6.</p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p> <p>6.5</p> <p>6.6</p> <p>6.7</p>	<p><b><u>Any Other Business</u></b></p> <p><u>Permanent Secretary</u> KH provided feedback from his bi-weekly meeting with the Permanent Secretary and Chair.</p> <p><u>Open House</u> KH referred to the recent Open House session with staff and felt that it was a good session that seemed to be well received. KH indicated his willingness to hold another session at the end of February.</p> <p><u>NIO</u> SH provided a verbal update on bid for overseas expansion.</p> <p><u>Direct Reports</u> The group discussed the forthcoming Direct Reports meeting. KH stated he will review PH's proposal for a mix of Direct Reports and Town Halls going forward.</p> <p><u>NI Protocol</u> SH raised a request to have some lines to take produced around the NI Protocol. It was agreed PH and SH will meet to discuss and draw up.</p> <p><u>One Show</u> BD raised a recent segment seen on the BBC's One Show around purchasing of products from Northern Ireland and the fact that the piece was factually incorrect. DD commented that this has been fed back to DfE and the Executive Office.</p> <p><u>Secondee</u> DB to engage with DfE on an Invest NI secondee to confirm return date.</p>	<p></p> <p><b>KH</b></p> <p><b>PH/SH</b></p> <p><b>DB</b></p>
<p>7.</p>	<p><b><u>Date of Next Meeting</u></b> Tuesday 2<sup>nd</sup> February 2021</p>	<p></p>



6.	<p><b><u>PfG Priorities</u></b>  Ian Maxwell (IM) and Martin Robinson (MR) remained to join this discussion.</p> <p>DD referred to the tabled papers and stated that the purpose of tabling was to prompt discussion in relation to recent ‘wider economy’ issues and challenges and the implications of these for INI’s future recovery planning activity. ELT also considered how we could reflect and tie in the 9 draft PfG Outcomes in our assessment, approval and monitoring processes, so we can demonstrate our contribution.</p> <p>Following discussion by ELT it was agreed that internal work should commence to consider a range of options for further consideration by ELT.</p> <p><b><i>Action: MR to initiate internal discussions with relevant colleagues and to draw up a range of options for further consideration by ELT.</i></b></p> <p>KH asked if the organisation should have more one year awards?  KH stated that he would like to discuss further and start to come up with some options.</p> <p><b><i>Action: MC to explore options for further discussion at ELT.</i></b></p>	<p>DD/MR</p> <p>MC</p>
7.	<p><b><u>Risk Registers</u></b>  Katrina O’Dowd (KOD) and Colin Morelli joined the meeting.</p> <p>CM opened the discussion commenting that the Covid risk register has now been combined with the Corporate risk register and as a result there are now ten risks in the very high category.</p> <p>The group discussed a number of specific risks and agreed:</p> <ul style="list-style-type: none"> <li>• COR032 – split risk in to two, one to focus on crisis schemes and one on INI generated scheme.</li> <li>• COR005 – overhaul risk for update to ARC and reduce the score.</li> <li>• BA024 – tie in to existing risk on Business Development group register with BD to consider escalation to Corporate register at the next update (end of February).</li> </ul> <p>CM stated that the corporate register will be presented to ARC next week and the emerging risk register tabled at February Board.</p> <p>CM asked if ELT were content to approve the corporate risk register. ELT agreed.</p>	
8.	<p><b><u>Any Other Business</u></b></p> <p>8.1 <b><u>Minister</u></b>  KH provided feedback from recent update call with DfE Minister.</p> <p>8.2 <b><u>Micro Business Ecommerce Grant</u></b>  JF highlighted the need for three staff to join the team to deliver the MBEG scheme. JF asked colleagues to review if they have any available staff.</p>	

8.3	<b><u>Communication Team</u></b> PH provided an update on recent recruitment process.	
9.	<b><u>Date of Next Meeting</u></b> Tuesday 5 <sup>th</sup> February 2021	



	<p>AMcK referred to the recovery plan strategic actions document and commented that he would like to take another review/cut of the initiatives. <b>Action: DD to issue current version</b></p> <p>IM stated that in terms of the future Target Framework and Report Cards, the team has carried out a lot of work with the Operating Directors and the latest version will be reissued for review to seek out any gaps. IM commented that the team has tried to ensure the main areas that we have inputted into within the DfE Recovery Plan and our 8 drivers are adequately covered off.</p> <p>This will need to be reviewed in line of comments above – we need quantitative metrics but should also recognise the importance of big impact items for recovery that will not necessarily have a direct quantitative response during next year. <b>Action: IM to ensure update request copied to ELT</b></p> <p>IM highlighted that following a discussion with DfE Finance, in terms of staffing there is an opportunity to include staff costs against the actions in the economic recovery plan but will be limited to 21/22. Need to give consideration to this, however would only be for frontline staff.</p> <p>The group touched on resource, structure and alignment to the 8 drivers. It was agreed to have a separate session dedicated to this discussion. KH suggested he would share some questions/slides to facilitate a live discussion on this topic. A key goal will be to finalise the Hot List for key positions. <b>Action: Separate meeting to be convened</b></p> <p>KH closed this discussion stating he is happy to take any initial thoughts/suggestions/concerns on the who and how from the team.</p>	<p>DD</p> <p>IM</p> <p>KH/AU</p>
5.	<p><b><u>Thoughts on operating plan metrics</u></b> KH commented that DfE are starting to look at their Operating Plan for next year. KH would like MC and IM to meet with Colin Woods in DfE to discuss. <b>Action: Meeting to be arranged for MC/IM to discuss process with DfE</b></p>	MC/IM
6. 6.1 6.2	<p><b><u>Any Other Business</u></b></p> <p><b><u>Perm Sec feedback</u></b> KH provided feedback from recent update call with DfE Permanent Secretary.</p> <p><b><u>Furlough Workers Bulletin</u></b> DD provided feedback on the Invest NI furlough bulletin and set out details on the recently published NISRA statistics (98k employees on furlough across NI). DD reinforced the ongoing need to ensure that executives update CRM system in a timely and accurate manner. DD advised that the furlough bulletin is being used extensively across DfE, is now being circulated to the Executive Office and shared with key stakeholders. <b>Action: DD to circulate NISRA data</b> <b>Action: Client facing ELT to ask client executives to continue to ensure furlough information is uploaded onto CRM in a timely and accurate manner.</b></p>	DD ELT
6.3	<p><b><u>City &amp; Growth Deals update</u></b> DD provided update on City &amp; Growth Deals. DD outlined the status of the various projects and closeness to casework. DD is confident projects are moving along and moving positively.</p>	

6.4	<b><u>Flexi Time and resourcing</u></b> DB stated that she has shared some information with colleagues and will discuss further next week.	
6.5	<b><u>Emergency Scheme Staffing</u></b> AMcK shared concerns with colleagues around staffing issues for emergency schemes and one possible mitigation through reduction of other current activities.	
7.	<b><u>Date of Next Meeting</u></b> Tuesday 9 <sup>th</sup> February 2021 - Commercial	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 9<sup>th</sup> February 2021**  
**Via MS Teams call**

Chair: Alan McKeown

Attendees: Kevin Holland, Denise Black; Mel Chittock; Brian Dolaghan; Donal Durkan; Jeremy Fitch;  
Peter Harbinson; Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Flexi Time Discussion</u></b> The group discussed the issue of flexi time, overtime and annual leave within the organisation. It was acknowledged that staff are currently working extra hours and modified schedules due to the pandemic and to the organisations role in delivering both emergency and Covid schemes on behalf of the Department for the Economy.	
	The regional managers joined the call at this point to participate in the remaining agenda items. Managers included Susan O’Kane (SOK), Mark Bleakney (MB), Des Gartland (DG), Ethna McNamee (EM) and Gren Armstrong (GA).	
3.	<b><u>The Family – Unlocking Export Potential</u></b> EM presented a case study to the group of a recent query received in the Western office. EM detailed the background to this company and asked the group for their view on whether they should be an INI client company. Following discussion, apart from the need to understand the aspiration of the business in relation to its export aspirations, the consensus was that given the financial health of the of the company could not avail of any direct financial support, at this time. However, we can look at export potential and supporting export oriented business planning where “additionality should not be based on available cash”.  SH felt this was the type of company that we should be working with to stimulate trying to make a client company focus on its export potential and its ability to avail of supply chain opportunities. It was agreed that a bespoke approach was needed when dealing with these types of companies but that Invest NI should be engaging proactively with these companies to help them help Invest achieve the £5bn external sales goal.  EM reflected that we have no visibility of these types of companies. There is a real opportunity for growth if we can identify businesses where we can provide technical expertise. The challenge is we need to hear about these companies, seek them out and not screen them out.	

	<p>AMcK agreed that a proactive meeting should be set up with this particular company and to include SH in the discussion. The bigger question is how many more of these types of companies are out there in NI that Invest NI could work with to realise export potential. From the perspective of building NI is there a way to encourage companies to engage with Invest.</p> <p>AMcK thanked EM for her presentation of an interesting case study and the group for their views.</p>	
4.	<p><b><u>Start Up to Level Up – A North West Journey</u></b></p> <p>GA and DG presented this item for discussion focussing on the north west region.</p> <p>GA outlined that in terms of entrepreneurial activity, as set out in GEM reports, NI has persistently lagged to the UK as a whole and DCSDC persistently lags the rest of NI. The team is keen to see what we could do to stimulate entrepreneurial activity. There is no shortage of support for entrepreneurs however there is a lack of demand. GA commented that a strong communications message is needed to encourage entrepreneurial activity in the regions and to help spot opportunities.</p> <p>DG believes if we can turn the curve in this area it will be a big contributor to the levelling agenda. There is a view that we need a bespoke programme for the north west however, DG does not believe that to be the case. The biggest issue is there is fragmentation in the support network for entrepreneurs.</p> <p>DG outlined an action plan over the next 2-3 years including specific areas for consideration. DG felt that we should also consider cross border working and that Peace Plus funding offers an opportunity to do something different but also to tap in to a sizeable fund. DG indicated that the team have commenced conversations with the Department, SEUPB and Enterprise NI who have all been positive.</p> <p>GA outlined a specific initiative namely MIT REAP. This initiative provides opportunities for communities around the world to engage with MIT in an evidence-based, practical approach to strengthening innovation-driven entrepreneurial (IDE) ecosystems.</p> <p>KH asked where the Go For It programme sits, DG indicated that it sits within the Councils but again in terms of fragmentation it is not joined up with other providers. There is a piece of work in the short term needed to pull together and the team have started that with partners.</p> <p>DD commented that the presentation has shown that entrepreneurial activity is a complex field and there will be a need to put resources in place in order to do this right.</p> <p>AMcK commented that he was hearing broad support for REAP and cross border work from colleagues.</p> <p>BD reflected that the ambition is great but questioned what we are trying to create. What drives entrepreneurship? Sometimes we rush to do the same thing in a different place rather than trying to understand the market. Has Belfast been successful in this area and are we now trying to recreate the same thing in north west. SO commented that the money we have invested in Belfast has paid off as we are seeing more equity investments.</p>	

	<p>KH asked if GA could do some comparisons on REAP and Catalyst. Who are the people doing entrepreneurial activity, we need a picture of what entrepreneur activity we are trying to capture.</p> <p><b>Action: GA to carry out some comparative work between REAP and Catalyst</b></p> <p>PH stated that if the team are talking about building a specific entrepreneurial platform that 99% of the information is probably already on nibusinessinfo.</p> <p>SH asked the team what the budget and resource allocation is. GA commented that the team are stretched across the board and probably do not have enough of either.</p> <p>AMcK concluded that we are on a journey with entrepreneurship, there is an appetite for clarity internally, externally in the market place and to further develop partnership working and there is a lot of operational work we can cover over the next 6-8 months. AMcK stated what he is hearing is support from the executive team.</p>	<p><b>AMcK/GA</b></p>
<p>5.</p>	<p><b><u>Get Fit to Get Better – Freeing up potential and what you get</u></b></p> <p>SOK presented this item to the group. SOK took the group through the process a client executive follows when bringing a new client on board. SOK showed the level of information a client executive is expected to obtain/complete during this process.</p> <p>In summary, the SOK team would propose streamlining the process, removing the panel for offers between £50-100k, realign customer expectations with our business needs and realign our project and applications with the claims process.</p> <p>MB provided an overview of briefing requests and the impact felt by the organisation.</p> <p>The ELT thanked the team for the presentation and agreed it was very thought provoking. It can be assessed through the next stage of Get Fit work.</p> <p>KH commented that he is aware of the amount of work that goes in to preparing briefings and felt they could be a lot simpler and not so substantive. KH felt we could get better at using standard lines to take which would ensure a more consistent message as well as simplify preparation time.</p> <p>KH commented that it would be worth looking at what other similar organisations are doing for case management.</p> <p>AMcK thanked the regional managers for their participation today and ELT colleagues for their challenge and expertise. Regional managers left the call.</p>	
<p>6.</p>	<p><b><u>Live Case Presentation</u></b></p> <p>SH provided an update on a client company.</p>	

7.	<b><u>Any Other Business</u></b> No further business for discussion.	
8.	<b><u>Date of Next Meeting</u></b> Friday 12 <sup>th</sup> February 2021	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 12<sup>th</sup> February 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b>	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 5 <sup>th</sup> February 2021 were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.  Conflicts of Interest (Col) – MC confirmed the team had discussed Col policy and implementation and actions to be taken. Onus remains on each staff member to declare at any time during the year when conflict arises rather than waiting for annual return exercise. Annual returns (including nil returns) are due for 31 March. Col was discussed at Direct Reports meeting and leaders are asked to discuss the importance of managing potential Col in their teams, particularly given the broader range of businesses INI has worked with through 2020/21 and the emergency schemes we have delivered. <b><i>Action: ELT members are requested to share any nil returns for sign-off as well as completed returns as required in the policy.</i></b>	<b>ELT</b>
4.	<b><u>Honours</u></b> AM joined the call to discuss this item. AM provided a verbal update to the group. The group discussed the Honours Bank and agreed a structured way for stimulating the future Bank was required. AM will take forward and liaise with ELT members.	
5.	<b><u>Post Project Evaluation (PPE) Policy</u></b> MC provided a verbal update. MC stated that the PCC team will assume formal responsibility for developing the policy and the detailed Action Plan for PPE's. As part of its policy responsibility PCC will consider how the role of the Compliance Group can be enhanced.  PCC will seek formal approval from DfE on increasing the minimum threshold for the 100% completion of PPE's from £5k to £25k with sampling between £5k and £25k. The policy cannot be finalised until we have the DfE response to our paper. MC confirmed that the team have been considering the role of the Compliance group, and revising the terms of reference, with work nearing completion.	

	<p>MC stated a further update will be provided once we have the Department's feedback.</p> <p><b>Action: MC to provide further update by 26<sup>th</sup> February.</b></p> <p>DD queried who will police the policy. MC stated that this will be part of the role of the Compliance Team, they will be responsible for oversight and policing of the policy.</p>	<p><b>MC</b></p>
<p>6.</p>	<p><b><u>MANI update</u></b></p> <p>DD wished to defer this items to a future meeting.</p> <p><b>Action: DD to update on 19<sup>th</sup> February</b></p>	<p><b>DD</b></p>
<p>7.</p>	<p><b><u>EU Exit opportunities</u></b></p> <p>SH referred to the updated paper provided. SH stated that the team have been engaging with the Department to produce a narrative that can be shared and are currently awaiting feedback. Following clearance the narrative will be published on our website and shared with our teams internally.</p> <p>Going forward, SH stated that the WavTeq report will look at opportunities in more granular level. SH provided a verbal update on four new FDI enquiries he has received in last couple of days. KH asked that a rolling list be built and maintained of these enquiries and the assigned owner for each.</p> <p><b>Action: SH to produce list and share on regular basis.</b></p> <p><b>Action: KH asked that colleagues read the paper and provide any comments back to PH.</b></p> <p>KH updated on recent meeting with the new Office of Investment, introduced into DIT/No 10.</p>	<p><b>SH</b> <b>ELT</b></p>
<p>8.</p>	<p><b><u>People discussion</u></b></p> <p>DB opened the discussion by commenting that there are two angles to cover namely the strategic Get Fit exercise and the immediate operational piece. The group discussed a number of topics that feed into staff engagement and also focus on wellbeing and consistency of approach.</p> <p>DB provided the organisations priority resourcing list and the group discussed how the list has been pulled together. KH referred to the supply chain posts and asked that JF confirm, from the casework, the amount of budget resource.</p> <p><b>Action: JF to confirm</b></p> <p>Following a discussion on what posts should be included in the priority list, KH asked that colleagues review the list and confirm back to DB key priority posts and to also include any backfill posts.</p> <p><b>Action: ELT</b></p> <p>DB proposed that the executive leadership team take part in an Action Mental Health session.</p> <p>KH closed the discussion commenting that he will work to get some alignment with the Department on resources and expectations for next year.</p>	<p><b>JF</b></p> <p><b>ELT</b></p>

9.	<b><u>Any Other Business</u></b>	
9.1	<b><u>Online Job Postings</u></b>	
	DD highlighted the online jobs posting commenting a number of these were from Invest NI client companies. PH to consider how to turn this in to a good news story. <b>Action: PH</b>	PH
9.2	<b><u>Business Brexit Working Group Actions</u></b>	
	DD referred to the recent business Brexit working group meeting that a number of the group had attended. DD tabled a number of actions from that meeting. ELT confirmed that they were content with the action and DD will make the relevant connections to take actions forward. <b>Action: DD</b>	DD
9.3	<b><u>PICG update</u></b>	
	JF referred to the tabled paper and outlined that the PICG scheme has been extremely popular and will be oversubscribed. Therefore, JF is proposing to close the scheme to any further applications and to close the eligibility checker at the start of next week. If ELT are in agreement, we will signal to the Department.  ELT discussed the proposal and it was agreed to <u>pause</u> the scheme rather than close. JF will discuss with the team and engage with PH in terms of drafting a statement. <b>Action: JF</b>	JF
	SH asked if an application was from a non-Invest NI client will they be disadvantaged. JF commented that they should not however the challenge will be with the applications, as the client team will have to process. SH asked, when it comes to panel if there was any way to batch and review multiple applications in an attempt to speed the process. JF commented that this made sense and he will ask the team to consider.  BD commented that the demand for this scheme is fantastic and provides further insight that there is demand out there for this type of business support scheme for capital investment.  KH asked, if possible, could the team provide a breakdown of the applications by sector mix and any multiple applications from companies. JF will ask the team if the information is easily extracted to provide. <b>Action: JF</b>	JF
9.4	<b><u>Energy Strategy Consultation</u></b>	
	JF tabled suggested feedback to the Department draft options paper on the energy strategy consultation. ELT agreed with the proposal.	
10.	<b><u>Date of Next Meeting</u></b>	
	Friday 19 <sup>th</sup> February 2021	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 19<sup>th</sup> February 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Denise Black; Mel Chittock; Brian Dolaghan; Donal Durkan; Peter Harbinson;  
 Steve Harper; Alan McKeown; Stephen Wightman

Apologies: Jeremy Fitch

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Jeremy Fitch offered apologies and Stephen Wightman deputised on his behalf.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 12 <sup>th</sup> February 2021 were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Manufacturing Alliance NI (MANI)</u></b> DD provided an update on the current position on MANI, though commented that further developments and considerations are underway. There is ongoing engagement with sector colleagues, DfE and key stakeholders.  MC touched on budget and asked that DD ensure the team engages with the Finance team. <b>Action: DD to ensure Finance team have been engaged</b>	<b>DD</b>
5.	<b><u>Board Presentation discussion</u></b> Ian Maxwell (IM), Martin Robinson (MR) and Gerard McNally (GMcN) joined the call for this item.  The group debated the content of the Invest NI Recovery Plan. Following discussion, GMcN agreed to issue an updated version with relevant actions required to be completed in advance of the Board meeting.  Key steps required are <ul style="list-style-type: none"> <li>- greater focus on the impact of INI actions next year, even where precise measurement is challenging</li> <li>- upgrade actions to more substantive SMART endpoints</li> <li>- build in the elevator pitch summary for each driver which demonstrates why each of the 8 should be funded and prioritised in constrained environment for public funding</li> <li>- detail 1 year 21/22 then show ambition/outcome for 5 years if we build a strong platform over next 12 months.</li> </ul>	

	<p>Paper will be released to Board on 22 February.</p> <p><b>Action: GMcN</b></p>	<b>MC/GMcN</b>
6.	<p><b><u>Get Fit update</u></b>  DB shared a draft presentation on the current status of the Get Fit project, outlining what activities have been undertaken to date. DB stated that the team is content with where we are at present but by the end of March the expectation is to have next steps and actions agreed.</p> <p>The Chair has offered to convene a focus group of Board members and the project team is keen to take up that offer.</p> <p>KH asked that ELT colleagues provide any feedback on the presentation to DB/SH by Monday. Also outstanding request for ELT to consider and submit high level resources for open discussion on Monday.</p> <p><b>Action: ELT</b></p>	<b>ELT</b>
7.	<p><b><u>Diversity Mark</u></b>  DB confirmed to colleagues that the organisation will go ahead with the Diversity Mark accreditation with the aim of achieving bronze level in 6-9 months. DB stated that the INI Chair has nominated board member Deborah Lange as Champion.</p> <p>DB stated that the Diversity Charter needs to be signed by the Chief Executive. KH asked ELT colleagues to confirm they were content that he signs the Charter on behalf of the organisation.</p> <p><b>Action: ELT</b></p>	<b>ELT</b>
8.	<p><b><u>Any Other Business</u></b></p> <p>8.1 <b><u>Expo 2020</u></b>  KH asked SH if he could provide an update on Expo 2020 by Tuesday.  <b>Action: SH</b></p> <p>8.2 <b><u>NI protocol meeting</u></b>  Agenda requested in advance of this meeting.</p> <p>8.3 <b><u>Glenmore update</u></b>  MC stated that we are in receipt of the Internal Audit report which contains a number of recommendations. MC and KH to discuss further.</p> <p>8.4 <b><u>Call Handlers</u></b>  AMcK reported that calls are at an extremely high level and that he has put in place a number of protocols to help manage the significant pressure on staff members. AMcK highlighted some issues around time commitment of staff working on the schemes, as the next six weeks are critical.</p> <p>Surge of 1000 new applications for LCDSS in closing week.</p>	<b>SH</b>

	<p>AMcK asked MC to check in with the IT Department to ensure our digital infrastructure is in a healthy state to cope with increased demand.</p> <p><b>Action: MC to speak to IT</b></p> <p>SW referred to the Micro Business E-Commerce Scheme and difficulties in resourcing this team. KH reflected that this scheme will need to be resourced from within the Group.</p>	<b>MC</b>
8.5	<p><b><u>Crescent IV</u></b> KH provided an update on the status of Crescent IV Fund.</p>	
8.6	<p><b><u>INI Office closure</u></b> KH confirmed in light of Executive update on 18<sup>th</sup> February that the Invest NI offices will remain closed and will not open before Easter.</p>	
9.	<p><b><u>Date of Next Meeting</u></b> Tuesday 2<sup>nd</sup> March 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 2<sup>nd</sup> March 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 19 <sup>th</sup> February 2021 were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Board actions and agendas</u></b> Ian Maxwell (IM) and Martin Robinson (MR) joined the call to discuss this item.  IM took the group through the outstanding actions from the recent Board meeting and the next agenda.  Minutes from Board working or sub groups to be shared with CEO.	
5.	<b><u>Invest NI Recovery Plan - 8 Drivers/PfG – Next Steps</u></b> Ian Maxwell (IM) and Martin Robinson (MR) joined the call to discuss this item.  The group discussed the next stage of development of the recovery plan. MR commented that Board members nominated are to provide specific feedback to working group leads by 10 <sup>th</sup> March. Once received and integrated ELT will need to agree how to integrate budget, resource and Get Fit into the plan.  KH asked that IM share a timetable for the process to sign off and publication. MR to share notes from discussion at Board. <b>Action: IM/MR</b>  BD shared his nervousness that the plan is gathering pace and creating an expectation but deliverability is in a different plan. KH commented the need to nail down the 'what' before can look at the 'how' with discussions through this month to join them together.	<b>IM/MR</b>

6.	<p><b><u>People Update</u></b></p> <p>DB provided an update on recent resources discussions. DB commented that she is trying to capture and agree a framework that will allow the group to agree on backfill posts and hotlist roles.</p> <p>DB highlighted that the home working scheme will close on 31<sup>st</sup> March and any claims need to be received in Finance by this date. DB shared plans to participate in International Women’s Day on 31<sup>st</sup> March.</p> <p>DB reported that she had participate in the first meeting with the Diversity Mark team. DB commented that once we have completed the data dive and set three targets these will be agreed by ELT and Board.</p> <p>DB confirmed that the Action Mental Health session for the group would be held on 16<sup>th</sup> April.</p>	
7.	<p><b><u>Any Other Business</u></b></p> <p>7.1 <b><u>Official Statistics</u></b> DD shared letter from NISRA indicating that the Official Statistics Amendment Order will now be delayed until July 2021.</p> <p>7.2 <b><u>CEO Feedback</u></b> KH provided feedback to the group on his recent meetings with the DfE Minister and DfE Permanent Secretary.</p> <p>7.3 <b><u>International</u></b> SH provided an update on resource issues.</p> <p>7.4 <b><u>EU-Northern Ireland Trade Panel</u></b> SH provided feedback on a recent panel discussion he had participated in with DfE colleagues.</p> <p>7.5 <b><u>Covid Emergency Schemes</u></b> AMcK provided an update on the status of the various schemes, in particular the LCDSS scheme.</p> <p>7.6 <b><u>Asymptomatic Testing – Lateral Flow Testing</u></b> PH stated that Invest NI has been asked to support the Private Sector element of this campaign and the detail is laid out in the tabled paper.</p>	
8.	<p><b><u>Date of Next Meeting</u></b> Friday 5<sup>th</sup> March 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 5<sup>th</sup> March 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Denise Black

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Apologies received from Denise Black.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 2 <sup>nd</sup> March approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<p><b><u>Customer Service Excellence</u></b></p> <p>BD and PH tabled a position paper on this topic. BD stated that the executive team needed to be content with the recommendations being put forward.</p> <p>BD reflected that the paper raises a lot of questions on who the organisations customer are, who we survey and how to get real time feedback rather than once off end of year data. PH commented that the challenge on customer and wider stakeholder surveys is that a lot of them are not sufficient as a scorecard measure.</p> <p>KH reflected that as the organisation will have another one year business plan that we do not carry out any customer surveying during that time and restart when we commence the next four year business plan. The organisation will be focussing on value for money, RAM, how do we improve what we do and how we do it.</p> <p>BD raised a concern that would mean the organisation would become very inward focussed on services we deliver which would mean we would not be asking our customers what services they want. JF felt that could be countered by seeking customer feedback during the evaluations on SFA, R&amp;D and the Access to Finance review. Take the next 12 months to listen to our customers and take on board feedback in to the next 4 year business plan.</p> <p>It was agreed the recovery report cards could be the method used to report to Board on a regular basis. A single set of metrics could be pulled from the report cards.</p> <p>KH asked that the three commercial leads review and update the paper and KH will have an initial discussion with the Chair on the executive team's thoughts going forward.</p>	

5.	<p><b><u>Chancellor's Budget</u></b></p> <p>The group discussed the Chancellor's recent budget announcement and in particular the corporation tax rate change commencing 2023. KH also commented on the £11m Community Fund set up for next year and how this will be centralised from Westminster.</p> <p>MC reflected on the 130% super deduction on new machinery as this will be significant for a number of companies Invest NI deals with.</p>	
6.	<p><b><u>NIO Funding and impact on export driver</u></b></p> <p>SH commented that it is anticipated that the announcement will be made early next week. The International team have ongoing work on analysing KPIs and import data. This will show early thinking on which new markets will be selected.</p>	
7.	<p><b><u>Covid Emergency Scheme update</u></b></p> <p>On the LCDSS scheme, AMcK relayed advice received from HMRC. Scheme will now move from a company director scheme to a company scheme with qualified directors. AMcK confirmed that all governance issues would be covered and updated on discussions with Internal Audit. AMcK stated the plan is to go live Wednesday evening and all current applicants will receive an email and new application form at same time. AMcK commented that all other schemes are nearing end point. AMcK updated the group on recent LPS issues.</p> <p>JF asked if there was any indication of when staff may be released back from working on schemes. AMcK stated that as soon as he is able to he will release staff and was looking at towards end of April.</p>	
8.	<p><b><u>Any Other Business</u></b></p> <p>8.1 <b><u>Open House</u></b> BD and DD will attend.</p> <p>8.2 <b><u>International Group Review</u></b> SH indicated that a series of roundtables will be held to talk to client companies about our export services. SH asked if colleagues could encourage client companies (particularly large companies) to participate.</p> <p>8.3 <b><u>International Women's Day</u></b> AMcK provided some feedback on session held this morning. Session was well received and AMcK suggested doing something more substantial next year.</p>	
9.	<p><b><u>Date of Next Meeting</u></b> Friday 5<sup>th</sup> March 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 12<sup>th</sup> March 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Mel Chittock; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Steve Harper;  
 Alan McKeown

Apologies: Denise Black; Peter Harbinson

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<p><b><u>Apologies</u></b>            Apologies received from Peter Harbinson. Denise Black participated in first part of meeting.</p>	
2.	<p><b><u>Minutes of Previous Meeting</u></b>            The minutes of the meeting of 2<sup>nd</sup> March approved and will be published online.</p>	
3.	<p><b><u>Outstanding Actions</u></b>            All outstanding actions were discussed.</p> <p>Customer Survey – SH provided feedback from a recent Trade Development Business Focus group meeting that he had sat in on. SH reflected that the feedback received from clients in vivo was really valuable with live blinded feedback more informative than a customer survey. SH stated that the clients themselves had found interacting with other INI clients invaluable. SH suggested that the organisation should consider this type of customer surveying in the future.</p>	
4.	<p><b><u>Get Fit</u></b>            KH opened the session reflecting that a review of solutions and interventions had commenced in January. As stated in the tabled paper, to date 14 focus groups have been undertaken with staff across the organisation as well as a series of one to one discussions with programme leads. Based on the findings to date, a series of options have been proposed for the executive team to consider. The options presented are potential approaches for Invest NI to respond to the policy and funding context facing the organisation and to reduce pressure on organisation. JF reflected his initial thoughts on the paper.</p> <p>David Roberts (DR) joined the call to participate in the discussion and was thanked for leading the workshops and analysis at great pace over last weeks.</p> <p>SH opened the discussion commenting that the paper shared sets out the voice of the organisation and in particular what staff are telling us based on their experience. The group discussed the first outcome - that there are too many interventions with many more transactional rather than strategic.</p>	

	<p>The group debated and it was felt that there were too many products/solutions. It was agreed that our interventions could always and should be rationalised but to keep in mind who the customer is. It was agreed that the customer can become confused but that there are always ways to define better, everything the organisation offers has come from a business need/demand. Key goal going forward can be to simplify the offering and ensure an efficient ratio of cost to run vs value delivered. Cost to run smaller schemes can be minimised with digital only delivery and using the skills from emergency schemes this year.</p> <p>The group agreed that there is unnecessary duplication across the suite of solutions. Whilst a small number of solutions and services have been retired, there was a feeling that duplication still remains both within the organisation and even duplication with external partners. The group agreed that the organisation should simplify its solutions where it can. AMcK commented that if local councils are coming forward with plans then INI should consider withdrawing from those areas to avoid duplication.</p> <p>The group discussed each of the short-term proposals.</p> <p>In closing the discussion, KH asked that JF also recirculate the updated version of list of interventions previously provided.</p> <p><b>Action: JF</b></p> <p>DR will update the paper following the discussion and the group will then agree the next steps.</p> <p><b>Action: DR</b></p>	<p style="text-align: center;"><b>JF</b></p> <p style="text-align: center;"><b>DR</b></p>
<p>5.</p> <p>5.1</p>	<p><b><u>Any Other Business</u></b></p> <p>Agri-Food – BD highlighted that a combined strategy review of agri-food was due to commence and proposes to take part in terms of providing a resource. BD requested that a temporary promotion be put in place to backfill the staff member concerned. ELT agreed with BD’s proposal.</p>	
<p>6.</p>	<p><b><u>Date of Next Meeting</u></b> Friday 19<sup>th</sup> March 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 19<sup>th</sup> March 2021**  
**Via MS Teams call**

Chair: Steve Harper

Attendees: Denise Black; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson;  
 Kevin Holland; Alan McKeown; Anne Beggs

Apologies: Mel Chittock

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<p><b><u>Apologies</u></b>            Apologies received from Mel Chittock</p>	
2.	<p><b><u>Minutes of Previous Meeting</u></b>            The minutes of the meeting of 12<sup>nd</sup> March approved and will be published online.</p>	
3.	<p><b><u>Outstanding Actions</u></b>            All outstanding actions were discussed.</p>	
4.	<p><b><u>Expo 2020 Update</u></b>            AB and PH presented this item.</p> <p>AB highlighted that the purpose of the presentation is to share the proposed creative direction for the NI showcase day at Dubai Expo and initial thoughts on key activities during the day. In addition, it will be an opportunity to share the wider NI input in to the overall UK Programme.</p> <p>AB highlighted that the programme will be built around 11 themed weeks and that three NI companies have been successful in winning contracts to supply services to the Expo. In driving the NI perspective activities will be centred around a showcase day/reception, key trade events, NI missions, NI Connections events etc. AB provided more in-depth detail on elements of the Expo.</p> <p>The issue of travel to Dubai was raised and SH commented that there are no restrictions except to have a negative Covid test on arrival. However, SH indicated that the main issue is the 14-day quarantining on return to UK which has raised some questions from clients.</p> <p>DD asked if there were any opportunities to connect to the City Deals. AB commented that the team have been engaging with stakeholders and would continue to do so.</p> <p>PH focused on the layout of the Pavilion and how this would be set up. PH commented that the creative concept would be centred around ‘seven stories’ and outlined the proposed stories. PH also shared the proposal for the NI day programme.</p>	

	<p>AB asked colleagues to review the presentation and to provide any feedback on the proposed 'stories' – are these the right focus.</p> <p><b>Action: ELT</b></p>	<p><b>ELT</b></p>
<p>5.</p>	<p><b><u>Location Analysis</u></b></p> <p>Alan Wilson (AW) &amp; Niamh Perreault (NP) joined the call to discuss the next agenda items.</p> <p>SH opened the discussion highlighting that NIO had allocated money to INI to expand its overseas presence. SH highlighted that the team have started to carry out location analysis on where the organisation could possibly open new offices and how to measure performance with a view to moving forward when the organisation has to fund overseas locations itself to ensure we are getting value for money.</p> <p>AW presented the quantitative and qualitative analysis of INI's future trade and investment footprint focusing on three main questions namely which markets should we be in, what are the focus sectors for these markets and how should the markets and their key sectors be resourced?</p> <p>Following the presentation of the statistical analysis, AW commented that the data is now with the Heads of Territory (HoT) for their review and feedback. AB commented that the perspectives of the HoT is that they can look at the historical data and validate it but to also highlight if there are any new emerging locations that the organisation should consider.</p> <p>JF suggested asking client companies to tell us where they feel they may have opportunities in specific markets. SH stated that as part of the export driver are the export development plans that the organisation plans to carry out with major exporters to specifically highlight where they want to grow their efforts.</p> <p><b><u>Trade Wins Reporting/Dashboard</u></b></p> <p>NP presented to the group on this topic.</p> <p>NP undertook a project to develop a reporting tool/dashboard to aid the organisation in measuring successes and interventions for our clients around the world. NP demonstrated a 'mock up' of what can be expected from the new reporting dashboard.</p> <p>NP stated that following user testing of the platform the proposal is to go live for all users end of April. The final phase will be to begin build of the Export focussed section of the divisional dashboard at the end of April.</p> <p>SH stated that the International Management team have committed to use the reports going forward. AMcK commented that the Regional Group could also get value from this and would be keen to tie it in to local work. SH reflected that it adds flavour to how the organisation is impacting on its client. The team are now implementing a similar dashboard for visits.</p> <p>DD felt that it would be useful to do this for impact on sectors to provide a sectoral view of what we are doing. NP stated that it would be easy to carry out a sector breakdown. KH thanked both AW and NP for their very informative presentations and both left the call.</p>	

6.	<p><b><u>Entrepreneurship Update</u></b> AMcK presented an update on the Interim Entrepreneurship Action Plan.</p> <p>AMcK stated that NI continues to lag the rest of the UK in total early-stage entrepreneurial activity (TEA) with a persistently low level performance across indicators. Northern Ireland has a wide range of (often competing) support for entrepreneurship but this is fragmented and confusing for potential entrepreneurs and eco-system partners.</p> <p>The aim of the action plan is to increase the level of entrepreneurship across Northern Ireland through the formation of new ventures and encouraging existing ventures to increase growth ambition. AMcK detailed the suggested targets proposed to meet this aim. AMcK also laid out the strategic delivery options to achieve the targets being set.</p> <p>AMcK closed stating that the team have made good progress on developing the action plan and laid out the next step and actions.</p> <p>BD asked that in proposing this product are we saying that the Propel and Accelerator programmes are not working. AMcK reflected that this product would be for those who are not in those programmes; it will run alongside. AMcK stated that more energy is required in the market and that INI need a better presence in the market.</p>	
7.	<p><b><u>Trade Advisory Panel update</u></b> AB reported that following the last conversation on this topic, the team were tasked to investigate scope to establish a Life &amp; Health Sciences and Regional panel as a pilot.</p> <p>AB reported that the team have a strong list of strategic diaspora who could participate. Heads of Territory have had initial conversations and the reception has been positive. AB will pull together a list of names and share with the executive team.</p> <p><b>Action: SH/AB</b></p> <p>The next step is to agree on the best use of strategic diaspora for instance to validate strategies or to help inform strategy development. AB wants to reassure the group that work is in progress but we need to think strategically how we activate our engagement.</p> <p>AMcK asked if there was scope to do more to attract Life &amp; Health Sciences back in to NI. AB felt there was a need to establish what we see our key proposition to be and then bring it to this group of strategic diaspora to see if there is a realistic view of attracting to NI.</p>	SH/AB
8.	<p><b><u>Any Other Business</u></b></p> <p>8.1 Strength in Places bids – JF provided an update. JF to share slides.</p>	JF
9.	<p><b><u>Date of Next Meeting</u></b> Friday 26<sup>th</sup> March 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 26<sup>th</sup> March 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 19 <sup>th</sup> March approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<p><b><u>PfG Priorities</u></b> Martin Robinson (MR) and Vicky Kell (VK) joined the call to discuss this item.</p> <p>VK referred to the tabled paper and began by providing some background to the use of competitive calls within Invest NI compared to the Innovate UK process. Due to the pandemic, VK stated that there has been over subscription to Innovate UK competitions meaning more companies have been placed in the 'blue zone' i.e. passed but not funded.</p> <p>VK outlined, as referenced in the paper, how Invest NI utilises competitions and the ramifications of increasing the use of competitions. VK stated that there was no reason why the organisation could not expand its use of competitive calls. There are advantages to be gained but ELT needed to be aware of the issues and unintended consequences that could arise as laid out in the accompanying paper. VK stated that the recommendation would be a blended approach.</p> <p>The group discussed the recommendation of a blended approach and were receptive to this suggestion. KH was keen that the organisation encourage the use of competitive calls. AMcK reflected that he could see how he could do something quickly within his Regional group. DD commented that a blended approach would be ideal in certain areas and that in particular a competitive call would work well for the City &amp; Growth Deals.</p> <p>KH commented that a competition model is effective particularly when heading in to a more budgetary constrained environment. JF stated that if the organisation wishes to be a catalyst for driving change then he thinks competitions are the strongest route to do that.</p>	

	<p>In closing the discussion, MR reflected that the recommendation of the paper is a blended approach, KH would be keen that the organisation is stronger in increasing the use of competitions from the new financial year, engage with the Innovate UK team on how to do that and source best practice from other companies i.e. SFI etc.</p> <p>DD suggested that VK speak with the City &amp; Growth team to scope out a possible competition to see what that would look like without making any commitment. If there were merit, he would bring back to the executive team for discussion.</p> <p><b>Action: VK to speak to City &amp; Growth Deal Team to scope out possible competition.</b></p> <p>MR moved on to discuss the suggestions around Letters of Offer (LoO) conditionality on environmental impact and employment solutions. It has been suggested that adding new conditions to LoOs could provide a means to drive business behaviours in priority areas that Invest NI wants to encourage i.e. environmental legislation and encourage employment of disadvantaged groups.</p> <p>In terms of environmental legislation, the paper recommends we do not introduce any new LoO conditions at this time and instead continue to focus on positive reinforcement and incentivising Environmental Good Practice through advice and support. The existing general LoO condition is considered sufficient for now.</p> <p>The group discussed and agreed that they were not in favour of adding further LoO clauses (at this stage) but are keen to explore options on conditionality around applications. SH felt that there is a need to review the whole LoO area but thinks this can be covered during the casework process without adding further clauses to the LoO at this time.</p> <p>MR then referred to the second area of LoO conditions on employment of 'disadvantaged workers'. Due to existing fair employment and equality legislation in NI, it is not considered possible or practical to force businesses to employ certain categories of worker. Neither Enterprise Ireland nor Scottish Enterprise use Letter of Offer employment conditions in this way. There was some discussion around the value of new best endeavours employment clauses but it was agreed these were of limited value as they were not enforceable, can cause ambiguity and therefore were not considered helpful. It was agreed that no new clauses should be considered at this time.</p> <p>Employment Solutions: MR stated that he and DD will meet with DfE and DfC to discuss and if anything emerges from those discussions that he will bring back to ELT for further discussion. The group agreed with the recommendation as laid out in the paper.</p>	<p>JF/VK</p>
<p>5.</p>	<p><b><u>Strength in Places</u></b></p> <p>JF provided an update on two NI projects currently bidding for the Innovate UK Strength in Places Fund Wave Two. JF outlined the challenges in trying to secure these two projects, recent interactions and next steps in moving forward.</p>	

6.	<b><u>Any Other Business</u></b>	
6.1	Perm Sec feedback – KH shared some feedback from his recent call with DfE Permanent Secretary.	
6.2	Overtime/Core Hours – DB share breakdown for information. DB stated that the relaxation of core hours is due to end at the end of March. In light of any update from the Executive, DB asked if ELT were content to extend to end of May or June. It was agreed to extend to the end of April and to consult with the Operating Directors on any further extension. <b>Action: DB to take forward Core Hours discussion with Operating Directors.</b>	<b>DB</b>
6.3	Annual Leave Carry Over – DB reported that colleagues have commented on some staff not being able to use excess leave before 31 <sup>st</sup> March. AMcK highlighted that this stems from staff currently working on the emergency schemes. ELT were content to allow these staff to carry over unused leave with approval from ELT member on a case by case basis. <b>Action: AMcK to share list of staff.</b>	<b>AMcK</b>
	It was noted that there were other staff who were in excess of 15 days and it was agreed that DB would produce report for further discussion. All staff to return to 10 days max carry over by the end of January 2022. <b>Action: DB to produce list of staff with more than 15 days leave carryover.</b>	<b>DB</b>
6.4	Leadership Forum Update – DB confirmed that the Leadership Forum has been postponed until June.	
6.5	Pen Drives – MC briefed the group on the roll out of locking down the use of USB ports; a requirement from recent audit report. Plan to notify staff via newsweekly on 13 <sup>th</sup> April.	
6.6	Mid Ulster Land – AMcK briefed the group on recent discussions around land in Mid Ulster. The team will complete some scoping out on environment and cost changes before reconvening for further discussions.	
7.	<b><u>Date of Next Meeting</u></b> Tuesday 30 <sup>th</sup> March 2021	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 30<sup>th</sup> March 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Jeremy Fitch

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 26 <sup>th</sup> March approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.  Annual Leave – ELT agreed that annual leave carry over must revert to 10 days by the end of January 2022 for carry over in to new leave year (1 February 2023).	
4.	<b><u>Ways of Working – Focus Groups Feedback</u></b> Siobhan Haughey (SHy) and Paddy Robb (PR) attended to present this item.  SHy outlined that the team was commissioned to seek feedback from five different focus groups, comprised of staff at all levels and from all business groups. They focused on seven key themes in relation to impact of a future blended working operating model. The presentation was to share the findings and seek support for a future direction of travel for the organisation.  SHy shared that the feedback showed the vast majority of staff would prefer a blended working model and PR outlined the considerations that are yet to be worked through in more detail.  ELT discussed three main areas namely working hours, attendance and critical contact points not forgetting the critical focus we need to ensure our customers' needs are met.  <b>Action: It was agreed that ELT members would socialise and ask for feedback on core hours and critical contact points with their direct reports. DB, SHy and PR committed to sending out the presentation deck plus a short template to capture feedback – to be returned to SHy by 15 April.</b>	ELT

5.	<p><b><u>Board</u></b>  Ian Maxwell (IM) joined the call to discuss this item. IM took the team through the outstanding actions from the last Board meeting. The group discussed the actions and way forward on each. The group also discussed the proposed agenda for the April meeting.</p>	
6. 6.1	<p><b><u>Any Other Business</u></b>  Projects – SH provided an update of a number of current projects.</p>	
7.	<p><b><u>Date of Next Meeting</u></b>  Tuesday 13<sup>th</sup> April 2021 - Commercial</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 13<sup>th</sup> April 2021**  
**Via MS Teams call**

Chair: Brian Dolaghan

Attendees: Denise Black; Mel Chittock; Donal Durkan; Jeremy Fitch; Peter Harbinson;  
 Steve Harper; Kevin Holland; Alan McKeown

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<p><b><u>Apologies</u></b>            No apologies received.</p>	
2.	<p><b><u>Minutes of Previous Meeting</u></b>            The minutes of the meeting of 30<sup>th</sup> March approved and will be published online.</p>	
3.	<p><b><u>Outstanding Actions</u></b>            All outstanding actions were discussed.</p>	
4.	<p><b><u>The Material Handling Trade Journey in China</u></b>            Nick Caldwell (NC) and Damon Peng (DP) joined the call to present the material handling trade journey in China.</p> <p>SH introduced this agenda item commenting that DP has been leading the charge in China on materials handling sector. The team saw opportunities and have been on a journey to convince local NI companies of those opportunities.</p> <p>DP outlined that it has been a journey of exploration, education, growth and achievement that started in September 2019. DP stated that the trade journey has led to a steady increase in first time exporters and consolidation of these exporters and corresponding export sales. Exhibitions are used as part of a continuous stream of engagement to focus past and future business development activity. In closing DP presented future plans include continuing to be innovative, develop the trade journey further and expand geographically.</p> <p>BD thanked DP for his informative presentation and opened to the group for questions. JF commented that what has been achieved so far is tremendous and asked DP how he has dealt with reluctance of NI companies to enter the China market. DP stated that intellectual property is one area of major concern and he has helped, along with the Consulate office, to take companies through the process of trademarks and registering company names.</p> <p>SH reflect that as we look to build those big markets in China there is always the possibility that NI companies will look to manufacture in China to compete in-market; it is a risk but it is a long term plan.</p>	

	<p>DD asked what is the art of the possible for the materials handling sector, what is the opportunity to scale and accelerate. What are we doing to drive the market? NC commented in terms of growing the sector, there is a staff expansion plan to add addition headcount to assist DP who is focusing solely on materials handling sector.</p> <p>In concluding the presentation, NC commented that there is an education and inspire piece to be undertaken and this can be achieve through the alignment of market communication spend and activity.</p> <p>BD thanked NC and DP for their time today and both left the call.</p>	
5.	<p><b><u>Contracts (LoO project)</u></b></p> <p>BD shared that he and KH had reflected on some of the year-end experiences in getting some international projects over the line and some of the issues that had arisen were around Letters of Offer (LoO) and contractual issues.</p> <p>In terms of the LoO, BD shared a position paper outlining the progress to date on the LoO review. BD reflected that the project group have been working on this review for some time and have benchmarked against other similar agencies. BD pointed to his paper, which lays out the timeline for the next stages.</p> <p>KH stated that it was very important to focus on what compliance language should be included. BD commented that there was no intention to reduce governance or compliance language and the idea is to strengthen but simplify the LoO without making it unpalatable. BD stated that the plan going forward is to bring back updates on the review on an ongoing basis.</p> <p>KH felt that it was right for the organisation to review and upgrade its contracts and that they should include compliance language that fits within ‘cradle to grave’ of a project.</p> <p>BD stated that he will ensure ELT is updated regularly as this project proceeds.</p>	
6.	<p><b><u>Finance Update</u></b></p> <p>MC provided an update summary on the budgets. MC reported some allocations for 2021/22 have been confirmed however looking at demand there is still an underlying baseline pressure for resource. MC also reported that confirmation of budget has been received for the Economic Recovery Plan. MC reflected that the organisation will need to keep an eye on writing commitments this year.</p> <p>AMcK highlighted that the new schemes will need to go through appraisal/approval etc. and asked how this process can be expedited to ensure proper governance while recognising the desire to utilise the monies allocated. KH felt that it would be helpful to review experience of scheme approval over the past 12 months to ensure the approval process operated as efficiently as possible.</p> <p>MC stated that he would discuss with PCC Division and DfE in terms of expediting approvals.</p> <p><b>Action: MC to discuss with PCC Division in terms of what analysis is readily available in terms of retrospective information on approval process ensuring emergency and recovery schemes are included for comparison.</b></p>	MC

	<p><b>Action: Flowchart of schemes that need to go through appraisal and approval process to be compiled so that we have a sense of the task at hand. JF/AMcK/SH to complete.</b></p>	<p><b>JF/AMcK/SH</b></p>
<p>7.</p> <p>7.1</p> <p>7.2</p>	<p><b><u>Any Other Business</u></b></p> <p>Diversity &amp; Inclusion (D&amp;I) – David Waring (DW) joined the call for this presentation. DB presented an update on the proposal to achieve Diversity Mark accreditation. DB stated that bronze accreditation focuses on gender diversity and proposed that the three targets are – to establish an Invest NI D&amp;I working group, carry out data driven research project and to develop and publish a D&amp;I strategy. DB would like to aim for accreditation by December 2021.</p> <p>The group were content with the proposal as presented. KH asked that the team ensure that our international network is included.</p> <p>Annual Leave – DB reported the number of staff who have excess annual leave carry over. DB reflected that the agreement was that those staff members, with approval of Executive Director, could carry over additional leave however must return to mandatory 10 days carry over by 31<sup>st</sup> January 2022.</p>	
<p>8.</p>	<p><b><u>Date of Next Meeting</u></b> Friday 23<sup>rd</sup> April 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 23<sup>rd</sup> April 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Denise Black; Mel Chittock; Brian Dolaghan; Donal Durkan; Jeremy Fitch;  
Peter Harbinson; Steve Harper

Apologies: Alan McKeown

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 13 <sup>th</sup> April approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Corporate Risk Register</u></b> Katrina O'Dowd (KOD) and Colin Morelli (CM) joined the call to discuss this item. CM stated that the update presented is to the end of February. The group debated how the risk register is reported and in particular the timings of updates.  CM stated that there are currently seven risks in the high risk category, with four being moved out of this category. CM also commented that a number of the HR risks will be further updated. MC felt that the wording of COR019 needed tweaked.  CM asked if ELT were content to approve subject to the rewording of COR019 and the additional updates on the HR risks. A final version will be recirculated for information.  ELT agreed.	
5.	<b><u>Get Fit Update</u></b> DB reported that good progress has been made in moving this project forward and highlighted the proposed timeline for the casework process. SH stated that there has been proactive outreach, from staff, with suggestions and will ensure these are followed up and incorporated in to the workstreams. SH commented that he is very conscious of current work pressures, but would ask that staff who volunteer are supported.  There was concern that the timelines were overly ambitious. SH stated that we needed to set ambitious timelines but no doubt there will be some workstreams that will take longer.	

6.	<p><b><u>Pre Board discussion / Follow up Organisation Design</u></b> KH referred to the Board agenda and highlighted how items will be presented.</p> <p>KH commented on how he proposes to update the Board on the organisation design and detailed his plans going forward with the Executive Leadership meetings. The group discussed the proposals and highlighted some potential concerns.</p>	
7.	<p><b><u>Feedback from UKRI visit</u></b> KH provided feedback on the recent 'virtual visit' to NI by the new CEO of UKRI Prof. Dame Ottoline Leyser. KH stated that it was a very busy schedule but that feedback from the day was very positive. JF highlighted that he had raised the two Strength &amp; Places projects.</p>	
8.	<p><b><u>Resuming Company Visits</u></b> KH commented that he had carried out a couple of client visits recently and wanted to take views on restarting client visits. PH also commented that there is a need to carry out some filming for PR purposes.</p> <p>The group agreed that visits can be done reactively rather than proactively, however staff must complete a risk assessment form in advance and discuss with their Line Manager. It was agreed that the risk assessment form would be simplified. DB also raised the issue of vaccines and that this may be an issue that will need addressed.</p> <p><b>Action: DB/HR to review the risk assessment for client visits</b></p>	DB
9.	<p><b><u>Major Project Monitoring</u></b> KH referred to a major projects monitoring paper to be tabled at the next Board meeting. KH asked that ELT colleagues review the document.</p> <p><b>Action: ELT to review narrative in document prior to Board meeting</b></p>	ELT
10	<p><b><u>Annual Conflicts of Interest Exercise</u></b> KH commented that he will provide an update on the recent Col exercise and guidance received from the Department around Col and lobbying i.e. Functions of Government Act. He noted that the potential Col risk has increased due to the wider range of clients we interact with and that public interest has increased too.</p> <p>KH stated that the organisation will carry out a review over the next 3 months to ensure we are in line with NIAO and DfE policies and to ensure we continuously improve our approach and process for Col.</p>	
11.	<p><b><u>Operating Directors</u></b> KH stated that he has been invited to attend the next Operating Directors meeting. The group discussed the purpose and makeup of the meeting. ELT members shared some feedback/thoughts.</p> <p>KH commented that he would like this group to become more connected to ELT and will ask for feedback from the group.</p>	

<p>12.</p> <p>12.1</p> <p>12.2</p> <p>12.3</p> <p>12.4</p> <p>12.5</p>	<p><b><u>Any Other Business</u></b></p> <p>KH provided feedback from a recent session with DfE Permanent Secretary, including good news on NI status in EU Regional State Aid criteria.</p> <p>Core Hours – DB stated that a review of core hours will continue to be carried out on a monthly basis and will now be extended to the end of May.</p> <p>Quarantine – DB briefed the group on a proposed response for a quarantine question raised by staff member. ELT were content with the proposed response.</p> <p>Staffing of Emergency Schemes – JF highlighted an urgent need for staff resource to assist with the Micro Business E-commerce Scheme, acknowledging the note from AMcK highlighting that staff working on Covid schemes will not be released until at least mid-May, given scheme administration and audit requirements. BD also highlighted work building up in other areas across the organisation that will also need to be addressed.</p> <p>DIT – SH provided an update on planned DIT regional hubs, including in Belfast.</p>	
<p>13.</p>	<p><b><u>Date of Next Meeting</u></b> Friday 30<sup>th</sup> April 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 30<sup>th</sup> April 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Denise Black; Mel Chittock; Brian Dolaghan; Donal Durkan; Jeremy Fitch;  
Peter Harbinson; Steve Harper

Apologies: Alan McKeown

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Apologies received from Alan McKeown.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 23 <sup>rd</sup> April approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Board Follow Up and Next Steps</u></b> The group discussed outcomes from the recent Board meeting. The group discussed the proposal on Board sub groups and agreed to share their views.  KH reflected on the budget and resource alignment exercise that is required and proposed to use a future meeting to complete this exercise.	
5.	<b><u>Ways of Working</u></b> DB presented an update on the feedback on proposed future ways of working. DB focused on two particular areas – core hours and critical contact points. DB outlined feedback from staff along with additional considerations. DB also provided some feedback from other organisations  <u>Core Hours</u> The group discussed the proposal to extend start/finish times and core hours bands. KH stated that whilst still in lockdown core hours would not be reinstated. Discussion then moved onto how core hours will operate in the organization once lockdown ends.  The group debated the pros and cons to removing the core hours. The group was in favour of removing core hours to give flexibility and responsibility to staff. Consideration needed to reinforce contracted hours of employment and cap on flexible working hours. It was agreed that working patterns need to suit business need.	

	<p>DB summarised agreement of the group is to relax core hours until organisation returns to permanent office working. Going forward it was agreed to look at removing core hours and working a 7am-7pm start/finish time (with physical office opening 8-6).</p> <p>Guidelines to be produced to demonstrate what this would mean in relation to the considerations highlighted above and any others emerging.</p> <p><u>Critical Contact Points</u></p> <p>DB reflected general feedback had agreed that some interaction of staff is essential however broad view was that there should be no requirement for mandatory attendance. Equally, there was other feedback that staff should be in the office at least two days per week.</p> <p>KH felt that there should be some mandatory days that would allow face to face interaction for team meetings, annual reviews etc. The group discussed the positives and negatives of requiring staff to come in to the office and whether the decision would be left to team/line managers.</p> <p>There was a sense that staff would naturally gravitate to returning to the office and that the organisation could implement a 'soft return' to see what response was from staff.</p> <p>DB summarised agreement of the group is to <i>recommend</i> two days in office but not to make mandatory.</p> <p><b><i>Action: Next steps will be to draw up a communication to staff in relation to the two issues above, including a timetable of actions and share with staff in next two weeks.</i></b></p>	DB/HR
6.	<p><b><u>Any Other Business</u></b></p> <p>6.1 EAG – DD provided feedback from recent attendance at Economic Advisory Group meeting along with SH.</p> <p>6.2 Attract In/Attract Back – JF reported that confirmation has been received from the Department that funding will be provided for this program, including funding following discussion with NIO.</p> <p>6.3 Secretary of State for International Trade – SH confirmed that the proposed visit will take place at the end of June.</p> <p>6.4 Communications – PH commented that there is a very demanding communications schedule in May.</p>	
7.	<p><b><u>Date of Next Meeting</u></b> Tuesday 4<sup>th</sup> May 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 4<sup>th</sup> May 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 30 <sup>th</sup> April approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<p><b><u>Casework Processing Dashboard</u></b></p> <p>JF opened this agenda item commenting that in the background of the Get Fit programme a small working group has designed and delivered a casework processing dashboard. The working group was tasked with producing reports on casework processing to identify any bottlenecks within the organisation. The working group demonstrated the new dashboard.</p> <p>JF thanked the team for the demonstration of the dashboard commenting that he felt this tool would help to improve overall management of the process.</p> <p>The team were commended on the report and asked if they can include a distribution view of projects timing in addition to the median/mean since the outliers can be the key ones to focus on.</p> <p>DD asked where ownership of the dashboard would reside. JF commented that he had initially requested the creation of the dashboard to allow him to look across all programmes within his Group however; the information is based on approved cases. Separately we do need to be watching which cases are beyond average processing days and review what is causing delays. DD commented that the dashboard is of corporate importance and someone should have an overview of it across the piece. JF owns the dashboard for cases to KO.</p> <p><b><i>Action: As Programs are not included (as of today) JF/MC to agree how to produce similar analysis for Programs.</i></b></p> <p><b><i>Action: KH asked ELT commercial leads to share the dashboard with their teams and provide feedback to the working group.</i></b></p>	<p>JF/MC</p> <p>BD/SH/ AMcK</p>

5.	<p><b><u>Board Actions and Agenda</u></b>  Ian Maxwell (IM) joined the call.</p> <p>The group discussed the outstanding actions from the recent Board meeting and reviewed the proposed agenda for May.</p> <p><b><i>Action: IM to update documents and recirculate.</i></b></p>	IM
6.	<p><b><u>Business Plan Tracker and One Pagers by Action</u></b>  Martin Robinson (MR) and Ian Maxwell (IM) joined the call.</p> <p>MR tabled the proposed Business Plan tracker and Business Plan Driver template. MR provided feedback from the Chair in terms of using these documents as a reporting tool to the Board.</p> <p>The group discussed the use of the proposed documents and the level of reporting that will be required. PH raised concerns regarding available resources and the need to prioritise and schedule actions/milestones better.</p> <p>KH asked the team to provide any feedback to MR. JF and AMcK to work with MR to review the templates. They should be set up as a management tool for moving ELT through the many business plan actions and driving them with good project management. How to provide good updates and highlight timing or resource risk while keeping the updating system manageable.</p> <p>KH asked that MR investigate if there are any online solutions that could be used to allow for “real time” reporting.</p>	
7.	<p><b><u>Any Other Business</u></b></p> <p>7.1 SUPL Schemes – JF provided a verbal update.</p> <p>7.2 Online Job Postings – DD commented that online job postings were up considerably and will circulate the report to colleagues.</p>	
8.	<p><b><u>Date of Next Meeting</u></b>  Friday 7<sup>th</sup> May 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 7<sup>th</sup> May 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Donal Durkan; Mel Chittock

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> Apologies received from Donal Durkan and Mel Chittock	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 4 <sup>th</sup> May approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Leadership System Update</u></b> KH outlined his proposal to change the structure of the executive leadership meetings; the aim is to slightly expand the main Executive Leadership Team meeting but hold less frequently and to set up more focused leadership sessions in specific areas.  Following review, we will create a Governance & Oversight Compliance Council as one of the groups. MC is currently working on a paper that will be shared with ELT in due course. One key area to define is how this Oversight Council will function alongside the Executive Leadership Team.  KH stated that he has asked DB to chair a People & Culture team. DB indicated that she is still working on the details but is keen to have representation from across the business groups and also diversity in the participants. DB stated that she hopes to share some further detail over the coming week. Commercial ELT will continue as is.	
5.	<b><u>Get Fit Update</u></b> DB reported that the project is progressing well. A total of 28 volunteers have come forward to participate in the initial process mapping discussion groups. There is a good spread of volunteers across customer facing divisions as well as finance and operations division. Whilst the spread across the groups is good, DB indicated that the project team would also like some admin staff to be involved.  <b><i>Action: Directors to be approached re. admin staff, project lead to check there is representation across the schemes from Business Solutions Group and DB will link project lead to AMcK to engage at Regional Managers meeting.</i></b>	<b>DB</b>

6.	<p><b><u>Project Management Update</u></b></p> <p>KH reflected on the previous ELT discussion and stated that there are two key requirements. First to ensure the projects in the eight drivers move forward and secondly for the group to find a way forward on reporting on/access to updates. KH thanked AMcK and JF for offering to assist with the development of the one page tracker. MR is looking at ways to simplify access to this one pager as alternative to the PowerPoint version.</p> <p>The group discussed various project management tools and KH will discuss with MR. KH asked if there are any project management experts within the organisation that ELT colleagues connect them to MR.</p> <p>PH stated that in an attempt to prevent blockages within the Communications team, due to multiple requests required at same time, he has started to identify actions and align them to phased schedules. PH proposes to meet with each driver lead to discuss further.</p>	
7.	<p><b><u>Overview of Major New Roles</u></b></p> <p>KH outlined his thoughts for the forthcoming discussion on the long list of resources and requirements. The group needs to look at what resourcing the organisation needs for the future. There are several strong competing demands we have to face and make the major strategic decisions on these.</p> <p>HR will look into e-approval tools to see if they are compatible with our system and could streamline future resourcing requests once the big picture decisions are made.</p> <p>As there are a number of proposals for essential 'new' roles, KH asked the lead Executive Directors to provide an initial outline of each role and solicit feedback. DB requested ELT leads complete the requests sent out so ELT can review on Tuesday.</p>	
8.	<p><b><u>Any Other Business</u></b></p> <p>8.1 DfE call – KH provided feedback.</p> <p>8.2 A2F – JF requested a future discussion at ELT on developing guidance on bands or maximum levels of public financing support that can be given to A2F projects. He also commented a near term “look back” review on A2F and a later “blue sky” assessment of what is needed next, with the latter anticipated to kick off in autumn.</p>	
9.	<p><b><u>Date of Next Meeting</u></b> Friday 14<sup>th</sup> May 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 14<sup>th</sup> May 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b>Apologies</b> No apologies received.	
2.	<b>Minutes of Previous Meeting</b> The minutes of the meeting of 7 <sup>th</sup> May approved and will be published online.	
3.	<b>Outstanding Actions</b> All outstanding actions were discussed.	
4.	<b>Leadership System</b> MC outlined that the Governance and Oversight Council Committee (GOCC) will take on responsibility for the governance framework across the organisation. The Committee will have a number of objectives such as ensuring compliance projects are implemented effectively, ensuring implementation challenges/concerns are appropriately addressed and compliance priorities are aligned to risks.  MC indicated that the make-up of the Committee is being determined but he envisages representatives from across the Groups.  <b>Action: MC to share paper with further details on the Committee by 20<sup>th</sup> May.</b>	MC
5.	<b>KPIs 2020 – Context for 2021</b> David Greer (DG) joined the meeting to present. DG stated that his presentation will show provisional results as there is a process of further validation to be undertaken. DG indicated that the response rate was approximately 75% on returns. DG also stated that the data does not include furloughed staff.  DG took the group through the provisional results demonstrating that the organisation is within the target range for each target. DG stated that the trend Northern Ireland is experiencing is similar to that of the broader economy.  The group discussed how best to communicate the results as the impact of the pandemic and the EU exit will not be evident until next year.  It was agreed that DG would present the full detail behind the KPI headlines within the next two weeks. <b>Action: Scheduled for 4<sup>th</sup> June to allow for time to complete validation</b>	DD/DG

6.	<p><b>Resource Follow Up</b></p> <p>KH commented that he had shared some detailed feedback following the resource discussion last week. This reflects the current asks in terms of required resourcing for the organisation. KH reflected that we will have to face this challenge as the required resource funding and team to cover all requests is not available.</p> <p>JF asked if there was an opportunity to as the Department for some additional funding to cover the additional work Invest NI has been asked to deliver on their behalf as it is clear the organisations ‘business as usual’ has not diminished.</p> <p>MC felt that the organisation needed to prepare a strategic resourcing plan for the next couple of years.</p> <p>DD reflected on the agreement to resource the City &amp; Growth Deals and commented that he has provided the suggested names to colleagues along with a suggested skillset. The group further discussed the resourcing of this work and how to manage this as well as addressing any concerns about staff wellbeing and where backfill resourcing may be available.</p> <p>Specifically, KH asked that JF &amp; BD confirm the release of the suggested staff for key Ministerial priority with specific skill set needs. If (by exception) an alternative name is requested by ELT lead, ELT lead to confirm match to skills need and confirm release date as below and when staff member can start work on City &amp; Growth Deals. KH asked that this be completed by Tuesday 18<sup>th</sup> May and communication to staff member by Friday 21<sup>st</sup> May with staff member being released within two weeks. Releasing this first round of resource will then let us take a clear view of the next round and how to proceed for the next wave.</p> <p><b>Action: JF/BD to take forward</b></p> <p>It was agreed that HR and Finance would draw up a master list of resourcing posts (listing individual posts) to allow the organisation to see what can be afforded.</p> <p><b>Action: MC/DB to take forward</b></p> <p>KH commented that he would be content to reduce targets and stop activity to prevent any further squeezing on resources. KH agreed to discuss adjusting targets with the Chair/Board. There is already a clear understanding from Board that our current activity level cannot continue and that resource will prioritise to drivers, which will reduce WIP conversion.</p> <p><b>Action: KH to discuss with Chair</b></p>	<p>JF/BD</p> <p>MC/DB</p> <p>KH</p>
7.	<p><b>Crescent Capital</b></p> <p>MC provided a verbal update on Crescent Capital.</p>	
8. 8.1	<p><b>HR Update</b></p> <p>Office reopening – DB commented that the team have reviewed the organisations current guidance on working from home and the group debated whether to start to reopen INI offices. Recognising the ongoing challenges from the now lengthy period of home working, it is proposed to reopen two floors in HQ with all Covid-19 guidelines in place to allow for meetings and attendance ‘by exception’. It was agreed DB would share proposed communication to staff.</p> <p><b>Action: DB to share proposed communication</b></p>	<p>DB</p>

9.	<b><u>Any Other Business</u></b> No further business was discussed.	
10.	<b><u>Date of Next Meeting</u></b> Friday 21 <sup>st</sup> May 2021	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 21<sup>st</sup> May 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b>Apologies</b> No apologies received.	
2.	<b>Minutes of Previous Meeting</b> The minutes of the meeting of 14 <sup>th</sup> May approved and will be published online.	
3.	<b>Outstanding Actions</b> All outstanding actions were discussed.	
4.	<b>Board Prep/Papers</b> The group discussed next week's Board meeting agenda.  SH asked the group if they had shared the detail behind the 8 drivers with their groups. KH confirmed that the detail could be shared and the 8 drivers have been presented to all staff previously at high level. There is still some work to do on the resource allocation and some targets may therefore be amended.  Formal cascade of business plan provisionally from 3 June and Newsweekly 4 June. Submission date to DfE and Minister tbc.	
5.	<b>Open House Feedback/Retirement</b> KH referred to the recent staff open house session held this week. KH relayed feedback from staff around office reopening, recruitment, retirement, resourcing of initiatives and digital capability.  KH reflected on the discussion around retirement within the organisation and the group discussed the McCloud judgement and the potential impact that could have on the organisation. The group discussed the issue of partial retirement and KH asked that HR check if NICS has a policy covering this issue. KH felt that the organisation should have a policy to ensure consistency. <b>Action: DB to follow up with NICS on partial retirement policy.</b>  The group also discussed whether the organisation could offer pension advice. DB commented that the onus is on the individual staff member to seek out their own independent pension advice.	<b>DB</b>

6. 6.1 6.2	<b><u>Any Other Business</u></b> Perm Sec/Chair call feedback – KH provided feedback from recent call with DfE indicating that the Permanent Secretary was unable to join. Electronic Document Management System (EDMS) – MC reported that the team is currently working on the business case for a new EDMS system for the organisation. MC appreciates the resource demands on the organisation at present but he will require some resources to assist with the change of system.	
7.	<b><u>Date of Next Meeting</u></b> Friday 28 <sup>st</sup> May 2021	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 28<sup>th</sup> May 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 21 <sup>st</sup> May approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.  <b><u>19.02 - Ways of Working</u></b> – ELT colleagues to feedback to DB on suggested staff to join working group.	<b>ELT</b>
4	<b><u>Implication of staffing reductions to Grant for R&amp;D programme</u></b> JF tabled a paper to highlight the potential impact of reduced staffing resource on IRD Division to service Grant for R&D (GRD) Scheme. With the agreement to provide expert staff to work on City Deals key innovation streams, coupled with a range of other factors, the GRD scheme is currently under-resourced. This has implications for service levels to the Regional, Sectoral and international Teams; to our performance targets at national, regional and organisational levels; and also to our monitoring and governance requirements.  JF commented that innovation is one of the key drivers and a priority for both the Executive and Invest NI Board and providing additional resource to City Deal innovation work, along with existing staffing issues within IRD, will mean the organisation does not have enough expert resource to deal with the current project pipeline. Monitoring, post project evaluations and payment of claims for R&D could also be impacted. JF asked how the organisation could deal with this; some suggestions would be to defer new applications, limit applications to cases with no live letter of offer or to bid for funding.  AMcK felt that the impact of providing staff to work on City Deals needs to be looked at across the organisation as will also impact Regional and Business Sector Development. AMcK commented that the outworkings of the Get Fit programme may hold the answers. JF stated that the results of the Get Fit programme will take longer.	

	<p>KH stated that he is prepared to ask DfE for resource funding for innovation. The submission will need to reflect on what the organisation has done over the past 12 months and put in context of what needs to be prioritised and resourced this year and for the next 4 years.</p> <p><b>Action: It was agreed that JF, AMcK and BD would jointly produce a paper to bid for resource funding to help address short term resource issues. DD confirmed CIT would be able to provide data to support the submission.</b></p>	JF, AMcK & BD
5.	<p><b><u>GOCC Paper Feedback/Discussion</u></b></p> <p>The group discussed the tabled paper and GOCC goals as previously shared by MC and opened for comment and queries.</p> <p>DD stated that he would like to understand, in terms of communicating, where the Council fits within Invest NI's ecosystem. Would a Credit Committee sit alongside a Casework Committee? JF agreed commenting that he felt the paper needed more clarity in that area namely how does it all fit together.</p> <p>MC stated that the paper was still a work in progress but wanted to share the broad principles and to get those agreed. MC commented that there will be some impact on the current casework process however he did not see this as being a major impact. MC stated that he would like to receive further advice on how Credit Committees work and plans to share the paper wider to obtain further feedback and this will be done over the next few weeks.</p> <p>BD asked what the organisation is trying to address in setting up this Council. MC stated that it is about having a 'home' for issues to be discussed that are not necessarily owned by one area of the organisation.</p> <p>DD stated that it is essential to be clear, to staff, in terms of what role the Council has in terms of decision making. SH agreed and stated that if we are not clear what role it plays then caseworks will grind to a halt.</p> <p>For the next steps, MC will engage further with staff over the next few weeks to get some bottom up view as well as top down. MC will also ask a number of Board members for their views and will then refine the paper.</p> <p>MC is content that colleagues use the tabled paper to start conversations with staff and provide any final feedback.</p> <p><b>Action: MC agreed to update the paper and table within two weeks (11<sup>th</sup> June).</b></p>	MC
6.	<p><b><u>Any Other Business</u></b></p>	
6.1	<p>Direct Reports/Leadership Forum – It was agreed that the Direct Reports session would go ahead on 3<sup>rd</sup> June and to cancel the Leadership Forum planned for 16<sup>th</sup> June.</p>	
6.2	<p>Mapping out Government Funding Sources – DD shared a schematic mapping out current government funding sources however this is not an exhaustive list. DD commented that Invest NI is involved in a lot of this activity and this will inevitably lead to further responsibility to manage and monitor these projects. DD wished to make colleagues aware of the landscape and that if responsibility is passed to Invest NI that resourcing and policy vs delivery conversations will need to be held with the Department.</p>	

6.3	US Consulate – SH informed the group that the current US Consul General assigned to Belfast will complete her term over the summer and a new appointment is imminent.	
7.	<b><u>Date of Next Meeting</u></b> Friday 4 <sup>th</sup> June 2021	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 4<sup>th</sup> June 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 28 <sup>th</sup> May approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4	<p><b><u>Business Plan Reporting</u></b>  Ian Maxwell (IM) and Martin Robinson (MR) joined the call to discuss this item.</p> <p>IM stated that the current version of the Business Plan, including updates on green economy and sector strategies, is with the Chair for review. IM will follow up with the Chair to seek agreement on finalising the plan.</p> <p>MR stated that the one-page template for reporting on the business plan actions has now been agreed and confirmed that for June Board each action must have a one-page summary completed using this template. It was also agreed that ELT should review these in advance of proceeding to Board. Therefore ELT members to ensure templates are completed by Tuesday 15<sup>th</sup> June and will be reviewed at the next meeting on Friday 18<sup>th</sup> June. ELT owners will provide a verbal summary and highlight any issues arising.</p> <p><b><i>Action: ELT to ensure all templates are completed and returned to MR by Tuesday 15<sup>th</sup> June.</i></b></p> <p>MR indicated that the following schedule has been suggested by Chair for Drivers to be reported on and reviewed – June: Exports, Innovation, Green Economy; Aug: Skills &amp; E’ship; Sept: Investment &amp; Jobs, Compete &amp; Supply, Levelling Up.</p> <p>It was agreed that the full action tracker will be shared with Board and the driver lead will present the update.</p> <p>MR left the call.</p>	ELT

5.	<p><b><u>Board Objectives</u></b></p> <p>IM tabled the actions from the Board objectives for 2021/22 highlighting the target dates against each action. IM stated that he had included an ELT lead and status update against each of the objectives. The group discussed the status of each objective.</p> <p>KH commented that he would like to review the month before each quarter end and also asked for a RAG status to be added.</p> <p><b><i>Action: IM to update with suggested amendments, ELT to feedback any further comments and KH will consider sharing with Chair.</i></b></p>	IM
6.	<p><b><u>DfC Anti-Poverty Strategy Action Plan</u></b></p> <p>Ian Maxwell (IM) and Gerard McNally (GMcN) joined the call for this item.</p> <p>GMcN stated that the Department for Communities are currently drafting an Anti-Poverty Action Plan. GMcN commented that DfE are requesting our views.</p> <p><b><i>Action: GMcN agreed to engage with AMcK on response back to DfE.</i></b></p>	AMcK
7.	<p><b><u>Any Other Business</u></b></p> <p>7.1 Mental Health Charter – DB referred to her paper proposing that the organisation signs up to the Mental Health Charter. ELT agreed with the proposal.</p> <p>7.2 Levelling Up – KH referred to update he had received on two potential project applications to the UK Community Renewal Fund. The next step planned is to outline the projects to ELT next week to seek additional comments with responses by Friday 11th June to allow time for the final version of the applications to be submitted by the deadline of 18th June. The final applications will be copied to DfE Sponsor Branch for information.</p> <p>7.3 DfE Feedback – KH and DD provided feedback on recent meetings with DfE colleagues.</p> <p>7.4 R&amp;D Resource – JF tabled a proposed way forward to deal with new R&amp;D cases due to the resource level within the team. ELT colleagues raised concerns with the current proposal being put forward.</p> <p>7.5 Resources – DB put forward a request to recruit a temporary HR Business Partner for 6 months to assist with a heavy recruitment schedule. ELT agreed to this proposal and indicated a further resource would be provided if required to facilitate this program – HR will progress with hiring 2 S&amp;R experienced agency for 6 months if skills set are available.</p> <p>The group discussed how to address the current number of backfills required for vacant posts and outstanding resource requirements.</p>	

	<p>DD raised an issue in relation to the agreement from ELT for two EO's for City Deals. DD is concerned with the suggestion to source 2 temporary staff from an agency as this would mean both posts would be filled by individuals who do not know our systems. DD asked colleagues if they could suggest an experienced EO from within the organisation who could then be backfilled by one of the external temps and DD will take the other external temp.</p> <p><b>Action: ELT colleagues to flag any potential staff who could fill this post.</b></p> <p>KH summarised stating he would like ELT leads to complete the moves to the approved City &amp; Growth Deal posts agreed in the first approvals (along with 1 DP for BD group) so we can move on to release the next round of posts.</p> <p>KH concluded that he was content to stretch our available resource funding to recruit 15 additional posts prioritising specific skills and experience needs and organisation priorities. These recruitments should include fixed term recruits.</p> <p>The group discussed whether the next major recruitment exercise should be at DP or EO level. It was unanimously agreed that the preference was for a DP completion first including customer facing and technology executives. KH asked if HR are clear on what DP roles currently need recruited and which are the priority ones.</p> <p>The group noted the current NICS recruitment for Executive Officers where current staff may apply and discussed the potential for EO recruitment wave here after DP wave.</p>	
8.	<p><b><u>Date of Next Meeting</u></b> Tuesday 8<sup>th</sup> June 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM COMMERCIAL MEETING**  
**Meeting Minutes: 8<sup>th</sup> June 2021**  
**Via MS Teams call**

Chair: Alan McKeown

Attendees: Denise Black; Mel Chittock; Brian Dolaghan; Donal Durkan; Peter Harbinson;  
 Steve Harper; Kevin Holland; Stephen Wightman

Apologies: Jeremy Fitch

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b>Apologies</b> No apologies received.	
2.	<b>Minutes of Previous Meeting</b> The minutes of the meeting of 4 <sup>th</sup> June approved and will be published online.	
3.	<b>Outstanding Actions</b> All outstanding actions were discussed.	
4	<p><b><u>E &amp; Sea Commerce – A Search for Consistency</u></b></p> <p>Ethna McNamee (EMcN) and Ian Fulton (IF) joined the meeting to present. IM presented on E &amp; Sea Commerce. IM reflected that companies are using ecommerce more as a means of trading. IM took the group through an ecommerce case study highlighting the company’s interaction with the regional office and the economic benefits/return for NI.</p> <p>IM outlined that there are contradictions of message around dealing with ecommerce and tradable service projects. Ecommerce projects and e-businesses vary; there isn’t one size model. IM stated that the messaging around eligibility is generally vague causing internal and customer confusion.</p> <p>The group discussed the detail around one of the current potential customers presented by IM. DD felt that the organisation should have a clear eligibility criteria and set a level of support that can be offered where those were met. SW agreed that general criteria is required but that we should look at each case individually. It is the value added element that gives you a competitive advantage. SH believed the projects as reported should be supported agreeing with the general consensus that projects adding value and supporting the right type and value of jobs were preferable.</p> <p>EMcN presented a case study of a regional office client company. EMcN outlined the growth plans and opportunities for the company. EMcN also outlined the contradiction of messages around supporting this type of company and asked should Invest NI be supporting?</p>	

	<p>KH queried if the organisation publishes it casework template and it was highlighted this had been piloted some year previously but created formulaic consultant led responses and ultimately did not add value to the decision making process. Noting that situation it was agreed the messaging should be reviewed and work undertaken to bring clarity for both customers and staff undertaken. <b>Action: PH/AMcK to check and confirm if content is published online.</b></p> <p>AMcK stated that in terms of the levelling up agenda, supporting a company of this nature would have a major impact on the local area. Given the relative scale EMcN highlighted that supporting a project of this size in this geography was equivalent of supporting a 29,000 job project in Belfast.</p> <p>BD commented that value add, displacement and what difference would our intervention make are the core questions. Invest NI has to be careful not to take displacement down to a very local level. EMcN agreed but commented that the feeling on the ground is that each case needs to be addressed individually – we need to be working as one team to ensure consistency.</p> <p>MC stated that teams are responsible for individual products and programmes; in this instance, SFA sits with the SFA team. If there are queries then staff should speak to scheme owners.</p> <p>AMcK thanked the group for a useful debate and agreed that he, EMcN and IM will work on drafting a paper on customer and product and where they see the local job creation market going and will pick up with the Sector Team Director. The team will also look at what information is shared online on what it means to be a customer. <b>Action: AMcK to lead</b></p> <p>AMcK asked that at the next Commercial meeting that the group discuss segmentation. KH stated it would be useful to see from the KPIs how sectors and sub sectors are defined.</p>	<p>PH/AMcK</p> <p>AMcK</p>
5.	<p><b><u>Skills Challenges in the Technology Sector</u></b> Anne Beggs (AB), George McKinney (GMcK) and Niall Casey (NC) joined the meeting to discuss this item.</p> <p>SH opened the discussion commenting that there has been a lot of discussion locally on the lack of talent on some hires within the technology sector however there is contradicting evidence. SH wanted the group to have an open debate around the issues and to take the views of colleagues and to put a couple of proposals to the group.</p> <p>AB set the context stating that the tech sector is one of the most vibrant of the NI economy. There is continued growth forecast for this sector – new to NI FDI, existing investor/indigenous expansion and increasing leverage of technology across major industries. AB outlined the challenges that are being experienced and offered a number of potential responses to address the issues.</p>	

	<p>NC commented that we are seeing a different dynamic within this sector than we have experienced before and asked if we have a depth of understanding of the level of pain/pressure on experienced hires? We have tried to gather this via the CBI Forum however we are light on the knowledge of skills needed for ICT and non-ICT companies. NC stated that the Skills Barometer gives us a clear vision on requirements for 10 years out however the gap in intelligence is what are the skills needed in the next 6-12 months. The sense is there is pressure on experienced hires versus entry level but we are talking hundreds not thousands which NC feels is manageable with some form of intervention.</p> <p>GMcK commented that there is no one answer to solve this and stated that we should undertake some analysis as long as it was done with a purpose in mind. It would also be essential to link in with DfE to tie in to future skills needs.</p> <p>SH commented that we need to get moving on Attract Back/Attract In as some of these issues are creating difficulties for the sales teams particularly in the US.</p> <p>NC stated that the Skills Division are currently piloting a new scheme with one company and will see what the results are from that. NC felt that Attract Back/Attract IN is also where we should be focussing. NC stated that the Department are only offering ERAP money which has to be spent in year and that we need to look to Department for funding past this year. We also need 3-4 staff to take this forward.</p> <p>AB commented that if we could bring in resource for Attract Back/Attract in now we could have an impact within coming months. AB asked the group if they agreed that the team should take forward a project of in-depth research and in talking about more creative use of incentives, if any of the group was uncomfortable with not providing assistance to creative experienced hires.</p> <p>It was agreed that the team could move forward as discussed and to bring item back for further discussion and that growing skills to meet new projects and in market growth was critical to the future growth of the economy.</p>	
6.	<p><b><u>Any Other Business</u></b></p> <p>6.1 Scheme Staff – AMcK to share updated list of staff being released from working on emergency schemes.</p>	AMcK
7.	<p><b><u>Date of Next Meeting</u></b> Friday 18<sup>th</sup> June 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 18<sup>th</sup> June 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Denise Black; Donal Durkan; Jeremy Fitch; Peter Harbinson; Steve Harper;  
 Alan McKeown; Katrina O'Dowd

Apologies: Vicky Kell; Mel Chittock; Brian Dolaghan

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> No apologies received.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 8 <sup>th</sup> June approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<p><b><u>Corporate Risk Register</u></b> Colin Morelli (CM) joined the call to discuss this item.</p> <p>CM stated that the risk register is for the quarter ended April 2021 and that there have been no additions or deletions for this period. CM reported that there are currently 18 risks on the register, four in the very high category and three no longer in the very high category. CM asked if ELT were content with these risks and ELT confirmed they were content.</p> <p>CM stated that COR027 remains unchanged however given recent discussions around resourcing; CM asked if ELT was content that the score remains the same. ELT confirmed they were content.</p> <p>CM asked ELT if they were therefore content to approve the Corporate Risk Register and ELT confirmed.</p> <p>DD commented that he had developed a risk around City &amp; Growth Deal resourcing. KOD commented that where possible we should develop or expand existing risks rather than creating an additional one and therefore is suggesting that the City &amp; Growth Deal resourcing be included in the current resourcing risk. DD confirmed he was content.</p> <p>CM left the call.</p>	

5.	<p><b><u>KPI Data</u></b> David Greer (DG) joined the call to discuss this item.</p> <p>DG presented the data behind the Key Performance Indicators (KPIs) and Offer Activity. KH commented that the organisation has a lot of rich data and that it will take some work to look back over the four year period to analyse all the data.</p> <p>AMcK reflected on the businesses within the cohort that have declined and stated that he will take a deeper delve in to this data with DG.</p> <p>The group discussed how the Official Statistics Order may impact on the release of year end data. <b>Action: KH asked DD to produce a comparison on what information could be released before and after signing up for the Official Statistics.</b></p> <p>KH reflected on the discussion and commented that the team should work on what analysis will be carried out on the 4 year data and to start to prepare the messaging for announcement of the year end results.</p> <p>KH thanked DG for his presentation and DG left the call.</p>	DD
6.	<p><b><u>Business Plan Reporting – Pre Board discussion</u></b> Martin Robinson (MR) and Gerard McNally (GMcN) joined the call to discuss this item.</p> <p>MR reported that final updates were being made to the business tracker in advance of presentation to the Board next week. MR referred to the tabled one page updates and proposed that these would not be included in the Board papers but would be for use by the executive team.</p> <p>The group reviewed the one page updates and highlighting any positives or areas for concern.</p> <p>KH commented that following this first quarter review, that the team should adapt/reduce the number of actions on the business tracker and look to combine a number of them.</p>	
7.	<p><b><u>Digital Review</u></b> Due to availability, this item will be rescheduled.</p>	
8.	<p><b><u>Human Resources</u></b></p> <p>8.1 DP competition – DB referred to the tabled paper and asked if ELT were content with the proposals. SH highlighted his concerns around fixed term contracts as feedback has been received from client on staffing churn. SH also felt that a reserve list should be kept from any forthcoming recruitment.</p> <p>ELT were content with the proposal as tabled.</p> <p>8.2 Mental Health – DB asked for a volunteer from the executive team to record a video piece for the refresh of the Mental Health intranet page. ELT to let DB know if would like to participate.</p>	

8.3	<p>Vaccines/Masks – DB raised the issue of vaccines and masks for the return to office working. DB provided a legal view on this query. ELT agreed with the summer months approaching and less staff coming into the office not to enforce the wearing of masks in ‘common areas’ within our offices.</p> <p>We have clearly stated in our Q&amp;As that staff can wear a mask if they prefer when in office and will review advice in September, when we see staff numbers coming into office as well as Covid-19 case numbers as well.</p>	
9.	<p><b><u>Any Other Business</u></b></p> <p>9.1 Minister &amp; DfE feedback – KH shared some feedback on his first meeting with new Minister and recent call with the Permanent Secretary.</p> <p>9.2 Employee Recognition – DD reported that the EU Exit Team will be finishing in September and that he plans to table a paper in near future on recognition for all the work carried out by this team.</p>	<b>DD</b>
10.	<p><b><u>Date of Next Meeting</u></b> Friday 9<sup>th</sup> July 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 9<sup>th</sup> July 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Denise Black; Brian Dolaghan; Mel Chittock; Donal Durkan; Peter Harbinson;  
 Steve Harper; Katrina O’Dowd; Vicky Kell

Apologies: Jeremy Fitch; Alan McKeown

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<p><b>Apologies</b>            Apologies received from Jeremy Fitch and Alan McKeown. No deputies requested to attend.</p>	
2.	<p><b>Minutes of Previous Meeting</b>            The minutes of the meeting of 18<sup>th</sup> June were approved and will be published online.</p>	
3.	<p><b>Outstanding Actions</b>            All outstanding actions were discussed.</p> <p><u>Post Project Evaluation (PPE) Policy</u> – MC referred to the tabled papers confirming that the Department is content for the threshold on PPEs to be raised to £25k on the condition that Invest NI conduct a 10% sample of PPE’s for projects between £5,000 and £25,000. If internal reviews show good results then the Department is content we gradually reduce the sample size to no less than 5%. MC confirmed that the Coordination Team would manage this.</p>	
4.	<p><b>HR Update</b></p> <p>4.1 Diversity Charter Mark – DB reported that Invest NI has initiated the process for bronze accreditation, which recognises an organisation at the start of a specific diversity journey; reviewed July 2022. It was agreed not to undertake any publicity until September.</p> <p>4.2 People &amp; Culture – DB reported that the first meeting of this new working group took place on 28<sup>th</sup> June. DB stated that the group discussed the purpose and mission of the organisation following on from some mixed messages at a recent casework panel. It was agreed to link in with the casework review which will help and the perception of Board/ELT. DB reported that the next meeting is scheduled for 21<sup>st</sup> July and will focus on Future WOW impacts.</p>	

4.3	BITC Volunteering/Team Building – DB commented that she was keen to reintroduce BITC volunteering days. DB outlined the cost and confirmed that L&D budget was available. ELT agreed with the proposal and will aim to launch end August/September.	
4.4  4.5	<p>Values Workshop – DB proposed that at the forthcoming values workshop that ELT discuss the current and potential organisations purpose statement with a view to refreshing. ELT agreed with this proposal.</p> <p>Get Fit – DB indicated that the Get Fit project needs to proceed with a new member of staff assigned to the project following the departure of the previous lead. DB reflected on a number of staff members who may be able to step in to this role.</p> <p><b>Action: DB to discuss with MC re. potential interim/job share approach or Business Improvement Manager.</b>  <b>Action: DB to arrange presentation to ELT on current findings.</b></p>	DB/MC  DB
4.6	<p>AMH First Aiders – DB reported that training of the mental health first aiders has been completed. This will be communicated to staff in forthcoming newsweekly article.</p> <p>The group discussed whether the organisation had a defibrillator. It was confirmed that the organisation has 3 defibrillators on HQ site, located on the ground, first and fifth floors of the building as well as one in each of our Regional offices.</p> <p><b>Action: DB to confirm location of defibrillator and to include in forthcoming newsweekly to re-emphasis to staff.</b></p>	DB
5.	<p><b>Material Amendment</b></p> <p>DD highlighted a number of issues that came to light in a recent set of casework papers, relating to the Economic Efficiency Test (EET). DD highlighted the current workload of the Economics Team and detailed some of the nature of requests they are currently receiving.</p> <p>MC asked if this was a systemic issue or just a problem with this one particular set of casework papers. MC highlighted that there may be gaps in client executives knowledge as casework process training has not been carried out for quite a while. DD felt that the situation would be helped if ownership of the casework process was communicated again, together with refresher training for staff.</p> <p>DD also highlighted a recent note issued from DfE on casework committee papers and the group discussed the quality and size of recent casework papers. VK felt that clear guidance needs to be given to staff on what needs to be contained within casework papers. VK suggested that there should be some further thought given to having specific/specialist panels for some cases rather than generalists and stated that there has been a lot of support for this suggestion at Operational Directors.</p> <p><b>Action: MC to pick up as part of the GOCC debate, reflect and report back.</b></p>	MC
	BD asked if there was any way to help the Economists in the meantime. DD	

	advised that he is having ongoing engagement with DoF on the possibility of increasing the economist resource.	
6.	<p><b><u>DIT Meetings</u></b></p> <p>SH provided an update on a recent meeting KH and he had attended with the MD/CIO for Investment at DIT.</p> <p>SH also referred to a recent DIT Executive Forum meeting. SH commented that DIT colleagues provided a short presentation on their approach to personalisation of its website. SH stated that significant work had gone in to this digital journey and that the end result was an excellent personal experience for the customer. SH commented that to ensure there is no duplication that both digital teams will be connected. BD asked if we will be actively selling the DIT customer journey. SH stated that we would not be actively selling but signposting until some testing can be carried out (i.e. on the protocol).</p> <p>SH also reported that DIT will be launching their new trade and investment strategies in September/October.</p> <p>In relation to the future of the forum, KH to discuss with DfE Permanent Secretary whether DfE should be in attendance.</p> <p><b>Action: KH to raise with Permanent Secretary</b></p>	KH
7.	<p><b><u>Roundtable catch up</u></b></p> <p>7.1 Communications – PH reported that the team are following up on business plan activities and planning for the remainder of the year. This will mean the team will have to look at changing some of the delivery on other activities.</p> <p>Currently most pressing is the potential delivery of an investment conference in Northern Ireland. This will be a major project for the organisation and will require a project team to be deliver. PH reiterated that Invest NI does not have the budget to cover this but funding likely to be made available. Draft program is prepared with final go/no go on dates and key themes anticipated shortly.</p> <p>PH reported that the Sept NIO/DIT London showcase is progressing well and all companies and speakers have now been identified.</p> <p>7.2 Innovation – VK stated that progress is being made on the innovation projects. VK has highlighted to DfE that NIO has received funds for potential new deals. WIP is very healthy however there are a number of amendments due to Covid impact. VK informed the group that Enterprise Europe Network has morphed in to Innovate Edge UK.</p> <p>7.3 Business Sector – BD commented that he had attended the Economy Committee session with the aerospace sector. BD stated that it was a positive session and a number of aerospace companies were represented. BD stated that there were positive comments, from the companies, about Invest NI and the work we do with them.</p>	

7.4	International – SH provided an update on a potential project and a potential inward visit.	
7.5	HR – DB commented workloads in June largely due to work on Covid schemes. DB asked colleagues to review and to watch for any pressure points on staff.	
7.6	Strategy – DD updated the group on potential staffing issues.	
7.7	Finance – KOD provided an update on the current budget status and an imminent budget exercise.	
8.	<b><u>Any Other Business</u></b>	
8.1	Casework Committee Papers – This item was included in the discussion on material amendments.	
8.2	DfE Transformation Programme – KH referred to DfE’s intent to plan for future needs. It was agreed to invite DfE to attend a future meeting to discuss.	
9.	<b><u>Date of Next Meeting</u></b> Friday 23rd July 2021	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 23<sup>rd</sup> July 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Denise Black; Brian Dolaghan; Mel Chittock; Donal Durkan; Jeremy Fitch;  
 Peter Harbinson; Alan McKeown; Vicky Kell; Anne Beggs

Apologies: Steve Harper; Katrina O'Dowd

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> Apologies received from Steve Harper and Katrina O'Dowd. Anne Beggs deputised for Steve Harper.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 9 <sup>th</sup> July were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
3.1	<b><u>PfG Priorities</u></b> - MC tabled paper showing options to manage multi year commitments and how these will be managed. MC stated that colleagues may recall that the genesis of this was an earlier indication that we were committing future years budgets particularly in the context of some of larger projects at a time when there was no visible replacement for ERDF.  MC commented that he would like to have a more in depth discussion at a future meeting. It was agreed to include the previously tabled paper on competitive funding competitions in any further discussion. VK stated that there was a need to understand further just what running a competition means and benefits and disadvantages of funding this way.	
3.2	<b><u>Casework Approvals</u></b> - MC commented that in response to a request for a time analysis of major cases requiring Dept/DoF approval we have reviewed the information on all cases recently submitted to the Dept. The analysis includes Covid response interventions.  MC stated that the headline result is that casework processing take significant time. MC stated that it is worth having a conversation with DfE colleagues to see if we can make any improvements. BD highlighted that caseworks can also be delayed due to changes being requested at panel meetings.  In order to provide further visibility of major cases MC stated that PCC Division will include a retrospective and forward look of all major cases for Board and above within the Finance Control Papers for discussion each month.	

4.	<p><b><u>Board</u></b></p> <p>Ian Maxwell attended to discuss the tabled papers. The group discussed in detail each of the actions from the last board meeting. IM to update actions paper.</p> <p>KH asked that IM prepare a paper on the casework process i.e. what we currently do and what we are moving to in terms of the new process for a 5 case model. This is an opportunity to retrain/reinforce any key elements of the casework process.</p> <p><b>Action: IM</b></p> <p>The group also discussed the proposed agenda for August’s Board meeting. ELT member to forward any further proposed agenda items to IM by cop Monday 26<sup>th</sup> July.</p> <p>MC asked that IM resurrect the ‘board agenda forward planner’.</p> <p><b>Action: IM</b></p>	
5.	<p><b><u>HRIMS Update</u></b></p> <p>Due to time constraints at today’s meeting, this item will be rescheduled to next week.</p>	
6.	<p><b><u>Makers Alliance and the ‘designation of Invest NI staff’</u></b></p> <p>Gary Campbell (GC) attended to discuss this item. DD referred to his tabled paper.</p> <p>DD stated that the Makers Alliance has now been established, with Invest NI funding the interim joint CEO positions for a twelve month period. It was acknowledged that Invest NI would be supporting the Makers Alliance, through staff engagement, to ensure it addresses the key manufacturing challenges and delivers industry requirements aligned to the 10X Economic Vision and Invest NI Business Plan 2021-22.</p> <p>DD commented that to ensure Makers Alliance meets its key priorities Invest NI, as previously discussed and agreed at ELT, now needs to designate staff to support these actions. It is anticipated that the designated staff will liaise and work with their Divisional colleagues in addressing issues and required actions raised by Makers Alliance. DD stated that this is not a secondment of staff but a process of designation and continuity.</p> <p>JF commented that on the basis that this is a continuation of what staff are currently doing then he would be content. JF referenced time commitments set out in the paper and asked that there is ongoing discussions as requests came through, to effectively manage staff workloads. VK agreed with JF comments.</p> <p>KH asked BD to ensure that he and Director for AME meet with the new joint CEO’s of Makers Alliance.</p> <p><b>Action: BD</b></p>	

7.	<p><b><u>City &amp; Growth Deals ‘MoU with DfE’</u></b></p> <p>Gary Campbell (GC) attended to discuss this item. DD referred to his tabled paper.</p> <p>DD stated that he wished to share with colleagues an early draft of a MOU between INI and DfE on City &amp; Growth Deals (C&amp;G). As C&amp;G evolves, the level of engagement with DfE is changing and DD would like to have as much visibility as possible on roles and responsibilities for the two organisations. The tabled paper is a first draft and DD proposes to share with DfE.</p> <p>KH asked ELT colleagues to review and provide any comments back to DD and GC by 30<sup>th</sup> July.</p> <p><b>Action: ELT</b></p>	
8.	<p><b><u>Any Other Business</u></b></p> <p>8.1 New DfE Minister – KH provided some feedback on his introductory meeting with the new DfE Minister, Gordon Lyons.</p> <p>8.2 Board Caseworks – Due to time constraints this item will be carried over to a future meeting.</p> <p>8.3 Loans Update – Due to time constraints this item will be carried over to a future meeting.</p> <p>8.4 Investment Conference – Due to time constraints this item will be carried over to a future meeting.</p> <p>8.5 Travel restrictions for incoming investors – AB requested that DfE be approached again on potential solutions for investors to come to NI while travel restrictions remain in place.</p>	
9.	<p><b><u>Date of Next Meeting</u></b></p> <p>Tuesday 27<sup>th</sup> July 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 27<sup>th</sup> July 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Katrina O'Dowd

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> Apologies received from Katrina O'Dowd.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 23 <sup>rd</sup> July were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions to be reviewed at next meeting.	
4.	<b><u>Investment Conference Update</u></b> PH referred to his tabled papers outlining initial proposals for a potential investment conference in 2022. PH took the group through the proposed draft format/programme.  The group discussed and agreed that the proposal was a good starting point and discussed who the potential target audience could be.	
5.	<b><u>Loan Update</u></b> MC provided a verbal update on the current loan process. MC confirmed that as a short-term measure <u>all loans would be processed through MC</u> in the run up to the formation of a Credit Committee.  BD felt that there was a need to be clear on what direction the organisation is going in terms of loans. MC confirmed that his team is currently working on guidance for the Credit Committee and this will issue in due course.	
6.	<b><u>Board Casework Feedback</u></b> With the aim of continuous improvement, KH asked the group to share some feedback on attendance at recent casework panels. A number of the group shared feedback.  VK joined the meeting at 10.25am.	

7.	<p><b><u>Resourcing Update</u></b></p> <p>KH reflected that following last week's resourcing discussion a lot of work has been completed to provide updated information. KH stated that DB will issue updated documents and explained his thinking.</p> <p>KH asked ELT colleagues to complete the documentation as required and both he and DB will meet with individual ELT members once they are ready to discuss further.</p>	
8.	<p><b><u>Any Other Business</u></b></p> <p>No further business</p>	
9.	<p><b><u>Date of Next Meeting</u></b></p> <p>Friday 30<sup>th</sup> July 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 30<sup>th</sup> July 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Donal Durkan; Katrina O’Dowd

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> Apologies received from Donal Durkan and Katrina O’Dowd.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 27 <sup>th</sup> July were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.  <u>Governance Oversight &amp; Compliance Council</u> – MC reported that the first meeting of GOCC had taken place on 29 <sup>th</sup> July. MC will share minutes and update the group on outcomes.	<b>MC</b>
4.	<b><u>HRMIS Update</u></b> Siobhan Haughey (SHy) and Carolyn Ruddy (CR) attended to present this item.  SHy reflected on the elements of the new HR Hub system that have already gone live namely core HR, performance management and learning and development booking system.  SHy commented that the new performance management system will initially mirror the current system and as it develops it will add more benefit to the individual and organisation building in competencies and values. We will also have the opportunity to build in cascaded and delegated objectives. This will help to shape the culture of the organisation because it clarifies what is important to us such as diversity and inclusion.  The next project to commence will be the recruitment element. CR provided an overview of the project and timeline. This project has huge potential for positive change and improvement. Phase 1 will focus on online applications and administration, potential for CVs online and candidate communication. The benefits we aim to see are an improved applicant experience, quicker and more efficient administration and supporting of diversity and inclusion.	

	<p>The group discussed the potential to move away from the current recruitment process and how we can encourage the best applicants to apply/work for the organisation.</p> <p>DB shared some feedback from a business community steering group that engaged with local schools to understand what could encourage applicants to the organisation. SHy commented that the organisation would also like to explore apprenticeship programmes.</p> <p>CR outlined that phase 2 of the recruitment project (aiming for Spring 2022) will focus on benchmarking and improving the development of the system and processes so we are looking at agencies managing the process, adding the new competencies/values, adding a new post requisition process online and providing a positive experience for new starts through on-boarding.</p> <p>SHy closed the presentation stating that the team is proposing to return in September with a more clear blueprint of what Phase 1 of the recruitment project will entail.</p>	
5.	<p><b><u>Invest NI Draft Business Plan 2021-22</u></b> Gerard McNally (GMcN) and Martin Robinson (MR) attended to discuss this item.</p> <p>GMcN commented that the 2021-22 business plan was drafted back in March and amended since. Following feedback from the Department, the attached papers reflect the proposed changes. The group discussed the various draft amendments.</p> <p>KH thanked the team for all their hard work and asked ELT members to take a final review and provide any last comments back to GMcN by Monday 2<sup>nd</sup> August.</p>	<b>ELT</b>
6.	<p><b><u>Any Other Business</u></b></p> <p>6.1 Perm Sec – KH provided an update on his most recent meeting with the Permanent Secretary of DfE.</p> <p>6.2 Enterprise Ireland – KH reported that he had met with the new Chief Executive of Enterprise Ireland and reflected on the discussion.</p> <p>6.3 Travel Restrictions – SH commented that the announcement by the NI Executive yesterday on changes to the travel restrictions was good news for the organisation. This will now enable us to start inward visits from US and EU again.</p> <p>6.4 Customer Service Excellence – BD stated that if the organisation wishes to undertake customer service excellence accreditation that the process would need to commence now. BD wanted to confirm that the agreement was that the organisation would not be moving forward with CSE accreditation. ELT agreed.</p>	
7.	<p><b><u>Date of Next Meeting</u></b> Friday 6<sup>th</sup> August 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 6<sup>th</sup> August 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Brian Dolaghan; Mel Chittock; Jeremy Fitch; Peter Harbinson;  
 Steve Harper; Alan McKeown

Apologies: Donal Durkan; Katrina O'Dowd; Denise Black; Vicky Kell

Minute Taker: Wendy Savage

		Action Assigned to
1.	<b>Apologies</b> Apologies received from Donal Durkan, Katrina O'Dowd, Denise Black and Vicky Kell.	
2.	<b>Minutes of Previous Meeting</b> The minutes of the meeting of 30 <sup>th</sup> July were approved and will be published online.	
3.	<b>Outstanding Actions</b> All outstanding actions were discussed.  <u>Governance Oversight &amp; Compliance Council</u> – MC reported date for second meeting of GOCC is now confirmed. MC will share minutes and update the group on progress. JF offered to join the GOCC members for meetings going forward.  <u>Business Plan 2021-22</u> – KH advised that following comments from DfE the Business Plan is being refined further and sent to DfE for approval.	MC
4.	<b>Potential Investment Conference Update</b> PH provided an update on the proposed draft format/programme.  The potential target audience and value proposition was discussed by the group. PH to follow up with BD regarding potential speakers for the conference.	PH
5.	<b>Multi-Year Budget Commitments</b> MC asked the group for feedback on his previously circulated paper and presentation.  The group discussed the recommendations in MC's paper and suggested these be updated to reflect a conclusion on what we're doing now / over coming 6 months of this financial year and then, what we should do for next few years and budget cycles. MC to reshape the paper and resubmit.	MC

<p>6.</p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p>	<p><b><u>Any Other Business</u></b></p> <p>ELT discussed potential timing of annual report release and inputs on any issues before this can be finalised.</p> <p>MC and BD were requested to do thorough review on Loan in upcoming casework.</p> <p>Strength in Places – JF advised that the team is currently engaged with DfE to source alternative funding for a potential project e.g. through Complementary Funds.</p> <p>Parent Company Guarantees – MC advised that a note/new guidance on simplifying this process will issue to ELT next week.</p>	
<p>7.</p>	<p><b><u>Date of Next Meeting</u></b></p> <p>Friday 13<sup>th</sup> August 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 13<sup>th</sup> August 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Brian Dolaghan; Donal Durkan; Jeremy Fitch; Peter Harbinson; Vicky Kell;  
 Alan McKeown

Apologies: Denise Black; Mel Chittock; Steve Harper; Katrina O’Dowd

Minute Taker: Wendy Savage

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Apologies received from Denise Black; Mel Chittock; Steve Harper; Katrina O’Dowd.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 6 <sup>th</sup> August were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Business Recognition</u></b> Alistair Moffett (AM) joined the call to discuss this item. AM provided a verbal update to the group. AM to speak to individual ELT members regarding looking forward.	
5.	<b><u>Get Fit Update</u></b> John McClune (JMC), Catherine Boyle (CB) and Liam O’Connor (LO’C) joined the call to present this item.  JMC set the context on the review of casework processing within the wider Get Fit remit. LO’C then presented on how feedback from the focus groups was captured, analysed, grouped and themed.  CB then presented on suggested process improvements and next steps to identify priorities for improvement opportunities.  The group discussed the data presented and how the findings can be used to drive improvements, such as – standardising as much of the process as possible, before trying to make improvements; having one owner of the entire end-to-end process; having a very clear focus.	

	<p>BD asked for some further analysis of the data to include a breakdown of customer type, scheme etc. LO'C agreed to forward further data to ELT members.</p> <p>JMC concluded the presentation by advising that next steps will be to identify suitable project areas to move forward.</p> <p>KH emphasised that standardisation of as much of the process as possible seemed the best starting point and that the ownership of the end-to-end process needed to be discussed further by ELT.</p> <p>DD also suggested that potentially the use of competitions need to be looked at as part of this review.</p>	<b>LO'C</b>
<p>6.</p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p>	<p><b><u>Any Other Business</u></b></p> <p>ELT discussed potential timing of annual report release and inputs on any issues before this can be finalised.</p> <p>Following the latest Executive meeting, the 'Working from Home' messaging remains unchanged. Further discussion to be tabled at a future ELT meeting.</p> <p>ELT discussed upcoming High Street Voucher Scheme which DfE will launch in September.</p> <p>ELT discussed Green Economy Champion role (INI request) and potential to support DfE request on Green Innovation Fund.</p>	
<p>7.</p>	<p><b><u>Date of Next Meeting</u></b>  Tuesday 31<sup>st</sup> August 2021.</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 31<sup>st</sup> August 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Denise Black; Brian Dolaghan; Donal Durkan; Jeremy Fitch; Vicky Kell; Alan McKeown

Apologies: Mel Chittock; Peter Harbinson; Steve Harper; Katrina O'Dowd

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> Apologies received from Mel Chittock, Peter Harbinson, Steve Harper and Katrina O'Dowd.	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 13 <sup>th</sup> August were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Board</u></b> Ian Maxwell (IM) joined the call to discuss this item. The group discussed the actions from the last board meeting.  The group reviewed the proposed agenda for the September meeting. It was agreed that IM would produce an outline plan for the workshop elements of the Board meeting.  ELT to forward any further suggestions for the final slot to be filled.	  <b>IM</b>   <b>ELT</b>
5.	<b><u>Competitions – City &amp; Growth Deal Concepts</u></b> VK referred to her tabled paper. VK reminded colleagues that she had been tasked with developing the concept of competitive calls for use with City & Growth Deals (C&GD) related projects. Following discussions with the C&GD team she had prepared the tabled paper which lays out a proposed mode of operation.  The proposal outlined the nature of competitions, eligibility criteria and approval process. VK noted that the proposal does not follow the standard Invest NI approval process.  KH asked if the budget would be capital, revenue or C&GD funding? VK stated that it would be baseline budget therefore meaning we may not be able to fund other areas of business. JF asked is there a way to assess the likelihood we would have got projects in a collaborative way and therefore at a lower amount through negotiations. VK	

	<p>commented that once we go in to competitive call mode there is a greater risk of companies devoting time and effort to the application and it not being funded so the rate needs to be appealing. There will however be an impact on other projects that we can fund.</p> <p>BD stated that he liked the proposed concept and was supportive. BD asked how much budget the organisation would align to this and in terms of national competitions, is additionality a concern or is it best proposals get supported. VK stated that additionality is not something that is focussed on separately in terms of processing competitions, the detail provided in the application is used for assessment. In terms of budget we can determine that. It will take time to get this process in situ and therefore we need to put the wheels in motion before budget decisions are required.</p> <p>DD reflected that the major focus in relation to City &amp; Growth Deals should be on driving activity and that there is a strong industry led focus. KH commented it would be worth looking at how approvals could be done as a collective for a number of competitions, rather than each individually.</p> <p>ELT were content with the proposal.</p> <p>VK stated that the next stage will be to talk to the C&amp;GD team and will now map out and look at how the first competitive call could be run. It was agreed that VK would socialise with DfE. ELT recognised that there will be a need for staffing resource to run this process.</p>	<p><b>VK</b></p>
<p>6.</p>	<p><b><u>Londonderry Chamber of Commerce Event</u></b></p> <p>AMcK shared with the group that Londonderry Chamber of Commerce will be hosting an event to promote the city and have approached Invest NI to help promote and sponsor the event. AMcK outlined the initial details of the event.</p> <p>AMcK stated he was keen to support the event. ELT were content and AMcK will share the updated proposal.</p>	<p><b>AMcK</b></p>
<p>7.</p>	<p><b><u>Talent Management/Succession Planning</u></b></p> <p>DB presented to the group on Talent Management &amp; Succession Planning Approach. The presentation outlined the immediate and long-term strategy on how the organisation will create a talent management mind-set within Invest NI.</p> <p>In order to progress succession planning the organisation will need to undertake a stock take of where it current is. DB suggested that the first step would be to identify critical posts within the organisation. DB outlined the definition of a critical post. DB asked that ELT undertake an exercise to identify critical posts within their groups and presented a proposed template for completion.</p> <p>DB closed her presentation by commenting that succession planning is only a small subset of talent management. This will offer the organisation the potential to engage staff and attract/retain the best talent for our organisation.</p> <p>ELT were content to take forward but asked that guidelines be prepared as things may be interpreted differently. DB agreed to issue guidelines.</p>	<p><b>DB</b></p>

8.	<b><u>Any Other Business</u></b>	
8.1	Open House – The group discussed the recent staff open house session and praised the staff for their very honest and heartfelt feedback. DB to arrange a small task group to take forward and act on feedback provided.	<b>DB</b>
9.	<b><u>Date of Next Meeting</u></b> Tuesday 7 <sup>th</sup> September 2021.	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING - COMMERCIAL**  
**Meeting Minutes: 7<sup>th</sup> September**  
**Via MS Teams call**

Chair: Alan McKeown

Attendees: Kevin Holland; Denise Black; Mel Chittock; Brian Dolaghan; Jeremy Fitch;  
Peter Harbinson; Steve Harper; Vicky Kell

Apologies: Donal Durkan; Katrina O’Dowd

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<p><b><u>Apologies</u></b>  Apologies received from Donal Durkan and Katrina O’Dowd.</p>	
2.	<p><b><u>Minutes of Previous Meeting</u></b>  The minutes of the meeting of 31<sup>st</sup> August were approved and will be published online.</p>	
3.	<p><b><u>Outstanding Actions</u></b>  All outstanding actions were discussed.</p>	
4.	<p><b><u>Governance Oversight and Compliance Council (GOCC) Action Plan Update</u></b>  MC provided verbal update.</p> <p>Picking up from the discussion at the last Board meeting, MC confirmed actions for GOCC. MC stated that he is currently working through points that have been identified and assigning actions and responsibilities. MC highlighted some questions raised by Board members on current processes.</p> <p>MC state that his priority is to get the action plan up and running and actions undertaken. It was agreed that there was a need to upgrade some processes.</p> <p>MC closed by commenting that he will return to this meeting with an update on the action plan but that it will be an evolving process.</p>	
5.	<p><b><u>Entrepreneurship Action Plan</u></b>  Gary McCausland (GMcC) joined the meeting to discuss this item.</p> <p>AMcK opened the discussion stating that the tabled paper positions Invest NI’s role in entrepreneurship and that the strategy has been refreshed and contextualises where we are.</p> <p>GMcC gave an overview of the strategy and action plan. GMcC stated that the vision for the action plan is to ensure that Northern Ireland becomes <i>“A dynamic, region to start and grow new business or to scale an existing business, with innovation at the core of the entrepreneurial process.”</i></p>	

	<p>A central theme of the plan is partnership, working closely with stakeholders within the start-up and innovation ecosystems from the private, public and third sectors to create a balanced, inclusive and vibrant economy, to maximise use of the wide range of existing support and to identify any gaps in provision.</p> <p>GMcC referred to the actions set out in the plan and the aims both strategic and operational. However, implementation of the proposed actions are wholly dependent on the provision of adequate funding for initiatives and staffing.</p> <p>MC asked what was different with this proposed approach opposed to recent years. GMcC commented that the organisation does not have a specific offering for High Potential Start-Ups. There is a need for expert and experienced growth team as the organisation should increase its success levels, some get lost within our normal intervention processes – we can do better.</p> <p>JF felt it would be helpful, when presenting to wider audiences, to define what we mean by entrepreneurial activity, as there are varied definitions. When looking at the actions, it would also be helpful if we were able to tie in how they align with some of the activities the organisation already undertakes.</p> <p>BD commented that the plan could be reinforced with some of our experience from Ignite, Accelerator Programme and our previous HPSU team. KH commented that in terms of current relationships it would be worth looking at 10X’s ambition for entrepreneurship and to have a dialogue with the Department.</p> <p>AMcK thanked GMcC for his work on this plan. The next steps will be for AMcK and GMcC to utilise feedback and seek wider stakeholder views.</p>	
6.	<p><b><u>ERAP Update</u></b> Mary Gormley (MG) joined the meeting to discuss this item.</p> <p>AMcK stated that both he and MG have talked at length with Councils and DfE in terms of funding of a 10X piece of work and the outline business case is currently being prepared. There were two areas proposed (i) to have a support programme for wider business base companies to support innovation and (ii) sub regional development.</p> <p>MG stated that during the outline business case process, feedback was that it would be beneficial to encourage businesses to think about innovation at an early stage. MG confirmed that discussions have been held with the IRD Division. The proposal is that for those wider business base companies who come through at bronze level innovation accreditation that there would be some financial support. The greatest risk is that not all applicants will use the money to best effect.</p> <p>In terms of sub regional development, MG stated that discussions have been undertaken with Councils to encourage them to take on research specific to their areas in terms of what they see their needs are.</p> <p>AMcK confirmed that presentations have been made to SOLACE and individual Councils. DfE have agreed to nominate policy leads and to get funders around the table. The hope is to bring forward casework by the end of September/early October.</p>	

	<p>JF reflected on some of the issues experienced in running the NRA &amp; NEET programmes in terms of giving small amounts of funding.</p> <p>BD shared his concerns on how this funding would be monitored and queried if there was a large enough business base to spend the proposed allocation of money.</p> <p>Concerns were also raised on the resource challenges the organisation would face, is this a priority area for the organisation.</p> <p>KH asked what sequence of approach needed to be considered for ERAP schemes and whether compatible with delivery timetable.</p> <p>BD asked if there was any opportunity to consider skills as the area of focus. The market is currently crying out for skills and it would be an opportunity to reskill some people currently out of work. Is re-training an area we could spend this money. MG indicated she would cross reference with the Skills team to check that this was being covered in other ERAP programmes. AMcK indicated that innovation was an area worth focussing on, particularly in the WWB arena, a point supported by ELT in the context of the 10X policy agenda.</p> <p>AMcK concluded that the team will take on board the feedback and the concerns around low level of value not driving innovation with risks being fully set out and explored at casework.</p>	
7.	<p><b><u>High Street Voucher Scheme</u></b> Mary Gormley (MG) joined for this item.</p> <p>AMcK provided a verbal update on the High Street Voucher Scheme and recent discussions with the Department for the Economy.</p>	
8.	<p><b><u>Any Other Business</u></b></p>	
8.1	<p>No further business.</p>	
9.	<p><b><u>Date of Next Meeting</u></b> Friday 10<sup>th</sup> September 2021.</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 10<sup>th</sup> September 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Mel Chittock; Brian Dolaghan; Jeremy Fitch; Vicky Kell; Peter Harbinson;  
 Steve Harper Alan McKeown; Martin Robinson

Apologies: Denise Black; Donal Durkan; Katrina O’Dowd

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> Apologies received from Denise Black; Donal Durkan and Katrina O’Dowd	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 7 <sup>th</sup> September were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Casework Process</u></b> Ian Maxwell (IM) joined the call to discuss this item.  IM referred to the tabled paper and stated that in April DfE introduced Better Business Cases NI guidance. The guidance provides a framework for appraising, developing and planning projects, and programmes using the Five Case Model.  In the context of Invest NI the Five Case model will be applied to the appraisal of new programmes, and to standard business cases for example related to ICT projects, communications spend, and other business as usual activities. The Five Case model does not apply to cases to support financial assistance to clients. It has been agreed with DfE that for project casework our existing casework templates are still applicable, and are consistent with the five case principles.  IM confirmed that Invest NI have introduced new templates and the Economic Team have also developed a checklist to ensure staff are following the five steps.  VK asked if staff should move to new model now, even if they have a case underway and when the official move to new process will take place. IM stated that staff should complete any cases currently underway; unless they need DoF approval. These documents are undergoing final checks and will be issued to staff within the next few days.  BD asked if the “three options” element is still part of the new process or if there was any change to that approach. IM stated that as the five case model is only applied to programmes, in terms of the casework there is no change to the format.	

	<p>BD referred to the Get Fit review around our standard casework process. IM stated he will ensure that both teams engage and discuss any efficiencies that could be made.</p> <p>ELT noted the paper.</p>	
5.	<p><b><u>Board Workshop Update</u></b>  Ian Maxwell (IM) and Wendy Savage (WS) joined the call to discuss this item.</p> <p>WS took the group through the proposed agenda and workshop sessions for the forthcoming Board away day. WS indicated which ELT member would be in the lead for each workshop and the group discussed the detail.</p>	
6.	<p><b><u>Customer facing messages given R&amp;D resource</u></b>  VK shared reflections on the current situation across the IRD division. The paper detailed the short-term actions to be taken however actions will be reviewed on an ongoing basis as additional resourcing decisions are made.</p> <p>The group looked at three specific areas Grant for R&amp;S, Technical Advisory Unit and University, Enterprise &amp; Design. VK stated that her Division has been working closely with both the sector and international teams. VK took the group through each of the specific areas effected and the actions to be undertaken including the potential impact on customers.</p> <p>VK stated that she will be taking the stance that monitoring and PPE are a priority for her Division. VK commented that ERAP money will not be spent if we do not have the staff to work on these projects.</p> <p>BD felt there may be a need to reprioritise as the organisation won't fail if it does not complete monitoring/PPE timely however it will fail if ERAP money is not spent in budget year.</p> <p>KH asked VK to update again and to include some detail on prioritisation in line with future sectors and 10X. KH also felt that she needed to identify what it costs to run each of these projects.</p> <p>VK highlighted her concern that Invest NI may be asked to administer AICC in the near future which is a five year project. VK will have further discussions with DfE on the administration of AICC.</p> <p>VK to make requested changes to paper and circulate a paper to ELT and to talk through the proposals with the Division.</p>	<b>VK</b>
7.	<p><b><u>Any Other Business</u></b>  There was no further business.</p>	
8.	<p><b><u>Date of Next Meeting</u></b>  Tuesday 28<sup>th</sup> September 2021.</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 28<sup>th</sup> September 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Denise Black; Donal Durkan; Mel Chittock; Vicky Kell; Peter Harbinson;  
 Alan McKeown; Katrina O’Dowd; George McKinney; Stephen Wightman;  
 Anne Beggs

Apologies: Brian Dolaghan; Jeremy Fitch; Steve Harper

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> Apologies received from Brian Dolaghan; Jeremy Fitch and Steve Harper	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 10 <sup>th</sup> September were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Investment Conference Update</u></b> PH reflected on the NI Showcase commenting that the event had gone well and feedback from companies was particularly positive.  In terms of the Investment Conference, PH stated that he, SH and BD will meet to agree a programme within the next week. PH stated that venues are currently being held and that once we have an agreed programme then we can start to pull a visitor list together.  PH reiterated that there will be a staff resource requirement to deliver such an event. There will be a significant impact on the Communications team in terms of what they can do through to March.  AB asked if there had been a decision on whether it would be a physical or hybrid conference and PH confirmed it will be physical.  PH to table first draft of proposed programme as soon as possible.	<b>PH</b>

5.	<p><b><u>Corporate Risk Register</u></b> Colin Morelli (CM) joined the call to discuss this item.</p> <p>CM stated that the attached register, for approval, was an update to the end of June. CM indicated that the register was coming to ELT reasonably late in the cycle as the Risk Team have been rewording/reformatting the risk.</p> <p>CM commented the following:</p> <ul style="list-style-type: none"> <li>- There are currently 18 risks on the register four of which are in the ‘Very High’ category.</li> <li>- There have been no additions or deletions at this update.</li> <li>- COR019 is no longer in the high category.</li> </ul> <p>DD commented that an update will be required to COR019 which will keep the risk within the very high category. DD agreed, in BD’s absence, to provide updated text.</p> <p>VK asked whether a number of risks needed to be updated to reflect the redeployment of staff to other schemes signifying we may not meet set targets. It was agreed that this may impact a number of risks and DB and CM will include a general comment to signal potential redeployment. This doesn’t materially amend the June register but will be picked up in the September update.</p> <p>ELT signed off the corporate risk register.</p>	<b>DD</b>
6.	<p><b><u>High Street Voucher Scheme Update</u></b> AMcK gave a detailed verbal update on the current status of the high street voucher scheme.</p> <p>The group discussed the staffing requirements and AMcK suggested a small group be convened to agree what areas are deemed ‘critical business activities’. Comms to staff were discussed.</p>	
7.	<p><b><u>Any Other Business</u></b></p> <p>7.1 Covid Inquiry Document Retention – KH briefed the group on the forthcoming Covid Inquiry. No decision has been taken on whether NI will solely participate in the proposed UK wide or whether we will have our own local NI inquiry. KH confirmed a note will be issued to staff.</p> <p>7.2 Social Restrictions – KH stated that he had hoped to see an update from the Executive on office based working restrictions but nothing had been released in the recent update. KH commented that he has asked the Contracts Management Team to review the current status of meeting rooms at Invest NI.</p> <p>7.3 Project Update – AB provided a verbal update on a potential project.</p>	
8.	<p><b><u>Date of Next Meeting</u></b> Friday 1<sup>st</sup> October 2021.</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 1<sup>st</sup> October 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Denise Black; Donal Durkan; Mel Chittock; Peter Harbinson; Steve Harper;  
 Vicky Kell; Alan McKeown; Katrina O’Dowd; George McKinney;  
 Stephen Wightman

Apologies: Brian Dolaghan; Jeremy Fitch

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Apologies received from Brian Dolaghan and Jeremy Fitch	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 28 <sup>th</sup> September were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>High Street Voucher Update</u></b> AMcK provided a verbal update on the voucher scheme and the current status. The group discussed in detail.	
5.	<b><u>Board Workshop Follow Up</u></b> DD updated the group on recent discussions with the Chair following the Board away day. In preparation for the next Board meeting, DD referred to the email sent to colleagues and asked that they complete the template.	
6.	<b><u>Any Other Business</u></b>	<b>AMcK</b>
6.1	Career Break – AMcK highlighted an issue around work considerations for a staff member whilst on a career break. MC stated that the rules are very clear in the career break contract. It was agreed AMcK would pick this up separately with DB and MC.	
6.2	Casework Rota – VK suggested that the current casework rota be temporarily suspended in light of the additional work being undertaken. The proposal is that no new caseworks be set unless on an exceptional basis.  ELT agreed to close the rota from 18 <sup>th</sup> October for approximately six weeks and then flex accordingly. It was also agreed that cases to be progressed only by exception by request to the Director of PCC Division.	

6.3	PICG – SW confirmed that the PICG call was now closed. The team will commence assessing the applications over the next few weeks but there will be implications on processing in light of the additional work being undertaken.	
6.4	Project Update – SH provided a verbal update on a current project.	
7.	<b><u>Date of Next Meeting</u></b> Tuesday 5 <sup>th</sup> October 2021.	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 5<sup>th</sup> October 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Vicky Kell; Katrina O'Dowd

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Apologies received from Vicky Kell and Katrina O'Dowd	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 28 <sup>th</sup> September were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Board</u></b> Ian Maxwell (IM) joined the call to discuss this item.  The group reviewed and discussed each of the outstanding actions and the proposed agenda for the next meeting. IM will update the actions.	<b>IM</b>
5.	<b><u>High Street Voucher Update</u></b> AMcK provided a verbal update on the voucher scheme and the current status. The group discussed in detail.	
6.	<b><u>Any Other Business</u></b>	
6.1	Business Improvement Manager – DB commented that this post will now be scored and the plan is to advertise in a number of weeks' time. This role will help to move the Get Fit project on.	
7.	<b><u>Date of Next Meeting</u></b> Tuesday 22 <sup>nd</sup> October 2021.	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 22<sup>nd</sup> October 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Mel Chittock; Katrina O'Dowd

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b><u>Apologies</u></b> Apologies received from Mel Chittock and Katrina O'Dowd	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 5 <sup>th</sup> October were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>DfE Transformational Programme</u></b> Colin Woods (CW) and Lisa Morgan (LM) from DfE joined the call to present on this item. KH welcomed them both to the meeting.  CW presented DfE's Organisational Development and Transformation (ODT) Programme. CW outlined that the ODT Programme brings together DfE's strategic policy agenda and organisational development agenda. It is designed around the 10x Economic Vision and aims to orient the Department and its wider network in support of that vision. CW outlined the objective, workstreams, programme structure and ALB participation.  The group discussed the programme and touched on risk appetite, political cycle timetable, university and local Council engagement and engagement with ALBs.  KH thanked CW and LM for joining the meeting and commented that the organisation is willing to help in anyway required.  CW and LM left the call.	

5.

**Industry 4.0**

Niall Casey (NC), Linda Jamison (LJ) and John McClune (JMCC) presented to the group. JF welcomed the team who will present to the group on the work of Invest NI 4Maufacturing® Agile Team. JF reflected that a lot has been happening in this space which has evolved over a period of time. NC opened the presentation.

The aim of the Agile Team was to develop a co-ordinated and integrated approach across Invest NI in the promotion, awareness, and adoption of Industry 4.0 approaches.

The presentation covered the framework summary, development of the agile team, engagement roadmap, priorities and good practice, case studies and next steps.

In summary, it was commented that evidence showed that the Agile Team way of working made a difference to companies – improvement cycle and actions plans were the main outcome.

NC reflected that there was absolute merit in scaling up this process in partnership with Councils, Makers Alliance and companies that Invest NI engages with. NC's ask is how the organisation can make sure it maintains momentum in this space and uses the expertise it has built.

NC commented that there are many online portals that allow companies to self-help and he would be keen that the organisation develops a similar solution. NC has engaged with Innovate UK on this. Partnering with Innovate UK can give wider benchmarking. The initial focus has been on manufacturing companies and now we need to focus on how we can adopt the process for non-manufacturing companies.

The group thanked the presenting team for their very informative presentation. KH reflected that he would be keen move away from a voluntary process (35 volunteers used in first wave) to a priority mandate.

DD asked how we build this process in to the DNA of the organisation and develop partnerships out. DD felt this should be a gateway to what we do as an organisation.

BD stated that this was great work by the team and he did not disagree with the concept but how it will be implemented on the ground may be an issue. There is also a need to not lose sight of the service sector. BD also felt there was a need to make sure we align our thinking around clusters and sectors etc. This process has a huge amount to add and will create a huge swing in productivity.

VK asked that in moving forward that lessons learned from the Business Health Check process are considered.

ELT agreed that the team move forward on their proposed next steps and will connect in with Makers Alliance to plan way forward.

The team left the call.

6.	<p><b><u>Investment Conference Update</u></b>  PH provided a verbal update on the current status of the planned Investment Conference.</p>	
7.	<p><b><u>High Street Voucher Scheme Update</u></b>  AMcK provided a verbal update on the voucher scheme and the current status.   PICG status was also highlighted as a key short term priority.</p>	
8. 8.1	<p><b><u>Any Other Business</u></b>  Strategic Opportunities – DD indicated that in order to keep the momentum from the Board meeting, he will be issuing templates for completion to those colleagues responsible for strategic opportunities.</p>	
9.	<p><b><u>Date of Next Meeting</u></b>  Tuesday 29<sup>th</sup> October 2021.</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 29<sup>th</sup> October 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Steve Harper; Katrina O’Dowd

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Apologies received from Steve Harper and Katrina O’Dowd	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 22 <sup>nd</sup> October were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>High Street Voucher Scheme Update</u></b> AMcK provided a verbal update on the voucher scheme.	
5.	<p><b><u>Succession Planning Focus and Approach</u></b></p> <p>DB referred to the tabled paper. DB commented that the organisation has recently lost some key staff which has highlighted the need for succession planning to be put in place.</p> <p>This planning guide will take us through Invest NI’s 6-stage succession cycle to: identify critical leadership roles, build leader success profiles, nominate high potential talent, assess development needs, develop talent, and measure your organisation’s progress.</p> <p>KH commented that this is an important process and fits into the organisation design project but wants to ensure that whatever system is put in place is flexible.</p> <p>It was agreed that this should be socialised with the Operating Directors; VK commented that they are keen to be involved and would be positive engagement and help to gain their buy-in. JF commented that careful consideration needs to be given to the concepts used to avoid any perception of ‘nominating successors’.</p> <p><b><i>Action: DB to take forward with Operating Directors and share templates as soon as available.</i></b></p>	<b>DB</b>

6.	<p><b><u>Healthy Place to Work proposal</u></b></p> <p>DB referred to the tabled papers and that this proposal is focussing on a post Covid return to work.</p> <p>The proposal of a Healthy Place to Work (HPTW) model offers a highly strategic, integrated approach to “Health and Well-being” in the work place. It has been endorsed by a number of organisations with whom Invest NI has made contact with, to seek real ‘user’ feedback. The programme is be-spoke to each organisation and uses information from a staff survey, the results of which identify the specific areas of health and well-being most applicable to staff needs. The programme will help motivate and guide Invest NI in setting both short and long-term goals to improve its overall approach to employee well-being.</p> <p>DB stated that she would like agreement to commit to this with a view to having it ready to go in the New Year. From a cost perspective this is a good option to help us talk to staff about returning to office working. DB stated that she is also working on a hybrid working policy and will socialise that with the People &amp; Culture group.</p> <p>MC commented that he had no concerns with the proposal but that we need to consider how it is positioned in terms of survey fatigue. PH suggested that a better approach would be to socialise via team meetings.</p> <p>JF referenced a recent demonstration from a client company, in this field, and commented that he had been very impressed and it may be worth revisiting.</p> <p>It was agreed that the organisation would reconsider HPTW, post a discussion with client company, and in the meantime ELT members to ask each of their teams what actions we can do from a Health &amp; Wellbeing angle to ‘reconnect, re-energise and restore some good feeling’.</p>	ELT
7.	<p><b><u>Strategic Opportunities - next steps</u></b></p> <p>KH referred to the recent strategic opportunity discussion at Board and the request by the Board members to develop the strategic opportunities into ‘commercial propositions/opportunities’.</p> <p>KH referred to the completed templates and provided his feedback on the submissions to date. KH stated that these are taking shape but are factual rather than narrative and a key ask is to size the opportunities. BD provided feedback on the difficulties faced in completing the returns. BD commented that he will delve into the points made and revisit the returns. JF commented that he and his Director are currently working on the Skills return.</p> <p>DD agreed to circulate the documents received to date to BD and JF along with some notes/comments.</p> <p>It was proposed that a session be held with the wider leadership team to have an open and frank conversation some time in mid November/mid December.</p>	DD



**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 2<sup>nd</sup> November 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Katrina O’Dowd

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Apologies received from Katrina O’Dowd	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 29 <sup>th</sup> October were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>High Street Voucher Scheme Update</u></b> AMcK provided a verbal update on the voucher scheme.	
5.	<b><u>Board actions and November agenda</u></b> Ian Maxwell (IM) and Wendy Savage (WS) joined the call to discuss this item.  The group discussed each of the outstanding actions and way forward. WS briefed the group on the proposed format for November’s Board meeting and the potential for a meeting to be held in December.	
6.	<b><u>Temporary changes to Invest NI processes</u></b> Ian Maxwell (IM) remained on the call to discuss this item.  IM referred to the tabled paper and reminded colleagues that in April 2020, to help our customers during Covid-19, the organisation announced a number of process changes. The purpose of the tabled paper is to agree the next steps for the five policies that were extended to 30 <sup>th</sup> September 2021.  In summary the proposals are: <ol style="list-style-type: none"> <li>1. Time Extensions up to 36 months – revert back to original policy.</li> <li>2. Virements to R&amp;D ‘Sub-heads’ – revert back to original policy.</li> <li>3. COVID-19 risks in casework papers – extend for the foreseeable future.</li> <li>4. Cessation of site visits by claims team – extend in line with current policy.</li> <li>5. Extension of employment vouching process for Job Retention scheme to Job Support scheme - extend for claims submitted relating to the period when the furlough scheme was in operation.</li> </ol>	

	<p>In relation to site visits, KH requested that these be reinstated in a safe way. The group discussed if client visits were necessary and it was agreed to look at how to reinstate on a needs basis and in compliance with current Covid regulations. VK asked if approval for client visits could move back to Manager level and this was agreed.</p> <p>It was also agreed that VK would review with her team, in conjunction with the Head of Business Appraisal Offers and Claims, the policy guidance and delegated approval levels for non-material virements to R&amp;D Letters of Offer.</p> <p>ELT agreed the tabled paper.</p>	<b>VK</b>
7.	<p><b><u>Strategic Opportunities - next steps</u></b></p> <p>Martin Robinson (MR) and Don McCann (DMcC) joined the call to discuss this item.</p> <p>DD reflected that there has been considerable, ongoing work, following on from the Board meeting, around the financials (addressable and achievable market opportunities) and narrative of the content of the Strategic Opportunity documents. The group discussed the information detailed in the templates.</p> <p>It was agreed that once further updates had been made that DD would reissue to ELT this afternoon.</p> <p>BD flagged that 'risk' has not been included anywhere in the templates and at present it doesn't come through in the commentary and asked if this is something that needs to be brought out. It was agreed to include a high, medium and low ranking on the charts.</p> <p>JF referred to the Skills update shared this morning.</p>	
8.	<p><b><u>Any Other Business</u></b></p> <p>8.1 Casework – JF provided feedback on a current casework issue.</p> <p>8.2 Tackling multi-year funding commitments paper – it was agreed to issue paper to Board.</p>	
9.	<p><b><u>Date of Next Meeting</u></b></p> <p>Friday 5<sup>th</sup> November 2021.</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 5<sup>th</sup> November 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Katrina O'Dowd

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b>Apologies</b> Apologies received from Katrina O'Dowd	
2.	<b>Minutes of Previous Meeting</b> The minutes of the meeting of 2 <sup>nd</sup> November were approved and will be published online.	
3.	<b>Outstanding Actions</b> All outstanding actions were discussed.	
4.	<b>Commercial ELT</b> MC informed the group that WIP analysis has been prepared and he and BD will meet to discuss the most appropriate way to review this information at the forthcoming meeting. BD proposed that the group review the current work in progress pipeline and agree how best to deal with cases coming forward.  BD commented that he wants to use this time productively and will therefore issue copies of recent sign on cases that will give the group a flavour of the issues at hand.  DD highlighted that the thematic evaluations are coming to a close; SFA, R&D and International reports are all in draft at this stage. It was agreed that DD would circulate the draft reports as these may have some influence on how the organisation uses these solutions going forward and will aid the WIP discussion.  DD highlighted the current pressure on the Economists in the run up to year end and the number of projects that will require their input.	<b>DD</b>
5.	<b>Succeed North West event</b> AMcK reported that the organisation had recently co-sponsored an event with the Londonderry Chamber of Commerce. The purpose of the event was to connect the Chamber and Council with potential businesses who may be considering onward expansions and to highlight the North West as a potential location. AMcK reported that the event was well received and stated that it would be his intention to roll out similar events/support.	

	<p>SH agreed that the event was a great success and the challenge now is how the organisation builds on the positive outcome of the event. PH stated that the Communications Team are currently working on an editorial piece for the North West to highlight what the organisation does in the regions.</p> <p>The group discussed the stakeholder engagement piece and agreed this was something to push forward with over the next few months.  <b>Action: PH to review the stakeholder engagement proposal, particularly for next 3 months</b></p> <p>AMcK felt that the organisation needed to promote its successes more and suggested that an awards night might be the way to do this. It was commented that the organisation had previously undertaken an awards night and it may be worth hosting again. VK suggested that any such event could be linked to Innovate UK and the innovation certificates being issued.</p> <p>It was agreed that PH would review the communications plan for the forthcoming year.  <b>Action: PH to review the communication plan</b></p> <p>BD commented that he had recently attended a Chamber event on skills and apprenticeships and suggested that the organisation needs to start floating automation, AI and robotics as a potential solutions to the skills demand to try to reshape the narrative. If the organisation wants to drive Industry 4.0 then the narrative needs to be changed.</p> <p>10X skills opportunities paper was commented in the light of discussion on apprenticeships and was recommended to be updated to show how the skills agenda can be driven further.  <b>Action: To be raised in skills discussions. JF to update and energise the 10X skills paper.</b></p>	<p>PH</p> <p>PH</p> <p>JF</p>
6.	<p><b><u>Transformation &amp; Board Feedback</u></b></p> <p>KH commented that he has previously talked about this being a bridge year between the organisations 4 year plan and what it does next. 10X has been a driving force and if the organisation wants to be ready come April 2022 then we need to put plans in place now.</p> <p>KH and DB briefed the group on a key transformation role. DB confirmed that any successful candidate would be back filled so that selected candidate could be immediately released.</p> <p>BD suggested that the executive team have a team away day as there are so many fundamental issues that the team need to discuss and get agreement on. KH felt this was a good proposal but it was agreed to tie in with the appointment of the transformation role to take this forward.</p> <p>KH provided some reflections on accountability and GOCC and the need to turbocharge its output.</p>	

	<p>KH also reminded the group that although we paused some of the corporate values work, the It Starts With Me remains central to our approach to governance. The ELT is expected to lead from the front in identifying and addressing potential issues. Any areas of concern should be flagged.</p> <p>KH provided some feedback on the strategic opportunities templates and it was agreed KH, DD and DB meet to further flesh out. This work needs to continue moving at pace to meet Board deliverables.</p>	
7.	<b><u>Any Other Business</u></b>	
7.1	Casework Panels – MC confirmed that casework panels will now be reinstated.	
8.	<b><u>Date of Next Meeting</u></b> Friday 12 <sup>th</sup> November 2021.	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 12<sup>th</sup> November 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Denise Black; Mel Chittock; Brian Dolaghan; Donal Durkan; Jeremy Fitch;  
Peter Harbinson; Steve Harper; Alan McKeown; Vicky Kell; Katrina O'Dowd

Minute Taker: Wendy Savage

		Action Assigned to
1.	<b><u>Apologies</u></b> None Recorded	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 5 <sup>th</sup> November were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<b><u>Risk Register Update</u></b> Colin Morelli (CM) joined the call to discuss this item.  CM advised that there are currently 19 risks on the register with 5 in the 'very high' category. Work is currently ongoing on format of risk register, with a view to adding this to Decision Time before February 2022. CM also advised that an updated risk register would be circulated to ELT for comment before going to the Audit Committee.	
5.	<b><u>Makers Alliance Update</u></b> DD provided background on the Makers Alliance and updated ELT on the current priorities and ask from the joint CEO's – including resource to support capability road mapping (until 9 <sup>th</sup> Dec) and support to help set up a social media presence.  KH asked if further details could be provided on what a future Makers Alliance looked like. DD advised that the Makers Alliance Advisory Panel would be considering a draft Sector Roadmap at its next meeting on 9 <sup>th</sup> December. The need for and nature of the role required from the Makers Alliance would be considered in full and determined following agreement on the priorities going forward.  KH confirmed ELT happy to provide further resource help until 9 <sup>th</sup> Dec, including around Collaborative Growth. KH asked if NIBusinessInfo could provide support as a landing page for the Makers Alliance in the short term. PH advised he would pick this up with Michael Polson.	<b>PH</b>

6.	<p><b><u>GOCC Update</u></b> Ian Maxwell (IM) joined the call for this item.</p> <p>MC provided context on GOCC and advised that a draft work plan has been pulled together taking account of all of the live issues raised by Board. The work plan will be presented at the next ARC meeting. KH advised that this document is fundamentally important to keeping the Board’s trust in the organisation and should be a robust, dynamic and comprehensive live document.</p> <p>KH, MC and IM to meet on Mon 15<sup>th</sup> November to finalise document before discussion at ARC on 24<sup>th</sup> November. BD asked that the minutes of GOCC be circulated to ELT going forward.</p> <p><b>Action: MC to circulate GOCC Minutes</b></p>	<b>MC</b>
7.	<p><b><u>Strategic Opportunities Update</u></b> BD and DD gave an update on the current status of the strategic opportunities templates and provided feedback on recent workshops.</p> <p>KH suggested that a further workshop, to ensure cross-cutting dimensions are captured, should be organised. ELT discussed how to capture the energy/enthusiasm from the workshops into the proposal documents. DD advised his team would organise a further workshop to be delivered on Tuesday 16<sup>th</sup> November. Once templates are complete they will be shared with the Chair/Board in advance of November Non-Exec session.</p>	
8.	<p><b><u>Any Other Business</u></b></p> <p>8.1 High Street Voucher Scheme – The group discussed an update on the voucher scheme.</p> <p>8.2 Staff Recognition – The group discussed potential ideas to recognise and thank staff for work over the past 12 months and agreed an approach. DB also asked for and received ELT approval to reconsider annual leave rules given the recent demands on teams’ times. Proposal will allow staff to carry over a maximum of 14 days annual leave with leave to be at this level by the end of March 2022 (instead of 10 days by the end of Jan). Approach to exceptions to be defined.</p> <p>8.3 Casework – JF raised an issue on the “approval” of a case recently heard by a Board casework panel. JF has drafted a response to issues raised by Board members and asked that KH comment on the response urgently. KH advised he would review and discuss further with JF and MC.</p>	<b>KH</b>
9.	<p><b><u>Date of Next Meeting</u></b> Friday 19<sup>th</sup> November 2021.</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 19<sup>th</sup> November 2021**  
**Via MS Teams call**

Chair: Kevin Holland

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

Apologies: Mel Chittock

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<p><b><u>Your Own Risk (SAYOR)</u></b>            Stephen Wightman (SW) and Gerard McNally (GMcN) joined the call to discuss this item.</p> <p>SW stated that the tabled paper outlines new guidance for staff on the use and approval of SAYOR notification and that this guidance will apply with immediate effect. SAYOR will be the agreed naming convention going forward. SW also stated that the proposal, as outlined today, will be temporary guidance as there is still more work to be completed before tabling a final proposal.</p> <p>SW outlined that the new SAYOR guidance proposed ensures a SAYOR notification will only be issued if it is – time bound, has clear and specific conditions, approved/signed off by an executive team member, explicit around additionality/mobility arguments and captured and tracked on CRM. In the medium term a more comprehensive review of SAYOR and its use across schemes will be undertaken, building on preliminary work undertaken last year within the Business Solutions Group. This will culminate in the drafting of comprehensive guidance and supporting documentation for staff in due course.</p> <p>The group discussed the current use of SAYOR letters and the current list of issued SAYOR’s. One area where SAYORs are used differently is with Skills Growth cases. SAYORs are used as a pivotal part of driving up additionality and has been used and seen to be effective.</p> <p>The group agreed that all SAYOR letters must be signed off in advance of issue by a member of the Executive Leadership Team.</p> <p>It was also agreed that due to the number of skills growth cases and the limited validity (3 months) that these would be signed off on a monthly basis.</p> <p>DD commented that he felt that SAYOR letters are being issued fairly freely. What is the rationale to offer a SAYOR? KH commented that in the past issuing of these letters has been too prevalent and asking executive members to now sign off their recommendation and approval in advance will partly address this.</p>	

	<p>KH stated that as the organisation develops policy and approach on Work in Progress we should also build in policy on SAYORs, over the next 30 days in line with the proposals on WIP.</p> <p>VK stated that it was worth noting re. policy and standardisation that we do have a difference of approach in terms of handling the application process, a lot of projects do not get to Stage A and therefore do not get a SAYOR. The organisation does not offer – a company needs to request.</p> <p>AMcK felt that after six months, when the SAYOR lapses, we should not renew. This will take the organisation in to a challenging area but we need to be stronger in scrutinising – when do we stop. DD reflected that there are a number of SAYORs more than one year old. SW suggested that if a SAYOR is over six months old then it should be elevated to ELT for consideration.</p> <p>KH summarised stating that the proposal is not perfect but will immediately make it tighter than today whilst further work is undertaken in this area. The agreement is that Executive Directors would sign off, six month deadline maximum on SAYORs after which will need to come to ELT/CEO for further approval.</p> <p>SW will update the paper to cover the executive sign off, six months maximum validity and skills growth element. SW needs to circulate final paper to ELT and confirm the date of issue.</p>	<b>JF (SW)</b>
2.	<p><b><u>Update from Permanent Secretary</u></b></p> <p>KH provided an update on topics following recent discussion with the Permanent Secretary.</p> <p>The group discussed the recently announced NI Affairs Committee inquiry in to “Investment in Northern Ireland” and the call for evidence by 14 December. PR referred to the terms of reference and agreed to share with colleagues. The group agreed Invest NI would respond. PH agreed to engage with PCC Division to co-ordinate a response.</p>	<b>PH</b>
3.	<p><b><u>Roundtable Any Other Business</u></b></p> <p>3.1 Investment Conference – BD asked if there was an update on the proposed Investment Conference. SH shared an update on conversations with the Minister (and team) whilst in Dubai. PH commented that there is a need for an answer within the next couple of weeks if we are to proceed with planning. PH also highlighted that with the recent advice/health restrictions there is a possibility we may not be able to proceed anyway.</p> <p>3.2 Biomarkers Project – JF provided an update on the funding for this project.</p> <p>3.3 ERAP Programme – VK commented that IRD Division are trying to help where they can but this may mean the team has to queue R&amp;D projects. VK asked that colleagues share this with their teams.</p>	

<p>3.4</p> <p>3.5</p> <p>3.6</p> <p>3.7</p> <p>3.8</p>	<p>Succession Planning – DB referred to paper shared via email. DB stated that she will be briefing the HR Business Partners/L&amp;D team who will then be able to better support the executive team going forward. This is a priority area for the executive team and they will be used as the pilot group.</p> <p>Hybrid Working – DB stated that a draft policy is currently being finalised and will be reviewed by the People &amp; Culture group before being presented to ELT. It had been hoped to put in place early in new year but this looks likely to now be Spring.</p> <p>Diversity &amp; Inclusion Survey – DB informed the group that she plans to issue a short survey in the coming weeks.</p> <p>Annual Leave – It was agreed to update staff on usage of annual leave for 2020/21 leave year.</p> <p>Economists – DD highlighted the continuing resource issues within the Economics Team and indicated to colleagues that there may be a need to consider prioritisation of projects going forward given PICG and existing workload. DD asked colleagues to flag any work in progress that will need economist input.</p>	<p><b>DB</b></p> <p><b>ELT</b></p>
<p>4</p>	<p><b><u>Date of Next Meeting</u></b> Friday 26<sup>th</sup> November 2021.</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 26<sup>th</sup> November 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Denise Black; Mel Chittock; Brian Dolaghan; Donal Durkan; Jeremy Fitch;  
Peter Harbinson; Steve Harper; Vicky Kell; Katrina O’Dowd

Apologies: Jeremy Fitch; Alan McKeown

Minute Taker: Arora Upritchard

		Action Assigned to
1.	<b>Apologies</b> None Recorded	
2.	<b>Minutes of Previous Meeting</b> The minutes of the meeting of 12 <sup>th</sup> and 19 <sup>th</sup> November were approved and will be published online.	
3.	<b>Outstanding Actions</b> All outstanding actions were discussed.	
4.	<p><b>Work In Progress (WIP) Follow Up</b></p> <p>BD referred to the recent session on WIP and the summary of the “characteristics of a strong 10X aligned project”. BD commented that following feedback, key deliverables for an investment proposition at present spanned four categories – essential, desirable, undesirable and unacceptable. The group discussed a number of deliverables within each of the categories. BD agreed to update the summary to reflect the collective opinion.</p> <p>It was agreed to debate this issue further at the next ELT Commercial meeting.</p> <p>KH asked BD if collaboration is included within the RAM. BD stated projects do not score more for collaboration. KH felt there are some additional key criteria that could be built in to the RAM. It was agreed that, once key characteristics are agreed with ELT/Board and Dept, the RAM should be adjusted for relative weightings and scorings.</p> <p>The Group discussed the concept of support to a single entity and recognised that for micro/smaller entities it was highly probably that interventions would be single company impact in nature. Consequently, it was agreed that the application of 10X specific criteria is likely to be set in the context of a wider customer segmentation and delivery model evolution in parallel with the work of the Chief Transformation Officer. In the interim, it was agreed that single company benefit would be better placed in undesirable rather than unacceptable. In an attempt to bring thinking together on the application of 10X it was agreed that BD would engage with the Dept, through Michelle Scott, to involve them in the ongoing debate.</p>	

	<p>BD stated that he had initiated the process of application of this overview on the current WIP hopper – with particular initial focus on stage B and beyond and will try to have a sense check with the Department before the next discussion at ELT Commercial.</p>	
5.	<p><b><u>Independent Review of INI</u></b></p> <p>KH referred to correspondence received from DfE in connection to a strategic review of economic development and provided an overview indicating that the organisation has an opportunity to contribute to the terms of reference.</p> <p>VK commented that she would be keen that there is alignment between metrics being develop by both DfE &amp; Invest NI and that that alignment is considered within the review.</p> <p>DD stated that DfE will be holding a series of workshops and that he would be keen that they meet with the executive team within the next few weeks. DD also stated that DfE have requested an Invest NI point of contact to join the secretariat. It was agreed that DD would discuss a proposal with MC.</p>	DD/MC
6.	<p><b><u>Staff Suggestion</u></b></p> <p>DB referenced a recent staff suggestion. The group discussed a potential solution. It was agreed that DD would make initial enquiries.</p>	DD
7.	<p><b><u>PICG Claims</u></b></p> <p>Stephen Wightman (SW) joined the call to discuss this item.</p> <p>SW provided a progress update on Phase 2 of the Productive Investment Capital Grant (PICG) scheme and the extremely tight appraisal and approvals timeline. Project Owners are progressing cases through the appraisal process and some businesses are starting to articulate the risk of slippages in their expected delivery dates and therefore a risk that not all of the capital equipment will be in place/installed by 31 March 2022 due to issues outside of their control, specifically in relation to global supply chain challenges and delays.</p> <p>SW informed the executive team of the proposed approach to this issue. If PME is not fully received and/or installed, companies are exceptionally able to submit a claim for any project expenditure incurred and paid in full by 31 March 2022. He added that no further claims can be accepted after that date.</p> <p>SW confirmed that the PICG team has discussed the proposal with both the Finance and Claims teams. Grant claims will be accrued but will not be paid until the claim has been vouched and a progress report demonstrating delivery of the project objectives to the satisfaction of Invest NI has been provided by the client and cleared by the project owner. MC stated that the proposal is not materially different to what the organisation already does at year end. MC agreed that there is some additional risk to this although this was mitigated by the controls being adopted.</p> <p>KH commented that he would like to have seen reference to the payment from the company to the supplier being non-refundable and irrevocable. SW confirmed that if equipment is subsequently returned then clawback will be enforced. KO'D stated that Internal Audit have been kept informed. It was</p>	

	<p>agreed that comms for the client executives are essential.</p> <p>ELT agreed with the proposal.</p>	
8.	<p><b><u>Any Other Business</u></b></p> <p>8.1 CTO announcement – KH congratulated AMcK on his appointment as Chief Transformation Officer</p> <p>8.2 Budget – KOD provided an update on current budget status.</p> <p>8.3 NIDAKS – MC provided an update on the NIDAKS scheme.</p>	
9.	<p><b><u>Date of Next Meeting</u></b></p> <p>Friday 10<sup>th</sup> December 2021.</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 10<sup>th</sup> December 2021**  
**Via MS Teams call**

Chair: Kevin Holland

Attendees: Mel Chittock; Brian Dolaghan; Jeremy Fitch; Steve Harper; Vicky Kell;  
 Alan McKeown

Apologies: Denise Black; Donal Durkan; Peter Harbinson; Katrina O’Dowd

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Apologies received from Denise Black, Donal Durkan and Katrina O’Dowd	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 26 <sup>th</sup> November were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<p><b><u>Attract In Attract Back</u></b>            Joanne McMullan (JM), Niall Casey (NC), Anne Beggs (AB) and Moira Loughran (ML) joined the call to discuss this item.</p> <p>JM presented to the group outlining the proposed approach to the new Attract In/Attract Back programme. JM outlined the programme overview detailing the aim, approach, industry focus and target audience. JM stated that the programme is proposing to focus on the five priority clusters as outlined in 10X but that it will have the flexibility to focus on other areas as needed. KH suggested focus may need to be on key areas of skills deficiency or need since some of these will be non-sector specific.</p> <p>JM outlined how the programme will work in conjunction with NI Connections. JF asked if the programme will tie in to university and school diasporas. NC confirmed that there are connections in to our universities and schools and will aim to maximise these.</p> <p>AB stated that the messaging around this programme will need to be well balanced with our international message. NC agreed and also stated that we will need to be consistent on the branding.</p> <p>SH asked if we should initially focus on one sector, where employers are currently experiencing difficulties, or do we focus across 10X? JM stated that she would like to get the service up and running first and bedded in before focussing on its first sector campaign.</p>	

	<p>MC reflected on the budget requirements for the programme and felt that they were somewhat high. KH requested that key performance indicators be added in to the programme proposal paper.</p> <p>NC closed the discussion commenting that the team are now moving to the design stage and need to move forward however the main concern is around funding going forward. NC stated that DfE made funding available via ERAP (in-year) and asked ELT if they see this programme as a critical priority and if so it will need to be funded through baseline. KH stated due to current budget conversations this cannot be answered yet but the papers explain the program well and the requested inclusion of key outcomes/KPI into the paper will allow this proposal to be well assessed in the upcoming prioritisation exercise</p>	
5.	<p><b><u>GRD Virements Paper</u></b></p> <p>VK stated a query had been raised at a previous meeting as to the justification of continuing use of sub-head and virements. The tabled paper provided an overview of the rationale for the use of virements and determination as to use of virements in relation to R&amp;D projects. VK outlined the proposed recommendations.</p> <p>The group discussed the paper and proposed recommendations. MC remarked that he was unsure that the analysis was an accurate reflection and does not show how we could become more efficient. BD stated that he was supportive of the recommendations but requested that the Grade 7 approver should be from another business area.</p> <p>JF stated that the team are trying to balance governance against efficiency and that the team have made a good effort to reduce the number of virements. The team will continue to look at future ways to change that do not require a change to letter of offer.</p> <p>There were no objections to the proposed recommendations. ELT agreed with the proposal with one amendment - the change to Grade 7 approval from a different business area.</p>	
6.	<p><b><u>Proof of Concept Programme (POC) paper</u></b></p> <p>VK referred to the tabled paper which provides colleagues with a review of POC and options to consider regarding the future provision of this support.</p> <p>The group discussed the merits of continued support recognising the challenges relating to the withdrawal. VK laid out three possible options going forward. JF reflected that if other 'people' are now doing this then it might be an opportunity to step out of this arena.</p> <p>KH proposed a fourth option where no new PoC would be commenced while the HEIF evaluations and prioritisation exercises are completed.</p> <p>ELT agreed with the option put forward by KH. KH asked that VK provide the timetable for the HEIF evaluation and to table this for discussion at the next joint meeting with the Universities.</p>	VK

<p>7.</p> <p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p>	<p><b><u>Any Other Business</u></b></p> <p>Board agenda – The group discussed the final agenda for the Board meeting.</p> <p>Staff Suggestion – MC provided some feedback and it was agreed MC and AMcK would discuss further and make a final decision.</p> <p>ERDMS – MC provided an update on expression of interests for the forthcoming ERDMS project.</p> <p>Budget – MC confirmed meeting had taken place with DfE and provide the group with a verbal update. KH to speak to PH on drafting of comms.</p>	<p><b>KH</b></p>
<p>8.</p>	<p><b><u>Date of Next Meeting</u></b> Friday 17<sup>th</sup> December 2021.</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 17<sup>th</sup> December 2021**  
**Via MS Teams call**

Chair: Mel Chittock

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

Apologies: Katrina O’Dowd

Minute Taker: Arora Upritchard

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Apologies received from Katrina O’Dowd	
2.	<b><u>Minutes of Previous Meeting</u></b> The minutes of the meeting of 10 <sup>th</sup> December were approved and will be published online.	
3.	<b><u>Outstanding Actions</u></b> All outstanding actions were discussed.	
4.	<p><b><u>Evaluations</u></b>            Clare Mullan (CM), Mark Carruthers (MC), Stephen Wightman (SW), Paul Taylor (PT), Anne Beggs (AB), Maureen McGuigan (MM), Aaron Wilkinson (AW) and Tim Woolsey (TW), Sam Kinghan (SK) joined the call to present this item.</p> <p>CM opened the discussion stating each programme lead will present the findings of the recent thematic evaluations. These include Selective Financial Assistance (SFA), Grand for R&amp;D (GRD) and International &amp; Trade. CM stated that the Department have been involved in the process throughout.</p> <p>Each presentation covered the evaluation positive outcomes, issues/areas for improvement, recommendations and action plan/radical changes for Programme going forward.</p> <p>The group discussed the SFA evaluation findings commenting:</p> <ul style="list-style-type: none"> <li>• Is a key programme for Invest NI;</li> <li>• Generally speaking the outcome is positive and improvements are noted;</li> <li>• Need to do better at project level to identify funding slot;</li> <li>• Need to do better at finding other sources of funding;</li> <li>• Need to distil some of the messages to understand the key takeaways.</li> </ul>	

	<p><u>Grant for R&amp;D (GRD)</u></p> <p>The group discussed the GRD evaluation findings commenting:</p> <ul style="list-style-type: none"> <li>• There are lots of positives, Programme has done well with better returns;</li> <li>• Theory of change and different types of support will provide areas to make changes – competitive calls will drive change;</li> <li>• Be careful not to rule out clients in relation to clusters;</li> <li>• Would be supportive of looking at loan options;</li> <li>• Conclusions and actions need to be better defined – be critically objective.</li> </ul> <p><u>International &amp; Trade</u></p> <p>The group discussed the International evaluation findings commenting:</p> <ul style="list-style-type: none"> <li>• Review was very positive and feedback from clients was useful;</li> <li>• Team has already started to take actions before the report was finalised;</li> <li>• Need to join conversation regarding skills (alongside sector and skills colleagues);</li> <li>• Attract Back/Attract In will be a major initiative to commence.</li> <li>• Going forward actions need to be more precise however a lot of these cut across a number of teams.</li> </ul> <p>MC thanked the teams for their informative presentations. The challenge will be how we convert the results in to a series of actions, referencing any changes already initiated.</p> <p>The next steps will be to present to the Board, most likely in January. MC stated that we should link in to the work on transformation and also to build in the 10x workstreams going forward.</p>	
5.	<p><u>SAYOR Template</u></p> <p>JF referred to the ongoing work on SAYORs stating that the updated paper will be tabled in the New Year. Further clarity is required on DoF approvals for the SGP programme and the associated integrated approval for SAYOR within this. While this is ongoing, so as not to breach any DoF approvals, SAYORs for SGP cases will continue but, in line with what has already been agreed at ELT, will also require Executive Director sign-off. These will be done on a weekly basis.</p> <p>In the meantime, JF would like to propose that the organisation moves ahead with the introduction of the proposed SAYOR template.</p> <p>JF stated that the template must be completed to obtain internal Invest NI approval to issue a SAYOR notification informing a business that it may, at its own risk, incur expenditure essential to the implementation of a project prior to receipt of a formal Invest NI offer.</p> <p>ELT agreed with the proposal and the proposed template.</p> <p>SH asked what mechanisms will be put in place for extensions to SAYORs. JF stated that this will be addressed when the updated paper is presented in the New Year.</p>	

6.	<p><b><u>10X Workstreams</u></b>  DD referred to tabled paper commenting that the Department is now developing the work programme to move 10x from a shared vision into a deliverable action plan. Three policy workstreams will be set up and the Department is requesting an Invest NI lead for each.</p> <p>It was agreed DD would write to ELT colleagues requesting recommendations and ELT would collectively agree the lead.</p>	<b>DD</b>
7.	<p><b><u>Any Other Business</u></b></p> <p>7.1 Staff Suggestions – DB provided a list of staff suggestions and asked colleagues to forward any further suggestions they were aware of.</p> <p>7.2 Investment Conference – PH provided a verbal update.</p> <p>7.3 International Projects – SH provided a verbal update.</p>	<b>ELT</b>
8.	<p><b><u>Date of Next Meeting</u></b>  Tuesday 21<sup>st</sup> December 2021</p>	

**INVEST NI EXECUTIVE LEADERSHIP TEAM MEETING**  
**Meeting Minutes: 21<sup>st</sup> December 2021**  
**Via MS Teams call**

Chair: Mel Chittock

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

Apologies: Katrina O’Dowd

Minute Taker: Wendy Savage

		<b>Action Assigned to</b>
1.	<b><u>Apologies</u></b> Apology received from Katrina O’Dowd.	
2.	<b><u>10X Work Programme</u></b> Potential nominees discussed and names agreed for leads in each of the work programme areas. DD will forward names to DfE.	
3.	<b><u>Any Other Business</u></b>	
3.1	<b>Extensions to SAYOR’s</b> – SH requested ELT agreement for extensions to 7 current SAYOR’s. Discussion around the challenge function of ELT – e.g. legitimate to ask if these projects changed since SAYOR first issued. BD stated that there is a wider issue than agreeing extensions to current SAYOR’s and the issuing of new SAYOR’s.  It was agreed that any extensions to SAYOR’s need to be communicated to DfE through the Co-Ordination team, setting out the context and rationale for the extension. It was also agreed that any request for new SAYOR’s, or proposals for Amendments would be discussed initially at ELT before engaging DfE, given that they may create an actual or perceived budget commitment in future years.  ELT agreed to the extensions on the projects proposed by SH.	
3.2	<b>Board Member Competition</b> – Agreement that ELT should actively promote the current Board competition.	
4.	<b><u>Date of Next Meeting</u></b> Tuesday 11 <sup>th</sup> January 2022.	