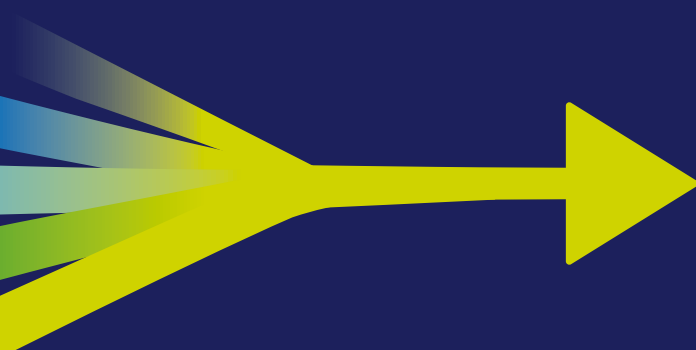




Department for the  
**Economy**  
[www.economy-ni.gov.uk](http://www.economy-ni.gov.uk)

# INDEPENDENT REVIEW OF **INVEST NORTHERN IRELAND** ACTION PLAN



**DELIVERING CHANGE  
TO ACHIEVE  
A 10x ECONOMY**

# PREFACE

## **The Independent Review of Invest Northern Ireland (Invest NI)<sup>1</sup> called for the profound change and repurposing of the organisation.**

The Independent Review Panel, chaired by Sir Michael Lyons, concluded that “Northern Ireland needs an economic development agency, that it should continue to be an Arm’s Length Body and that Invest NI has strengths to be built upon” but found “considerable room for improvement in leadership, structure, operation, control and public accountability of the agency.”

The Review findings represent a catalyst for change. Delivering this transformation will require changes to leadership, structure, operations, culture, and strategy. We do not underestimate the challenges ahead, and recognise that failure to act on the findings of the Independent Review would be unacceptable. Over 300 people across Invest NI and DfE have worked tirelessly to shape this Action Plan as the next important step in our transformation journey. There is significant work required by both Invest NI and the Department for the Economy (DfE), working in partnership, to successfully deliver the strategic actions set out in this ambitious plan.

There is no quick fix. We have taken the time necessary to get the Action Plan right, in doing so, we have empowered our people to identify the changes needed to transform Invest NI. We have encouraged and supported a change in behaviours and mindsets that will build a culture for delivery, aligned with a revised purpose for Invest NI.

Each action is underpinned by a clear, measurable pathway to delivery. We will ensure that the resources, leadership, and support needed to deliver this Action Plan are provided to our staff, who will be crucial in ensuring that the Action Plan is a success.

The way we deliver economic development support in Northern Ireland is changing and those that lead must change with it. This will require partnership working, trust and clear communication. We are committed to this collaborative approach and to making our respective organisations better partners as we support Invest NI’s crucial role in supporting economic development and delivering on the opportunities set out in our **10x Economic Vision**.

### **MIKE BRENNAN**

PERMANENT SECRETARY  
DEPARTMENT FOR THE ECONOMY

### **COLM MCKENNA**

INTERIM CHAIR  
INVEST NORTHERN IRELAND

### **MEL CHITTOCK**

INTERIM CEO  
INVEST NORTHERN IRELAND

<sup>1</sup> [Independent Review of Invest NI Final Report | Department for the Economy \(economy-ni.gov.uk\)](#)

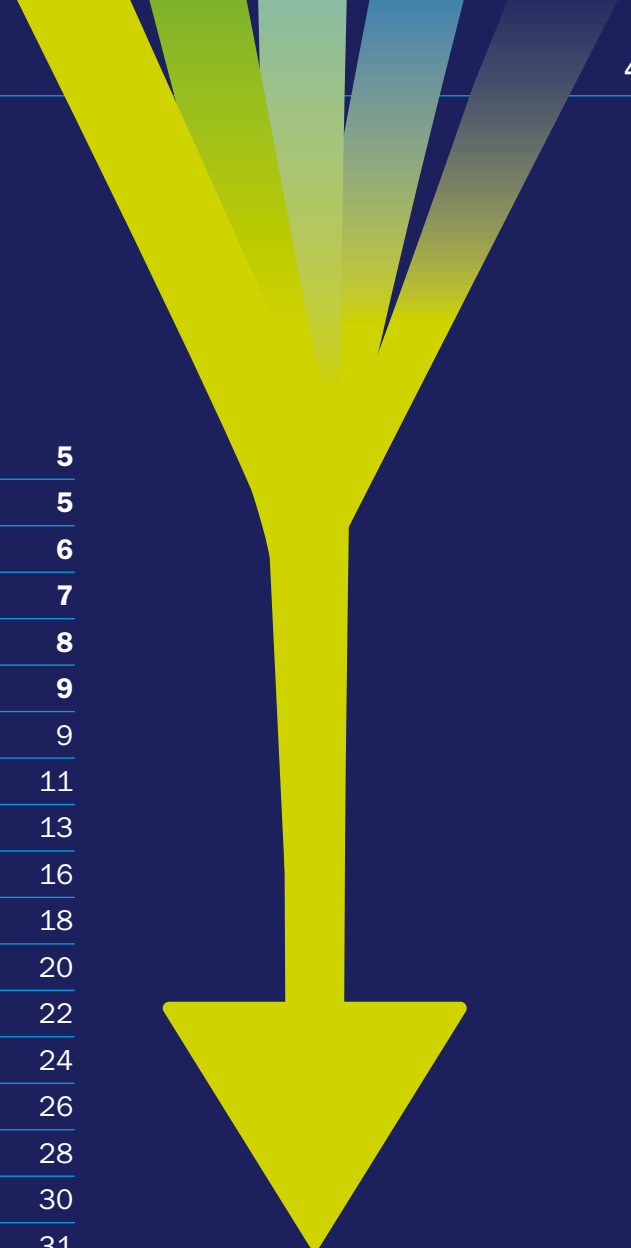
# INVEST NI'S NEW PURPOSE



Invest NI is **transforming** to be a world leading economic development agency responsible for driving a **high-performance** 10x economy. We do this by supporting **new and existing** small to large businesses from right across the region to increase **export sales**, drive **high value job creation**, **improve skills** and **boost productivity**; whilst also attracting **new inward investment** to the region. Our guiding principle is a relentless focus on **Innovation**, **Sustainability**, **Inclusivity** and **Place**, whilst working in **partnership** with businesses, industry, and key stakeholders to have impactful and **outcome focussed programmes** and services. Our trusted teams strive to be a lean and agile organisation with strong **leadership**, a **culture of delivery** and good **governance** of public money.

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## BACKGROUND TO THE REVIEW

**It is widely accepted that Northern Ireland needs a step-change in its economic performance. We cannot continue with the same approaches to economic development and expect different outcomes. We need greater productivity and more innovation. Our growth must be more inclusive, and our economy must be environmentally sustainable.**

Within this context, in May 2021 the Department published **'10x Economy: An Economic Vision'** (10x) which sets out an ambitious vision for the transformation required to grow our economy over the next decade.

Invest NI has a critical role in supporting the Department to realise the ambitions and aspirations within 10x. We cannot deliver the necessary step-change in growth without fundamentally changing how we develop and deliver economic policy. Invest NI must transform to become a leading economic development agency which effectively supports a high-performing 10x economy in Northern Ireland.

In January 2022, former Minister for the Economy, Gordon Lyons MLA, therefore commissioned an Independent Review of Invest NI (the Review).

The fundamental purpose of the Review, which was undertaken by an independent Panel led by Sir Michael Lyons, was to assess Invest NI's operational performance, and determine whether the agency was equipped to deliver the ambitions set out in 10x and drive the necessary step-change in Northern Ireland's economic growth.

## A CALL FOR PROFOUND CHANGE

**In its comprehensive report, the Independent Review Panel made it very clear that profound and fundamental change is required to ensure that Invest NI can deliver our 10x objectives and drive growth.**

The Panel also recommended that the relationships and working practices between the Department and Invest NI must be transformed. We need to create a culture of genuine partnership based on effective collaboration and a relentless drive to achieve shared objectives which deliver real outcomes for people and businesses across Northern Ireland.

Invest NI must also become a more outward facing economic development agency; one that proactively engages with its stakeholders and is recognised as a key player in economic development within Northern Ireland.

Transformation on this scale will be challenging and will take time. This Action Plan is an important start, but it is just the beginning. The Department, and Invest NI's Board and Leadership Team, are collectively committed to delivering this change.

## OUR APPROACH

**Partnership, collaboration, and design thinking are at the heart of every action in this ambitious plan. Taking a collaborative approach has strengthened ties and forged new ways of working for both policy makers in the Department, and those charged with operational delivery in Invest NI.**

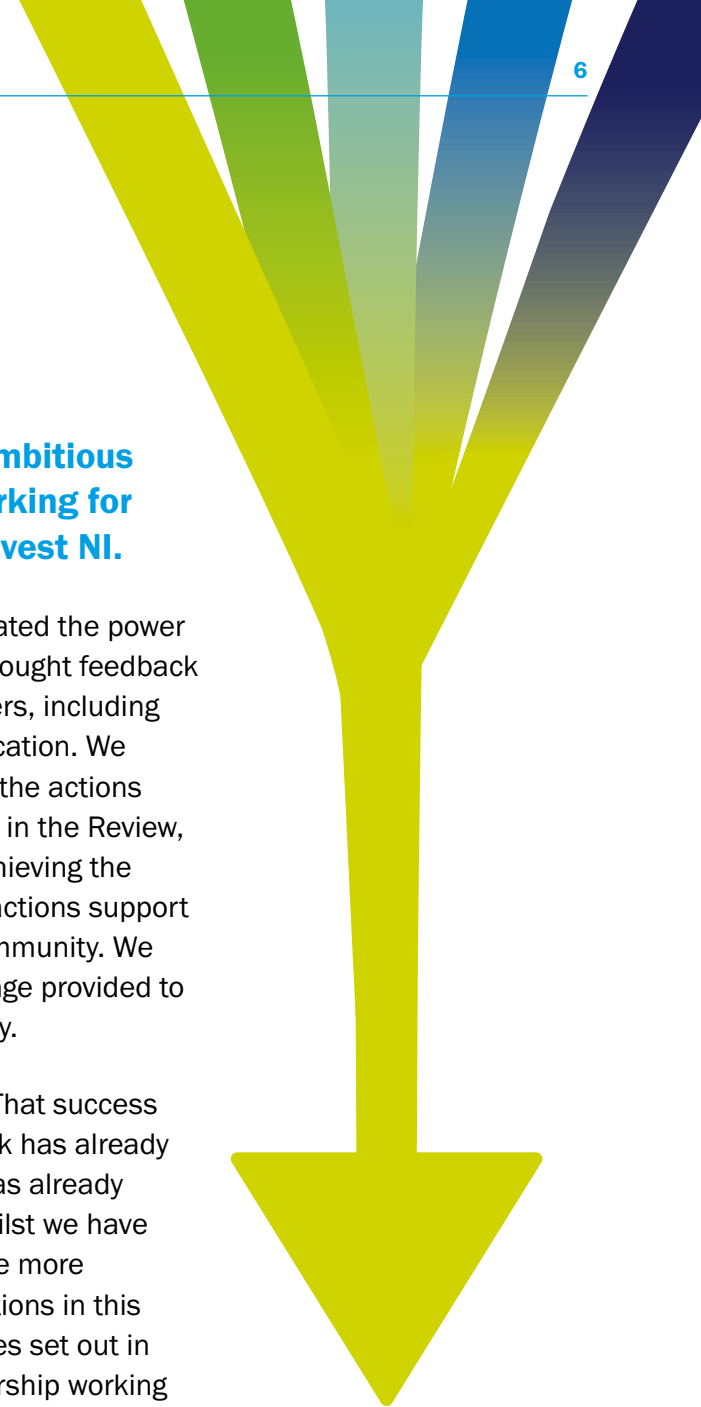
Following the Review, we established a joint Departmental/ Invest NI Steering Group and Implementation Team to provide oversight, challenge, and direction during the development of our Action Plan. More than 300 Invest NI and DfE staff volunteered to participate in or engage with 12 thematic Task and Finish Groups which were established to address the recommendations. Each group worked in partnership to define and agree the complex problems that had been identified by the Independent Review Panel, before using their combined skills and expertise to develop solutions and deliverable actions in response.

Two themes, Communication and Digitalisation, were quickly identified as significant organisational ‘enablers’, cutting across all Task and Finish Groups and separate internal working groups were established to explore these issues. The ambition of each individual action within our plan is made clear in the impact column and by assigning responsibility for delivery to specific individuals.

Tapping into existing knowledge and seeking different perspectives to form a mutual understanding of the complex

issues before trying to solve them, demonstrated the power of partnership working. Building on this, we sought feedback on the draft actions from external stakeholders, including the Independent Review Panel, prior to publication. We encouraged stakeholders to assess whether the actions adequately addressed the challenges set out in the Review, if, collectively, they go far enough towards achieving the profound change that is required, and if the actions support the needs of Northern Ireland’s business community. We welcomed the valuable feedback and challenge provided to us and refined our approach where necessary.

This Action Plan is our roadmap to success. That success is dependent upon collective ownership. Work has already started. Where possible, immediate action has already been taken on specific recommendations whilst we have also undertaken detailed scoping work on the more challenging recommendations. Whilst the actions in this plan specifically seek to answer the challenges set out in the Independent Review, our drive for partnership working and real collaboration has forged a new approach to the development and delivery of economic policy.



## PARTNERSHIP

In response to the Independent Review, and to promote productive partnership, a joint Steering Group of Senior DfE officials, Invest NI Leadership Team and Board members was established to drive the transformation.

**Recommendation 1a (i)**

## GOVERNANCE

DfE and Invest NI immediately commissioned an internal audit review of Invest NI cases approved below £50k and found no cause for concern.

**Recommendation 16c**

## COMMUNICATION

Invest NI is progressing the development of a comprehensive strategic communications and engagement strategy.

**Recommendation 15a**

## 10x POLICY AND DELIVERY

Following engagement with DfE partner organisations, in particular Invest NI, DfE published the 10x delivery plan, which for the first time, sets out work strands that cut across the Department and partner organisations.

**Recommendation 17b**

## BUDGET CERTAINTY

Department of Finance (DoF), DfE and Invest NI have quantified funding available to deliver activities previously funded by the European Regional Development Fund (ERDF), and in the current 2023/2024 financial year capital funding to replace ERDF Research and Development/Innovation grants from 2023/24 has been provided. For future years this will be considered as a priority bid as part of the budgeting process.

**Recommendation 12d**

# IMMEDIATE ACTIONS TAKEN

## OPERATIONAL DELIVERY

Invest NI undertook a comprehensive mapping and audit of its programmes. This will inform the strategic review of programmes and services which will rationalise the offering and ensure alignment with 10x.

**Recommendation 4a**

## BOARD AND LEADERSHIP

The Invest NI Board established three new committees to strengthen the scrutiny and support to the organisation on key decisions on the strategic allocation of resources, Invest NI's approach to the regions and partnerships and Business Funding.

**Recommendation 12b**

## BOARD AND LEADERSHIP

DfE took immediate action to strengthen leadership and support for the Invest NI Board by appointing an experienced Interim Chair and Board Secretary.

**Recommendation 1a & 1d**

## BOARD AND LEADERSHIP

The Invest NI Board and Leadership Team developed and communicated a new Purpose Statement for the organisation.

**Recommendation 1a (i)**

## BOARD AND LEADERSHIP

The Invest NI Board launched a competition to recruit a permanent Chief Executive to provide long term leadership to a transformed and united organisation.

**Recommendation 1a (ii)**

## RAISING CONCERNS

DfE has fully investigated one of the cases referred by the Independent Panel. Any issues raised have been addressed and the case is closed. Invest NI enquiries into the other case are ongoing and nearing conclusion.

**Recommendation 1a (iv)**

# THE TASK AND FINISH GROUPS







# Invest NI Board, Leadership and Partnership

## The Recommendations

This group was challenged to consider the following recommendations:

- ✓ **1a (i)** The Department should clarify senior roles and responsibilities within the Partnership Agreement to ensure strong and confident Invest NI leadership.
- ✓ **1a (ii)** Appointment of a Permanent CEO.
- ✓ **1a (iii)** Task CEO with urgent reshaping of senior executive management.
- ✓ **1b** Revise organisational structure to align with strategic priorities.
- ✓ **1c** Annual Effectiveness Reviews and annual performance review of senior executive leadership.
- ✓ **1d** Appointment of Invest NI Board Secretary.
- ✓ **2a** DfE need to set clear policy and guidance and communicate this to Invest NI within a new Partnership Agreement.
- ✓ **2b** A formal governance and oversight agreement should be established between DfE and Invest NI.
- ✓ **12b** Establish an Invest NI Board Strategic Resources Committee.

## The Solution

The Invest NI Board provides informed, confident, and decisive leadership.

The respective roles of the Chair, Board, Chief Executive, and senior management team are agreed internally and with DfE, understood throughout the organisation and detailed in the Partnership Agreement.

Invest NI has a clear purpose which is agreed and embraced by all staff. Its organisational structure is fully aligned with this purpose and facilitates agile delivery. Invest NI staff, delivery partners and external stakeholders can easily navigate the new structure, to meet their needs.

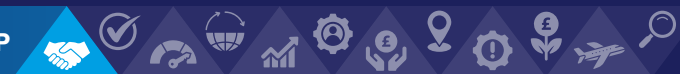
DfE and Invest NI work well together and respective roles and responsibilities are agreed and understood. Challenge (in all directions) is constructive and encouraged. DfE engages with Invest NI and external stakeholders to develop policy in line with best practice. When developing programmes and making operational decisions, Invest NI engages with the relevant DfE policy leads as appropriate.

Invest NI exhibits, both internally and externally, a 'can do'/partnership working culture.

*This Group was led by the Invest NI Interim Chair and DfE's Senior Partner for Invest NI.*



## INVEST NI BOARD, LEADERSHIP AND PARTNERSHIP



REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
1	Invest NI will appoint a permanent Chief Executive Officer (CEO) with the skills and experience to lead, transform and unite the organisation.	Invest NI Board	Citizens and stakeholders will have renewed confidence and trust in Invest NI. This will be driven by a strong, engaged CEO who has transformed the organisation's structure, culture, impact and reputation.	January 2024	1a(ii) 1a(iii)
2	The Invest NI Board will design and implement a new leadership structure which reports directly to the CEO and is aligned to the Department's policy priorities and the Board's strategic objectives.	Invest NI Chair and Board	Invest NI's leadership structure will be re-aligned to deliver the Department's 10x Economic Vision and other policy priorities.	April 2024	1a(iii) 1b 12a
3	The Invest NI Board will complete an annual Board Effectiveness Review. This will include a comprehensive assessment of how the Board and Leadership Team are working together and fulfilling their respective roles.	Invest NI Chair	The annual 'Board Effectiveness Review' will provide ongoing assurance that: 1. the Board is operating efficiently and effectively; 2. the working relationship between the Board and the Leadership Team is professional, constructive, yet challenging; and 3. respective roles and responsibilities are clearly understood and adhered to.	December 2023 (then annually)	1c
4	The Department and Invest NI will develop and publish a Partnership Agreement in line with the Northern Ireland Code of Good Practice.	DfE Senior Partner	The development and full implementation of the Partnership Agreement will clarify, and help to significantly improve, the relationship between the Department and Invest NI and ensure that all governance requirements in <a href="#">Managing Public Money Northern Ireland</a> are adhered to.	March 2024	1a(i) 2a 2b
5	The Department will appoint a substantive Board Chairperson with the skills and experience to provide leadership and strategic direction to Invest NI.	DfE Minister/ DfE Permanent Secretary	Working in close partnership with the wider Board, Invest NI's Leadership Team, and DfE, the Chair will provide informed, confident, and decisive leadership to ensure that transformational change is delivered within the organisation.	April 2024	1a
6	Invest NI's permanent CEO will complete a comprehensive review of the organisation's middle tier structures to improve efficiency and effectiveness.	Invest NI Board/ Invest NI CEO	A revised organisational structure which is fully aligned to the delivery of the Department's policy priorities. Staff will clearly understand how their own roles contribute to the delivery of the 10x Economic Vision and are agile and flexible in how they respond to emerging economic priorities and new trends.	April 2025	1a(iii) 1b

# Policy Development

## The Recommendations

This group was challenged to consider the following recommendations:

- ✓ **2c** DfE should strengthen its policy development and monitoring capability and resources across the Department.
- ✓ **17a** DfE must ensure that the 10x Vision and subsequent Action Plans are tangibly linked to future NI Executive strategies.
- ✓ **17b** DfE should provide clear written policy direction on the 10x Vision and ensure Invest NI is appropriately engaged in co-design of the 10x Action Plan.

## The Solution

Policy development is based on established best practice, partnership working, effective support to staff to develop their policymaking skills, and co-ordinated activity across DfE. A coherent and thematic evaluation process will support a continuing cycle of effective policymaking.

Along with other delivery organisations, Invest NI will be an essential partner in the co-creation and development of policy, providing a strong evidence base to inform strategic direction. DfE will clearly articulate how policy will deliver outcomes through open and constructive engagement with internal and external partners, including other Northern Ireland Civil Service (NICS) departments, which will be reciprocated when partner organisations are developing programmes and business plans. Invest NI will have a clear understanding of its role in delivering the Department's strategic objectives, which will be facilitated by a co-designed policy position on 10x delivery. This will support a transitional phase as 10x policy development is finalised and provide a clear direction for longer term planning, enhancing economic impact for our people, places and businesses.

*This Group was led by DfE's Director of 10x Policy and Invest NI's 10x Lead.*



POLICY DEVELOPMENT



REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
7	The Department will provide written guidance to Invest NI, to ensure that decision-makers within the organisation understand and can operationally deliver all aspects of the 10x Economic Vision. Guidance will be supported by joint DfE and Invest NI training and a shared approach to 10x communications, including with other government departments.	DfE's Director of 10x Policy and Executive Director Strategy and Partnerships (Invest NI)	Invest NI will have a clear understanding of its role in delivering the 10x Economic Vision. This will ensure that the organisation can perform effectively and deliver positive economic impacts for our people, places and businesses.	September 2024	17a 17b
8	<p>The Department will establish a new policy oversight and support system within DfE. This will include the creation of a new central policy unit to:</p> <ol style="list-style-type: none"> <li>1. coordinate policy development across the Department;</li> <li>2. develop an improved support system for staff involved in policy development (including guidance, training, and networks of good practice); and</li> <li>3. ensure lessons from evaluations are widely shared. A new policy evaluation group will be established to build on the successful work of the Strategic Research Group.</li> </ol> <p>The Department will also deliver a dedicated programme of engagement between Invest NI and DfE, initially focussed on the operational delivery of the 10x Economic Vision.</p>	DfE's Director of 10x Policy	<p>The new Central Policy Unit will ensure that policy making across the Department follows best practice. Policy makers will have the tools and supports to create impactful, and outcome focussed policies through collaboration and partnership.</p> <p>A dedicated programme of engagement will significantly improve collaboration between the Department and Invest NI and enable both organisations to ensure that the 10x Vision is effectively delivered. Better partnership working, and improved use of data, will enable both organisations to evaluate and respond to the impact of policies in 'real-time'.</p>	December 2024	2c 17b

# Operational Delivery

## The Recommendations

This group was challenged to consider the following recommendations:

- ✓ **3a** Invest NI should review the emphasis and resource given to the Client company model to facilitate greater flexibility and support for the wider NI business base.
- ✓ **3b** There is a need to rethink the type of support provided, particularly in such a challenging public sector financing backdrop with greater emphasis on loan and equity rather than grant support as well as fuller utilisation of alternative sources of funding.
- ✓ **4a** Invest NI needs to ensure that the portfolio of programmes is offered to align with the growth ambitions for the NI economy and deliver additionality and value for money.
- ✓ **4b** Invest NI should ensure that an agile framework is in place to appoint external organisations to deliver programmes, especially regarding the latest and emerging technologies.

## The Solution

The Invest NI operating model is lean, efficient, and business centric. The interface between Invest NI and the business community is open, transparent, and accessible. We have a digital first mindset, in both engagement and delivery of programmes, that doesn't carry a heavy administrative burden both externally and internally. All current and future programmes are aligned and balanced to the 10x Vision and decision making is focussed on having the greatest impact on the economy whilst recognising the need to support small and regionally spread business.

Job creation, export sales, productivity, innovation and skills development are all key to delivering sustained economic growth and improving NI's productivity performance. The right type of resource is deployed in the right areas with the correct balance of business and stakeholder facing. Each solution or intervention should address market failure and represent value for money. Innovative partnerships with third parties will be utilised to consider future business need. Business and stakeholders recognise the transformation in Invest NI's approach and regard the team as trusted experts and a valued driver of economic growth.

*This Group was led by Invest NI's Director of Technology and Services, Invest NI's Head of Economics and DfE's Head of Innovation, Research and Enterprise.*

OPERATIONAL DELIVERY

REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
9	Invest NI will develop and implement a new model for segmenting and engaging with the NI business base to reduce the emphasis on traditional 1:1 relationship, enabling Invest NI to be more effective, work with a greater number of businesses and position it better to deliver the ambitions of 10x.	Executive Director Business Growth (Invest NI) and Executive Director Strategy and Partnerships (Invest NI)	Invest NI's renewed approach to segmentation and engagement is understood, has fewer segments, and includes different options for engagement that includes digital delivery solutions that are easily navigated.	September 2024	3a
10	Invest NI will comprehensively review and rationalise all programmes and interventions to improve the allocation of Invest NI resources to 10x outcomes, deliver additionality and Value for Money. Programmes and interventions that do not maximise 10x delivery will be closed and enhanced interventions will be designed, with 10x Policy Teams.	Executive Director Business Growth (Invest NI) and Executive Director Strategy and Partnerships (Invest NI)	<p>A comprehensive review of Invest NI's programmes and interventions will:</p> <ul style="list-style-type: none"> <li>• identify the resource costs associated with each intervention;</li> <li>• explain how the intervention supports 10x priorities; and</li> <li>• outline where other organisations provide similar support to deliver similar outcomes.</li> </ul> <p>Following the review, Invest NI will offer a streamlined and prioritised suite of programmes and interventions which clearly deliver 10x outcomes, address market failure and are understood, and are easily accessible, to eligible applicants.</p>	April 2024	4a
11	Invest NI will create a new Central Co-ordination and Management Team with responsibility for continually reviewing and challenging the effectiveness of all programmes and services offered by Invest NI, making recommendations to Invest NI's Leadership and Board as necessary.	Executive Director Business Growth (Invest NI) and Executive Director Strategy and Partnerships (Invest NI)	Invest NI's Central Co-ordination and Management team will improve co-ordination and support the operation of existing programmes and development of new programmes. The centralised team will provide expertise and consistent guidance, improving strategic alignment, mitigate risk of duplication and ensure related programmes complement each other both across Invest NI and other business support organisations.	April 2024	4a
12	Invest NI will establish and implement a new process for Programme Design and Evaluation. This will include a collaborative co-creation and design approach that accounts for the new segmentation and engagement model and will support the shift to a more appropriate balance of financial and non-financial (advisory) support review for potential duplication of support within and outside of Invest NI and advise on alternative providers of delivery.	Executive Director Business Growth (Invest NI) and Executive Director Strategy and Partnerships (Invest NI)	Invest NI's programmes will be collaboratively designed to support the delivery of the 10x Vision and the Invest NI Drivers for Change and Key Performance Indicators. Each programme will deliver their intended outcomes and benefits if they are properly scoped, planned and costs justified from the outset.	September 2024	4b



**OPERATIONAL DELIVERY**



REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
13	Invest NI Board’s Business Funding Committee will develop a more strategic approach to alternative sources of fundings. They will do this through enhancing the current approach to loans and equity where market failure indicates the need for support; mapping and signposting clients to external sources of funding; and to access and allocate new revenue streams to clients which compliment or replace the traditional SFA and R&D grant funding.	Invest NI Board’s Business Funding Committee	The Business Funding Committee will provide an oversight and challenge function independent of the Invest NI executive management, to ensure that the strategies underpinning these key funding streams are fully aligned to, and help deliver, DfE’s 10x Economic Vision and that new approaches outside traditional grant support are realised.	September 2024	3b



# Internationalisation, Inward Investment and Trade Support

## The Recommendations

This group was challenged to consider the following recommendations:

- ✓ **11a** Invest NI's approach to inward investment should be driven by what type of inward investment Northern Ireland should seek to attract and what supports are needed to secure their location in NI.
- ✓ **11b** Trade, FDI and wider Invest NI support teams need to work more effectively together to ensure trade and investment supports maximise impact.
- ✓ **11c** There should be a clearer strategy setting out how existing and potentially new overseas offices align with the future focus of expanding trade opportunities for local businesses and targeting inward investment/FDI support.
- ✓ **15b** Invest NI should monitor and communicate the impact and value of the overseas offices more clearly and regularly.

## The Solution

Invest NI's pre-eminent role in promoting the region's world-class products, services and investment proposition in international markets is established in Northern Ireland's economic development ecosystem.

Invest NI provides an integrated suite of relevant and impactful solutions that are understood and valued by businesses, investors, and its partners to drive export-fuelled innovation, stimulate export growth and attract progressive inward investment. Its activities to support internationalisation, across NI and throughout its global network, are aligned with the 10x Vision overall, informed by an evolved Trade and Investment for 10x policy, and are supported by a robust Skills for 10x agenda that enables both international and indigenous business growth in priority clusters. The full economic impact of Invest NI's solutions for exporters and investors, including its overseas network, is understood by all stakeholders and their outcomes are routinely and robustly evaluated and evolved to ensure continuing fit with business needs, alignment with global trends and sustainability.

*This Group was led by the DfE and Invest NI Directors of International Trade and Investment.*





INTERNATIONALISATION, INWARD INVESTMENT AND TRADE SUPPORT

REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
14	The Department will deliver the next phase of Trade and Investment for a 10x Economy realising Northern Ireland’s export potential, as well as aligning inward investment policy to those sectors and clusters where we have a proven competitive advantage. This will include putting front and centre our unique dual market access proposition.	DfE Director of International Trade and Investment/ Executive Director International and Skills (Invest NI)	Invest NI’s targeted suite of trade and investment interventions are well understood and work in tandem with its wider business supports to drive forward <b><u>Trade and Investment for a 10x Economy</u></b> .	October 2024	11a
					11b
					15b
15	Invest NI will develop a robust framework to review Invest NI’s overseas footprint. We will develop an integrated communications plan to showcase the full range of services, solutions, and global office network available to both exporters and investors.	DfE Director of International Trade and Investment/ Executive Director International and Skills (Invest NI)	Invest NI’s overseas network is the right size and in the right places to drive Trade and Investment for a 10x Economy and its value is understood both within the organisation and to the external stakeholder community.	October 2024	11c 15b

# Measuring and Communicating Performance

## The Recommendations

This group was challenged to consider the following recommendations:

- ✓ **8** A well-defined set of SMART performance metrics should be set, and evaluated, by DfE in close co-ordination with Invest NI.
- ✓ **11d** Clearer KPIs should be set and stronger monitoring, evaluation and reporting on for Inward Investment/FDI projects is required to demonstrate impact and added value.
- ✓ **14b** Invest NI needs to develop a strategy for the proactive sharing of economic and market intelligence to policy makers and key stakeholders in Northern Ireland.

## The Solution

Invest NI operates under a published and agreed corporate performance framework, consisting of measurable quantitative and qualitative metrics, that demonstrate value and impact across the full breadth of the agency's financial and non-financial interventions.

The performance framework, and wider Business Plan, includes a strategic and thorough approach to measuring, evaluating, reporting, and communicating the impact of Inward Investment within NI for all stakeholders. It focuses on innovation-led, inclusive, and sustainable growth across NI driven by greater levels of productivity. Through the open and transparent sharing of its strategic performance information, Invest NI is widely recognised as a lead voice for economic, market and business intelligence. By proactively capturing, analysing, communicating, and sharing its intelligence, Invest NI fully informs policy development and assists strategic decision making for the benefit of all stakeholders and the wider economy.

*This Group was led by DfE's Director of Analytical Services Division and Invest NI's Strategy Manager.*



MEASURING AND COMMUNICATING PERFORMANCE

REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
16	<p>Invest NI will develop and implement a new Corporate Performance Framework which:</p> <ol style="list-style-type: none"> <li>clearly demonstrates the impact of all Invest NI's activities (financial and non-financial); and</li> <li>explains how these activities deliver against the objectives in the 10x Vision and other economic priorities within a future Programme for Government.</li> </ol>	Executive Director Strategy and Partnerships (Invest NI)	The Corporate Performance Framework will include targets which are clearly defined, measurable and agreed with the Department. An open and transparent assessment of Invest NI's performance will enable citizens and stakeholders to understand the extent to which Invest NI has delivered against its targets. The full range of Invest NI's activities, and its strategic economic impact, will be published so that it is clearly visible to all.	October 2024	8
17	Invest NI will ensure that the impact of Inward Investment, Exports and Trade are fully captured and demonstrated within Invest NI's wider Corporate Performance Framework, allowing for its impact and benefits to be easily monitored, evaluated, reported on, and communicated to all stakeholders.	Executive Director Strategy and Partnerships (Invest NI)	Clearly defined, agreed, measurable, visible targets that demonstrate the full breadth of Invest NI's impact on inward investment, trade, and exports, which are evaluated and reported in a strategic and thorough manner.	October 2024	11d
18	As part of its wider Strategic Communications and Engagement Plan, Invest NI will publish a regular Market Intelligence Update which provides stakeholders with relevant economic data, business intelligence and associated analysis.	Executive Director Strategy and Partnerships (Invest NI)	Pro-actively sharing relevant economic data and market intelligence will help to inform policy development and strategic decision making. This activity will also highlight Invest NI's role, and the value it adds, in identifying, analysing, and responding to shifts within the Northern Ireland economy.	October 2024	14b

# People and Skills for Operational Delivery

## The Recommendations

This group was challenged to consider the following recommendations:

- ✔ **3c** Client Executives and client facing staff should undergo continuous professional development and training relevant to their sectors.
- ✔ **12a** Invest NI should revise its organisational structure to align with strategic priorities and to be easier for both internal staff and external stakeholders to understand and navigate.
- ✔ **12c** Invest NI should take urgent steps to review the shape and skills of its workforce in line with the organisational changes proposed, such as rebalancing structure in favour of client facing activity, succession planning, etc.

## The Solution

People are at the heart of Invest NI's drive for cultural and operational change. Through effective leadership and a forward-looking People and Organisational Development Strategy, we have an inclusive, agile, high-performing, outcome-focused workforce with the skills necessary to deliver the 10x Vision. Our organisational structure is balanced to focus on business-facing activity, is clearly understood, and provides a positive and consistent stakeholder experience. Strategic talent management and succession planning ensure that Invest NI and our people are equipped to operate effectively now and in the future. Individual and collective leadership and accountability, combined with a culture of delivery, drive, and embed transformational change.



*This Group was led by Invest NI's Acting Executive Director for People and Culture and DfE's Director of Organisational Development and Transformation.*

PEOPLE AND SKILLS FOR OPERATIONAL DELIVERY

REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
19	<p>Invest NI will develop and implement a People and Organisational Development Strategy which:</p> <ol style="list-style-type: none"> <li>1. embeds a high-performance culture; and</li> <li>2. supports a new organisational structure which is focussed on delivering the 10x Vision, clearly understood by stakeholders and balanced to focus on business facing activity.</li> </ol>	Executive Director People and Culture (Invest NI)	Invest NI's People and Organisational Development Strategy will provide the tools and frameworks to upskill, empower, and motivate our people to embed a delivery mindset focused on a 10x Economy. This will instil a collective culture of lifelong learning coalesced around a common purpose, which retains talent and appeals to new recruits.	December 2026	12a 12c
20	Invest NI will introduce a Talent Management Plan to improve all aspects of the employee experience, to include effective succession planning to equip staff to perform effectively now, and in the future.	Executive Director People and Culture (Invest NI)	The Talent Management Plan will deliver a consistent approach to the employee experience across all levels of the organisation. Career paths will be clearer, progression will be nurtured on the basis of merit to ensure a pipeline of talent. Constructive feedback, and a drive for continuous improvement, will become core features of the employee experience, leading to increased employee engagement, satisfaction, and improved culture.	December 2025	3c 12c

# Alternative and Sustainable Funding

## The Recommendations

This group was challenged to consider the following recommendations:

- ✓ **12d** DfE and DoF should clarify the extent to which Invest NI's loss of ERDF funding has been resolved.
- ✓ **12e** Invest NI should be confident in its future budget allocations. With DoF support, DfE should consider scope to give Invest NI three-year budget allocations.
- ✓ **13** Invest NI must actively develop, maintain, and share, a detailed understanding of all sources of funding available for economic development in NI working with partners to facilitate a strategic and co-ordinated approach.

## The Solution

Invest NI's alternative funding strategy has strengthened Northern Ireland's performance in applying for and securing competitive funds, thereby positively benefitting the NI economy. Close engagement and partnership working with funding organisations and NI Executive Departments has improved fund awareness and strategic planning. Invest NI and DfE share a detailed understanding of all sources of funding available for economic development in NI and are recognised as leaders within the funding and support ecosystem. Staff are empowered to educate and assist businesses to successfully compete for funding through signposting and bid supports.



*This Group was led by Invest NI's Funding Liaison Manager and DfE's Access to Alternative Funding Manager.*

ALTERNATIVE AND SUSTAINABLE FUNDING

REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
21	<p>DfE will continue to engage with DoF on multi-year budget allocations, while recognising that, given the current political and public sector fiscal situation, this may not be achievable in the immediate short term. DoF will work with a future Executive to move towards three-year budgets.</p> <p>In the absence of a three-year budget, the DfE and Invest NI Accounting Officers will agree their risk appetite for the level of commitments and planned activity beyond the agreed budget period.</p>	DfE Senior Partner	This approach will enable Invest NI to plan with greater confidence and make strategic decisions about support to businesses over a longer term horizon to improve the delivery of 10x outcomes.	June 2024	12e
22	Invest NI, supported by the Department, will establish a process to work with external funding providers, and appropriate partners, to identify and secure additional funding to deliver/scale interventions by Invest NI to support economic development.	Executive Director Business Growth (Invest NI) and Chief Transformation Officer (Invest NI)	An increase in the value of additional funding secured by Invest NI and its partners that meets the strategic priorities of DfE. This will help to deliver further support aligned to industry needs.	February 2024	12d 12e 13
23	Invest NI will put in place additional business support to identify and secure funding to meet specific needs. This will be enabled by the delivery of awareness raising, capability development and bid supports. Invest NI will strengthen partnerships within the funding and support ecosystem and co-design new funding opportunities to meet the needs of Northern Ireland's businesses.	Executive Director Business Growth (Invest NI)	Invest NI will ensure that Northern Ireland secures a greater share of eligible UK wide (and other) funds to support business growth and 10x outcomes.	March 2024	13

## Sub-Regional and Place

### *The Recommendations*

This group was challenged to consider the following recommendations:

- ✓ **9a** There is a need for a more co-ordinated, partnership approach at a local level especially on employability, skills and land and premises issues.
- ✓ **9b** Invest NI Regional Offices should have a more strategic role and be more clearly influential within the agency.
- ✓ **10** Invest NI should bring forward a strategy for the development of industrial land and property in partnership with other key stakeholders.

### *The Solution*

In collaboration with partners, DfE and Invest NI have developed a new strategic approach to address the disparity in Northern Ireland's sub-regional economic performance. This new approach aligns with the 10x pillars of Innovation, Inclusivity, and Sustainability. The strategy has sub-regional economic targets and identifies how public-funded interventions, such as provision of industrial land and buildings, are used to address bespoke sub-regional challenges and inequalities. As key drivers of delivery, the role, function, and leadership of Invest NI regional offices is enhanced by additional resources.



*This Group was led by DfE's Director of PLACE and City Deals and Invest NI's Regional Manager for the North-West.*





**SUB-REGIONAL AND PLACE**



REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
24	The Department, in partnership with all relevant economic development stakeholders (in particular Councils and Further and Higher Education Institutions), will publish a Sub-Regional Economic Plan for Northern Ireland which includes sub-regional targets.	Director of PLACE and City Deals (DfE)	Enhanced collaboration between Central Government, Local Government, Industry, and other Partners alongside the Department's co-designed Sub-Regional Economic Plan will improve economic performance in all regions of Northern Ireland.	September 2024	9a
25	Invest NI's sub-regional network will be enhanced to support the delivery of Northern Ireland's Sub-Regional Economic Plan and associated performance targets.	Chief Transformation Officer (Invest NI)	Invest NI's regional offices will perform a central and strategic role in developing Northern Ireland's sub-regional ecosystem. The purpose and objectives of each office will be clearly understood. Strong partnerships with local businesses and economic development stakeholders (including Councils) will drive engagement and increase impact.	September 2024	9b
26	Invest NI will publish an Industrial Land and Buildings Strategy that will deliver solutions which support our local businesses to grow and expand.	Executive Director Finance (Invest NI)	Developed in consultation with key stakeholders (including Councils), Invest NI's Industrial Land and Buildings Strategy will provide a prioritised and phased approach to the delivery of industrial infrastructure. This will address the lack of provision in the areas of greatest need.	September 2024	10

# Governance, Compliance, Risk and Control

## The Recommendations

This group was challenged to consider the following recommendations:

- ✓ **16a** Create a centralised key compliance and business assurance team.
- ✓ **16b** Invest NI should consider commissioning an Enterprise Risk Management Framework Review.
- ✓ **16c** Invest NI should consider how oversight mechanisms for lower value projects not assessed by the Invest NI Appraisal Team, can be reviewed, and monitored.
- ✓ **16d** A review of the implementation of Invest NI's raising concerns policy should be undertaken in conjunction with DfE.

## The Solution

Invest NI has well developed central and specialist functions (i.e. 'second line of defence' functions) in key governance areas, including: risk management; economic appraisal and approval; fraud and raising concerns; commercial management; and project and programme management. These functions work collaboratively with local management to ensure key governance requirements are being met and good practice followed. They ensure that concerns, when raised by both Invest NI staff and external stakeholders, are handled properly and expediently; they ensure risk management is applied meaningfully in pursuit of all organisation objectives to achieve better outcomes; they ensure that all Invest NI investment decisions have been properly appraised and evaluated to maximise value for money for the taxpayer. Good governance is a fundamental component of Invest NI's organisational culture and is committed to by senior leaders and the Board.



*This Group was led by DfE's Director of Corporate Governance, Invest NI's Director of Performance, Compliance and Co-ordination and Invest NI's Director of Finance, Risk and Assurance.*

GOVERNANCE, COMPLIANCE, RISK AND CONTROL

REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
27	Invest NI will significantly strengthen its compliance and risk management activities by: <ol style="list-style-type: none"> <li>1. establishing a centralised Compliance and Assurance Team to provide specialist guidance/support and undertake proportionate compliance and reporting activities;</li> <li>2. strengthening its central Risk Management Team to support better decision-making across the organisation; and</li> <li>3. commissioning an independent review of its Risk Management Framework.</li> </ol>	Executive Director Finance (Invest NI) and Chief Transformation Officer (Invest NI)	The Compliance and Assurance Team will work collaboratively within Invest NI, supporting staff to ensure key governance requirements are met and best practice is followed. This will help to reduce the risk of governance and control failures and maximise Value for Money.	December 2024	16a
			A strengthened Risk Management Team will provide the necessary capacity and capability to effectively oversee, and monitor Invest NI's risk management procedures and practices. This will result in increased awareness and understanding of risk management, and better decision making, throughout the organisation. An independent review of the organisation's Risk Management Framework will provide an objective assessment of its effectiveness and an opportunity to make improvements if weaknesses are identified.		16b
28	Invest NI will establish a trained, dedicated and appropriately resourced Fraud and Raising Concerns function, and promote the role of a 'Raising Concerns Champion', to act as a confidential contact point and promote a 'speak up culture' within the organisation.	Executive Director Finance (Invest NI)	An effective and dedicated Fraud and Raising Concerns function will improve how concerns are managed, raise awareness amongst staff and build confidence and trust that all concerns will be handled according to best practice.	September 2024	16c

# Policy Priorities in the Green Economy

## *The Recommendations*

This group was challenged to consider the following recommendations

- ✓ **5** Invest NI should urgently engage with DfE and DAERA to agree on the policy priorities in relation to the green economy. Invest NI should develop a clear and ambitious plan to determine the appropriate financial and human resources required to deliver upon these priorities.

## *The Solution*

The Green Economy is a corporate priority for Invest NI, suitably positioned within the organisational structure and underpinned by proportionate financial and human resource. Green Economy principles are embedded and mainstreamed across all Invest NI operations with targeted green investment and advice that can be scaled for NI businesses. Strong and established collaborative relationships with partner organisations are driving benefits for the NI economy. These include supporting businesses to exploit opportunities, deliver good cross-sectoral work and advance skills in the Green Economy; together with future proofing businesses in the transition to Net Zero.



*This Group was led by Invest NI's Head of Green Economy Development and DfE's Director of Heat, Buildings and Climate Change.*



**POLICY PRIORITIES IN THE GREEN ECONOMY**



REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
29	<p>The Department and Invest NI will ensure that the Green Economy becomes a corporate priority by:</p> <ol style="list-style-type: none"> <li>1. establishing a sufficiently resourced Green Economy Division, led by an Executive Director; and</li> <li>2. embedding Net Zero and Green Economy targets* into Invest NI's Business Plan, governance, and delivery models.</li> </ol>	Executive Director Business Growth (Invest NI)	The creation of a Green Economy Division, and the addition of Net Zero/Green Economy targets into Invest NI's Business Plan, governance, and delivery models, will ensure the Green Economy is a key corporate priority and a central value for the organisation.	October 2024	5
30	<p>Invest NI will promote the Green Economy in Northern Ireland by:</p> <ol style="list-style-type: none"> <li>1. delivering industry leading expertise and targeted investment to generate green jobs and drive cross sectoral growth in emerging green markets; and</li> <li>2. engaging with external partners and supporting our businesses to improve resilience in responding to Climate Change through the transition to Net Zero.</li> </ol>	Executive Director Business Growth (Invest NI)	Invest NI will allocate greater resources (people and budget) to provide targeted investment and expertise, to grow the Green Economy in Northern Ireland. This will significantly increase opportunities for businesses in leveraging funding to drive the transition to Net Zero.	March 2025	5

\* Specific targets will be developed to support green investment and carbon savings in NI businesses.



# Tourism Support

## The Recommendations

This group was challenged to consider the following recommendation:

- ✔ **6** Support for Tourism should be led by Tourism Northern Ireland and, in keeping with the Independent Review of Economic Policy recommendation, responsibilities related to tourist accommodation capital schemes should be delivered by Tourism Northern Ireland.

## The Solution

Responsibility for tourism development, including tourism accommodation capital support, will move from Invest NI to Tourism NI establishing a single source of expertise and support for Northern Ireland’s Tourism Sector.

REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
31	The Department, working in partnership with Invest NI and Tourism NI, will transfer tourism support functions to Tourism NI.	Director of Tourism, Telecoms and Air Connectivity, DfE	Transferring tourism support functions from Invest NI to Tourism NI will increase efficiency and centralise sectoral expertise within a single agency bringing clarity and ambition to the industry.	October 2025*	6

\*Dependent on the competing legislative priorities of an incoming Executive.



*This Group was led by DfE’s Director of Tourism, Telecoms and Air Connectivity and Invest NI’s Director of Food and Drink.*



# Review of Skills Programmes

## The Recommendations

This group was challenged to consider the following recommendation:

- ✔ **7** DfE should lead on a review of all skills programmes that it provides funding for, including the offer of Invest NI, to ensure focus, reduce duplication and eliminate wasteful provision. Consideration should be given to widening the scope of this review to take account of the entirety of the regional skills offering.

## The Solution

Following a comprehensive review of DfE and Invest NI’s skills offering there is a clear understanding of respective purpose in skills provision and support from these organisations. Co-ordinated marketing and seamless signposting make clear our collective position and value in the wider ecosystem.

REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
32	DfE will work with its partners, including Invest NI, to deliver the Skills Strategy in a way which maximises impact and 10x delivery. This will include a review of skills provision (as per the recommendation), an assessment of strategic alignment between partners, more explicit prioritisation, and mechanisms for more agile development and delivery of new skills interventions.	DfE’s Director of Skills	<p>A landscape review of Northern Ireland’s skills provision will clarify the ‘fractured and fragmented’ skills ecosystem to inform current and future provision. Established networks will work collaboratively to deliver a co-ordinated approach to provision that meets Northern Ireland’s future skills needs and aligns to the 10x Vision.</p> <p>A co-ordinated approach to policy development, skills provision and planning will help DfE to transform, deliver value for money and drive excellence in the wider skills ecosystem.</p>	October 2024	7



*This Group was led by DfE’s Director of Skills and Invest NI’s Director of Skills and Competitiveness.*

# Communication

ENABLING ACTIONS 

## The Recommendations

This group was challenged to consider the following recommendation:

- ✓ **15a** Invest NI needs to develop a comprehensive strategic communications and engagement strategy recognising the needs of different audiences. The Invest NI Board needs to take a more active role in delivering this strategy by making full use of its ambassadorial role.

## The Solution

Invest NI’s role, remit and impact, both locally and internationally, is understood by businesses, the media, stakeholders and staff. There is clarity on what direct support (financial and non-financial) is available to which businesses, and how this may be accessed, along with the wider role of the organisation to deliver against the 10x ambition.

Through its communications, Invest NI is recognised as a willing and engaged partner which listens and responds to constructive feedback, is a trusted thought leader and the authoritative voice of business to policy makers. Staff, the Board, and stakeholders are positive advocates for Invest NI.

Our communications and engagement strategy is constantly reviewed and evolved to take account of new, or emerging, issues.

REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
33	The Strategic Resources Committee and Communications Group will, in consultation, develop a comprehensive Corporate Communications and Engagement Strategy that serves to support delivery of DfE’s 10x Vision, Invest NI’s Business Plan and this Action Plan. An internal communication plan will also be developed to embed Invest NI’s revised purpose and mission statement and support the necessary cultural change.	Executive Director, Communications and Marketing (Invest NI)	The Communications and Engagement Strategy will facilitate the development of a framework to listen, inform and engage with all audiences as 10x and corporate priorities are delivered. The breadth and impact of Invest NI interventions are clearly articulated, promoting a clearer understanding of what services are available to stakeholders. Heightened visibility of the Invest NI Board strengthens relationships with delivery partners and increases confidence that the agency is committed to working for all parts of Northern Ireland.	December 2023	15a



*This internal working group was led by Invest NI’s Head of PR, Media Relations and Internal Communications.*



# Digitalisation

**ENABLING ACTIONS**

## The Recommendations

This group was challenged to consider the following recommendation:

- ✔ **14a** Invest NI must urgently review its information technology infrastructure with a view to accelerating digitisation, improving the capture of information on all transactions, and thus enabling customer facing staff to focus on programme delivery. Ease of access to appropriate information should be improved for all Invest NI Staff and for existing and potential client companies.

## The Solution

Digital first approaches have been implemented and mandated for all processes. Data ownership and responsibility is driven from the top down. Processes and utilisation of systems have been standardised and efficiency gains implemented with the support of intuitive digital solutions. Managers engage directly with systems and information in a digital first manner to maximise use and analysis of data available. Customers are engaged and empowered to access and input information 24/7. Staff are motivated, trained and equipped with processes and guidance to facilitate evolving digital delivery standards. Resources are in place to deliver our roadmap to replace, upgrade or enhance systems. The roadmap is on track and continuously updated in line with innovation and business needs. This will be driven by three pillars of success:

- Leadership, Governance and Culture
- Skills and Capability
- Data and Management Information

REFERENCE	STRATEGIC ACTION	OWNER	WHAT IMPACT WILL IT HAVE?	DELIVERED BY	RECOMMENDATIONS ADDRESSED
34	Invest NI will accelerate its Digital Technology Roadmap to optimise, upgrade or replace key systems, identify process improvements, streamlining and mandating a digital-first approach.	Chief Transformation Officer (Invest NI)	Technology and process improvements have led to better digital engagement with customers.	Ongoing with Annual Reviews	14a
35	Invest NI will put in place effective robust policies and processes to improve the Digital Customer journey and data utilisation.	Chief Transformation Officer (Invest NI)	Organisational objectives are delivered through continuous improvement of efficient digitally enabled processes which benefit the organisation and our external customers and stakeholders	July 2025	14a

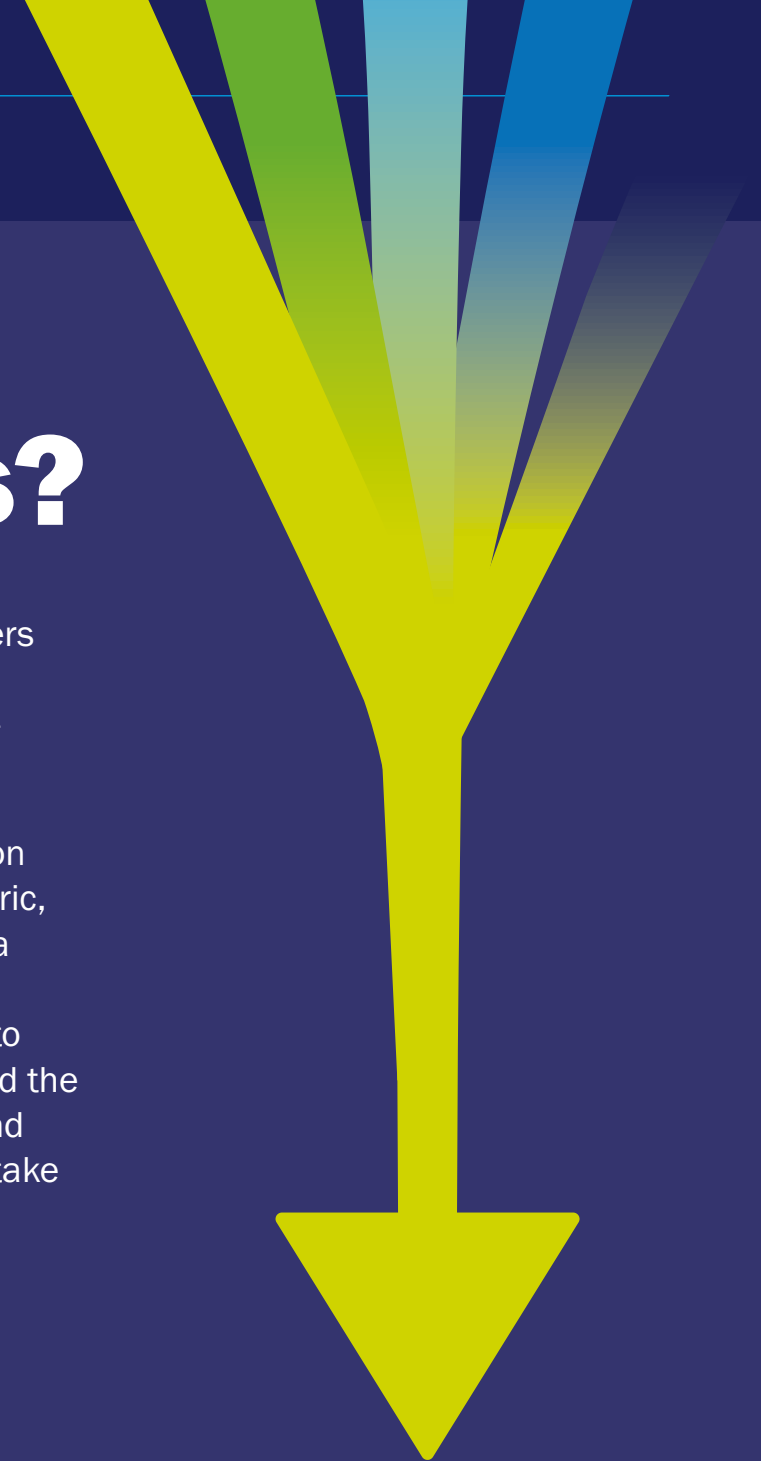
*This internal working group was led by Invest NI's Business Improvement Manager.*



# What does this mean for business?

Once this Action Plan has been implemented, businesses and stakeholders will have clarity on Invest NI's role, remit and impact, both locally and internationally. We will be clear on what direct support (financial and non-financial) is available.

Businesses will experience a simplified offering with a greater emphasis on repayable and alternative sources of funding, underpinned by a user centric, digital first approach, to accessing programmes and services. We will be a better partner, recognised as open, willing and engaged. We will be more visible in the regions and a greater range of businesses will have access to our programmes and services. We will act as a trusted thought leader, and the authoritative voice of business to policy makers. We will listen and respond to feedback, constantly reviewing and evolving priorities and activities to take account of new, or emerging, issues.



## Next Steps

Each Strategic Action is underpinned by a detailed delivery plan which locks in the tasks, timelines, risks, and resources necessary to ensure successful Action Plan delivery. The Department and Invest NI will retain appropriate governance structures to oversee, direct and challenge implementation ensuring that we meet our statutory obligations and commitments. Progress will be closely monitored and regularly reviewed to ensure Strategic Actions stay 10x aligned, relevant and impactful. Remaining agile and responsive to internal and external changes will ensure the economic development transformation is seamless.

## Measuring Success

As the Department's operational delivery arm, Invest NI will define the specific indicators against which success will be measured. However, all targets will be broadly categorized under the seven segments highlighted within the 10x wheel. Each segment represents a desired outcome which, as a whole, reshapes and sets out a clear Invest NI pathway to achieve a 10x Economy.



# Invest NI's Vision 2026

Vision 2026 sets out the Invest NI Board's strategic vision for the Invest NI of the future, following implementation of the actions set out in this plan.



## OUR MISSION

By 2026 Invest NI has transformed into a leading development agency to drive a high performance economy in Northern Ireland



## OUR GUIDING PRINCIPLES

Deliver the 10x Strategy and the City & Growth Deals



## OUR STRATEGIC PILLARS

 INNOVATION
  INCLUSIVITY
  SUSTAINABILITY



## OUR WAYS OF WORKING



### IMPACT CENTRIC DECISIONS

Clearly defined measures for economic performance focused on productivity, external sales, job creation and inward investment



### PARTNERSHIP APPROACH

Meaningful and productive partnerships internally and with key stakeholders in DfE, the business community locally and beyond



### CULTURE OF DELIVERY

As a delivery agency we are relentless in our approach to driving the economy with a team and culture that is best in class



### ORGANISATIONAL EFFICIENCY

A lean, efficient and high performing organisation with a drive for continual improvement and a 'digital first' mentality



### GOOD GOVERNANCE

Effective leadership and strategic alignment of all parts of Invest NI to deliver return on investment and transparency in public expenditure



## OUR FOUNDATION



COMMITMENT TO CHANGE



MEANINGFUL STAKEHOLDER ENGAGEMENT



CLEAR STRATEGY & POLICY





Department for the  
**Economy**  
[www.economy-ni.gov.uk](http://www.economy-ni.gov.uk)

A large, stylized yellow arrow pointing to the right, with a gradient of blue and green at its tail.

### **Further Information**

Invest NI Review Team

Department for the Economy

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