

INVEST NORTHERN IRELAND BOARD MINUTES 2010

January 27th 2010
February 23rd 2010
March 24th 2010
April 21st 2010
May 26th 2010
June 30th 2010
August 25th 2010
September 22nd 2010
October 27th 2010
November 15th-16th Workshop Notes
November 24th 2010

**SEVENTY-FIRST MEETING OF THE INVEST NORTHERN IRELAND
BOARD ON 27 JANUARY 2010**

Present:

Stephen Kingon (Chairman)	Dr Bryan Keating (Deputy Chair)
Roy Adair	Frank Hewitt
John Brady	Dr Alan Lennon
Tim Brundle	Gerry McGinn
Dr David Dobbin	Prof Gerry McCormac
Mark Ennis	Ed Vernon

Minute Taker: Claire Donaghy

In Attendance: Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Ian Murphy, Damian McAuley, Charles Hamilton, Alison Gowdy

71.1 APOLOGIES

None.

The Chairman asked Board Members to declare any conflicts of interests:

Referencing the NI Screen Evaluation paper, Roy Adair noted his interest in Belfast Harbour Commissioners which part owns the Paint Hall facility that has been used in a number of film productions.

71.2 MINUTES OF LAST MEETING

Minutes were agreed as tabled.

71.3 MATTERS ARISING

The Chairman gave an overview of the Outstanding Actions Arising paper.

Action points were updated and agreed.

71.4 CHIEF EXECUTIVE'S REPORT

Alastair provided an overview of the CEO report, noting that Invest NI is heading into the third year of its Corporate Plan with the RAG designation of KPI's primarily indicating Green or Green / Amber, a very good position.

71.5 FINANCE REPORT TO THE BOARD

Mel gave an overview of the Finance report, noting that there may be some challenge in the quarter 4 out-turn. Pressure on next year's budget is possible as a result of reduced land sales.

71.6 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Alison noted that the Seagate Announcement is tomorrow (Thursday 27th) and that a number of other announcements are forthcoming, subject to diaries.

Overall client satisfaction for the October to December quarter was 84%, which while still very good is down from 87% for the previous quarter. Client's receiving smaller offers were least satisfied, these will be analysed to identify any issues.

71.7 CASEWORK REPORT TO THE BOARD

This Report was taken as presented.

71.8 UPDATE FROM BOARD SUB COMMITTEES

Strategy and Policy Sub-Committees:

Bryan noted that the Committee had not met since the last Board meeting, and that the Away-day was, in fact, replacing a meeting of the Sub-Committee.

International Sub-Committee:

Ed provided an update on the committee meeting of 27th January and upcoming events.

Audit Committee:

Gerry updated the Board on a review of the terms of reference for the Audit Committee and an oversight of risks.

Marketing and Communications:

John updated the Board on the meeting of 13th January which largely discussed IREP and the Transform Programme.

Alastair noted the engagement of the sub-committee as the Transform Programme was being pulled together.

71.9 CHAIRMAN'S BUSINESS:

The Chairman briefed the Board on a meeting with MLA's, including Sammy Wilson, Jennifer McCann and Alasdair McDonnell; on a meeting with the Manufacturing Focus Group on business costs; and a lunch with the BBC Trust.

TOPICS FOR DISCUSSION

71.10 NI SCREEN EVALUATION:

Agreed: The Board noted the NI Screen Evaluation, but asked that it be discussed at the next Board Meeting.

AOB:

The Board asked for the Transform Programme to be a standing Agenda item for Board meetings until further notice.

ACTION: Charles Hamilton / Michelle McBride

**SEVENTY-SECOND MEETING OF THE INVEST NORTHERN IRELAND
BOARD ON 23 FEBRUARY 2010**

Present:

Stephen Kingon (Chairman)	Frank Hewitt
Roy Adair	Dr Alan Lennon
John Brady	Gerry McGinn
Tim Brundle	Prof Gerry McCormac
Dr David Dobbin	Ed Vernon
Mark Ennis	

Minute Taker: Michelle McBride

In Attendance: Alastair Hamilton, Mel Chittock, Jeremy Fitch, Damian McAuley, Charles Hamilton, Alison Gowdy

72.1 APOLOGIES

Bryan Keating, Tracy Meharg and Ian Murphy offered their apologies for this Board meeting.

A number of Board members arrived late for this Board meeting due the change in timing; Ed Vernon at 12.45pm, Dr David Dobbin at 1pm and Roy Adair at 2.30pm.

The Chairman asked Board Members to declare any conflicts of interests:
No conflicts to note.

72.2 MINUTES OF LAST BOARD MEETING AND STRATEGY SESSIONS

Minutes were agreed as tabled.

72.3 MATTERS ARISING

The Chairman gave an overview of the Outstanding Actions Arising paper. The Chairman noted that there is no update regarding the proposed meeting with the President of the Derry Chamber of Commerce.

Gerry McGinn noted that the distribution of the revised Terms of Reference to the Audit Committee had been deferred pending the outcome of IREP review. A meeting of the Audit Committee is scheduled for March to take this item forward.

The Chairman noted that he is currently considering the role of sub committees and will issue a note shortly.

72.4 CHIEF EXECUTIVE'S REPORT

The Chief Executive noted a change to his report- the last KPI is now green rather than amber. In response to a query from Tim Brundle, the Chief Executive provided an update regarding Avaya.

72.5 FINANCE REPORT TO THE BOARD

Mel gave an overview of the Finance report, noting that the expenditure targets to date are in line with budget. He pointed out that there is no major underspend anticipated, however, the last quarter will present a challenge.

Mel pointed out the possibility of a pre-summer PAC hearing regarding Campsie and agreed to keep the Board informed of developments regarding this as it has attracted press speculation.

Mel informed the Board of the BTI review and the Chairman provided some background to this issue.

Mel Chittock agreed to present an update on current Investigations at the Board in March. **ACTION: Mel Chittock**

Mel raised the issue of Board member interests and recent AQ and the NIAO review. He agreed to circulate the NIAO review to Board members when this is finalised. **ACTION: Mel Chittock**

The Register of Interests Guidelines to be updated and further clarified before Board member input is requested for the Annual Report. Mel Chittock will provide this, and an official reminder will be issued to Board members twice annually. **ACTION: Mel Chittock**

72.6 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Alison Gowdy asked Board members to note point 25 in the report stating that a period of purdah is possible from the end of March.

The Staff conference is scheduled for the 27th April in the Ulster Hall. The Chief Executive invited all Board members to attend and asked Michelle McBride to issue an email reminder regarding this event. **ACTION: Michelle McBride**

72.7 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

The Chairman noted the R & D nature of the Intel SAP projects and the difficulty around their quantitative/qualitative assessment. He felt that there should be a more robust methodology going forward.

A correction to the KBB Doors update was noted- eighty-three jobs safeguarded and £1.25m actual offered.

72.8 UPDATE FROM BOARD SUB COMMITTEES

Strategy and Policy Sub-Committees:

The Chairman, in Bryan Keating's absence, noted that the work on Transform had taken over this committee's work and that the new committee structure will address this.

International Sub-Committee:

Ed Vernon, Committee Chairman, confirmed that the next meeting is scheduled for March. He noted the importance of the alignment between the sub committees and the Transform projects. The Chief Executive and Alison Gowdy agreed to continue this discussion during the Transform sessions.

Audit Committee:

The Committee Chairman, Gerry McGinn, noted that the next meeting is scheduled for the 11 March and the DAC for the 16 March. An agenda item will be NICO: to consolidate financial results into Invest NI's own accounts and to review the remit of such bodies within the Transform programme.

Marketing and Communications:

The Committee Chairman, John Brady, confirmed that the Marketing and Communications Committee met before this Board meeting and discussed recent press interviews. He noted that Invest NI's Draft Digital Strategy was presented to the Committee and commended it to the Board.

72.9 CHAIRMAN'S BUSINESS:

The Chairman updated Board members regarding the 'Your country, Your call' launch on 17 February 2010 in Dublin.

TOPICS FOR DISCUSSION

72.10 NI SCREEN EVALUATION:

(This agenda item was taken after the Transform sessions).

Stephen Mullen joined the meeting to present the NI Screen Evaluation and to answer questions from the Board.

In response to a query from the Board, Stephen provided some background information on the Digital Content sector.

Tim Brundle stated that he felt there was potential for growth in this sector and that how support is provided going forward should be reviewed.

72.11 TRANSFORM PROGRAMME

Carol Keery and Bill Scott joined the Board meeting.

Alison Gowdy introduced the Transform presentations. She outlined the communication to staff, the media/stakeholder briefings, the alignment with IREP and the DETI implementation Groups.

The Chief Executive provided an update on the meetings he has attended regarding the DETI implementation groups. The Chief Executive noted that he has discussed implementation timing with the Department endeavouring to align outputs from the DETI implementation groups with Invest NI's Transform timetable and that of the Minister's Statement.

The Board discussed the relationship between existing sub committees and the Transform working groups. The Board decided to suspend all sub committees, apart from the Audit Committee and REMCO. A confirmation note from the Chairman will be forwarded to all members regarding this. **ACTION: Chairman**

The Chief Executive agreed to review the Terms of Reference of each of the Transform Projects to incorporate Board input and Alison Gowdy will provide updates to the Board regarding Project structures. **ACTION: Chief Executive and Alison Gowdy**

- (i) **Customer Development: Widening the Customer Base:** Carol Keery / Mark Ennis

Carol Keery presented this project and outlined the Key Project stages.

Mark Ennis led the Board discussion, which focused on SMEs/Micro Business and how to reach the small business community. The Board discussed the merits of outreach events/ roadshows, workshops and a website to promote this issue and a budget for this task. Members also noted the importance of Invest NI's relationship with other bodies and suggested that a process of self-selection is used rather than active selection of a company. John Brady raised the concern that this activity could dilute the organisation's commitment to increasing GDP. The Chairman also noted that displacement issues should be considered and handled appropriately. He stated that it is also important to manage the expectations of the business community.

It was suggested that Innovation, Management/Leadership, Trade and Productivity could be the themes of Roadshows for businesses.

The Chairman and the Board agreed that the political imperative to broaden who Invest NI works with needs to be clear in the Terms of Reference of this project.

(ii) Products & Services: Optimisation of SFA: Bill Scott/ Alan Lennon

Alan Lennon introduced this project and Bill Scott presented the key issues. The Board discussion was led by Alan Lennon.

Dr David Dobbin noted that the outcomes from spending on Innovation are less tangible compared to spending on SFA for the same quantum of support. Members agreed that there is a need to be able to quantify the value of an Innovation project.

A copy of 'Assistance to your business' to be circulated to Board members to help with the question of what is a good SFA project.

ACTION: Jeremy Fitch

(iii) People Development: Vision & Values: Alastair Hamilton/ Gerry McCormac

Professor McCormac introduced this project, identifying the key issues and leading the Board discussion.

Board members discussed the current Vision and Values of the organisation and suggested that these are updated in line with Invest NI's goal of increasing wealth in Northern Ireland and by using language everyone, including Stakeholders and customers, can understand.

The Board noted that there should be no 'means' in a Vision statement, only 'ends'. The values should deliver against the Corporate objectives and Invest NI should be testing these through the behaviours of staff, linking reward to behaviours and values.

It was agreed that the Chief Executive will review the Mission, Vision/Purpose statements of Invest NI- this will be done outside the normal Corporate Plan period. **ACTION: Chief Executive**

(iv) People Development: Performance Management: Alastair Hamilton/Roy Adair

Roy Adair introduced this project and outlined the key issues. Roy recommended a 'top down' change to the Performance management system, with the Top Management Team leading this change. It was suggested that TMT should ensure any revised performance management system is working well before they introduce any changes regarding the rewards system,

The Chief Executive confirmed that he would set out his 'critical path' to the Board at the March meeting, detailing where he sees Invest NI in the future and how and when this will happen. **ACTION: Chief Executive**

(v) Way Forward: Chairman/Alastair Hamilton

Alison Gowdy outlined the next steps in the Transform programme. Ed Vernon posed four key questions that he feels need attention and review:

1. Jobs vs Productivity- which is the driver for Invest NI?
2. Critical few vs supporting the many (whether this is relevant or otherwise)?
3. Capacity and Capability of Invest NI to deliver change for the benefit of the economy?
4. Ability to deliver business as usual while developing change for the future?

The Board noted that if Invest NI and the Board do not drive the outcomes of implementing the Minister's Statement then others will fill the gap and tell us what we should be doing and how to do it.

The Board meeting ended at 4.40pm.

SEVENTY-THIRD MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 24th MARCH 2010

Present:

Stephen Kingon (Chairman)	Frank Hewitt
Roy Adair	Ed Vernon
John Brady	Gerry McGinn
Tim Brundle	Prof Gerry McCormac
Dr David Dobbin	Mark Ennis

Minute Taker: Claire Donaghy

In Attendance: Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Ian Murphy, Damian McAuley, Alison Gowdy, Charles Hamilton.

73.1 APOLOGIES

Bryan Keating and Dr Alan Lennon offered their apologies for this meeting.

The Chairman asked Board Members to declare any conflicts of interests related to the Agenda items tabled:

- (i) Ian Murphy noted he would leave the meeting at agenda item 6 on Investigations.
- (ii) No further conflicts of interest were noted.

73.2 MINUTES OF LAST BOARD MEETING AND STRATEGY SESSIONS

The Minutes of the February Board Meeting were agreed, subject to clarification of the wording in para 7:10 regarding NI Screen and Digital Content. **ACTION: Claire Donaghy.**

72.3 MATTERS ARISING

The Chairman advised the Board that April's Board Meeting would not be off-site in the North East region as previously proposed. It will instead take place

in Invest NI HQ. The Board Away Day in January 2011 will be held in the North East region

The Chairman addressed the Outstanding Actions Arising paper, and updates were provided against each item.

It was noted that there is a PAC scheduled for the 20th May 2010 re Synergy and Campsie, highlighting that there is likely to be some media interest surrounding the cases.

Gerry McGinn agreed to circulate a note to the Board Audit Committee on revised Terms of Reference. **Action: Gerry McGinn**

72.4 CHIEF EXECUTIVE'S REPORT

The Chief Executive gave an update on Hughes Christensen informing the Board that he, along with the First Minister and Minister Foster, visited their HQ in Texas on Friday 19th March. It was reported that Hughes Christensen is to present to Invest NI over the next few weeks.

It was reported that only one KPI is currently at amber stage, noting a very good performance over the year.

The Chairman asked The Chief Executive for a brief overview of his visit to the States from week commencing 14th March 2010 and the proposed US Investment Conference in October, which was provided. The Chairman and Chief Executive thanked Tracy and Jeremy's teams for their hard work behind the scenes in pulling the US schedule together.

Frank Hewitt noted that he was delighted with the progress made in the Creative sector and stressed the need for collaboration and co-ordination and asked if Invest NI is content that appropriate contact has been made with the key people involved.

The Board discussed the need for a co-ordinated view of the Creative sector across Film, TV, Music and creative industry and the Executive team agreed that this could be considered.

In response to a query from the Board the Chief Executive explained that the reduction in WIP was as a result of some high value projects being successfully closed. He also confirmed that current WIP levels were more than sufficient to align against current and forecast budgets.

Board members noted that there is no reference in Matrix to Food Strategy and highlighted that this needed to be factored into the economy's future direction.

72.5 FINANCE REPORT TO THE BOARD

Mel Chittock gave an overview of the Finance report, noting that there was still a tremendous amount of work to be done prior to the year end but that he is reasonably confident that this year's outturn will be good.

The Chairman asked to include in the next Board meeting a session on budget, flexibility and early stage CSR. Mel Chittock agreed to provide this as part of the April Finance report. **Action – Mel Chittock**

72.6 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Alison noted that a Business Alliance meeting was held in March which was very successful.

Roy Adair asked about Go For It and the PR Opportunities on Start a Business. Ian Murphy indicated that it was possible and he will investigate further. **Action: Ian Murphy**

72.7 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

72.8 UPDATE FROM BOARD SUB COMMITTEES

Audit Committee:

Gerry McGinn asked Mel Chittock to give an overview of the Departmental Audit Committee which took place on 16th March 21010, this was provided.

The following key points relevant to Invest NI were:

- (i) Paper on Determinations has gone to the Departmental Board for consideration;
- (ii) DETI to consider where responsibility for NICO should reside;
- (iii) There was a discussion in respect of on-going investigations.
- (iv) Northern Ireland Audit Office (NIAO) may undertake a Value for Money review into Invest NI compared to other Regional Development Agencies.

Agreed: The Board requested Mel Chittock to raise the timing of the proposed Value for Money review of Invest NI with NIAO in the light of the recent IREP process and the implementation timetable for Transform.

72.9 CHAIRMAN'S BUSINESS:

The Chairman informed the Board members that he and the Chief Executive had a successful meeting with Belfast City Council on 3 March 2010. The Chairman also noted that he had met with the Ulster Bank on 8 March 2010.

Transform Programme

The Transform Presentations on Critical Path, Delegations and Budgetary Management are to be forwarded to Board Members after the Board Meeting.

ACTION: Charles Hamilton

72.10 Critical Path for Implementation

The Chief Executive made a presentation to the Board regarding the critical path for implementation of the Transform Programme, with input from Alison Gowdy.

The Board asked about the key factors in the critical path and asked that the outcomes are simplified further for the benefit of the wider public and that they supported in quantitative terms. The objectives and outcomes need to be clearly stated and translated into meaningful objectives for staff members.

The Chairman provided clarification to the Board on the purpose of the Transform Programme and highlighted the various reporting points back to the Board at which Board members would have an opportunity to influence the outcomes of the process.

72.11 Delegated Authority

William McCulla joined the meeting.

Mel Chittock introduced the Delegated Authority paper and noted that it was broadly in agreement with the Department's position and he was seeking Board comment on the direction being proposed.

William McCulla noted that the overall purpose of this paper is to achieve greater autonomy for Invest NI.

The Chairman noted that the Delegations papers gave a significant improvement on the current delegation levels, although some concerns were expressed in relation to timelines for approvals.

Agreed: The Board endorsed the proposed revised Delegations limits.

72.12 Budgetary Management

Mel Chittock gave an overview of the Budgetary Management presentation, and Ian Maxwell joined the meeting and presented.

The Board discussed the presentation, focusing on the Budget tolerance and the future challenges in achieving the proposals.

Agreed: The Board agreed the thrust of Budget Management proposal and was content that it be pursued with DETI and DFP

TOPICS FOR DISCUSSION

72.13 Agri Food Strategy

Trevor Lockhart, Chair of the Industry Advisory Panel, Maynard Mawhinney and Peter McArdle joined the meeting.

Maynard Mawhinney presented on the Agri-Food strategy and Trevor Lockhart on the industry role in that strategy, seeking Board endorsement of the strategy for the sector going forward.

Decision: The Chairman thanked Trevor Lockhart and Maynard Mawhinney and noted the Board's endorsement of the Agri-Food Strategy as presented.

Trevor Lockhart, Maynard Mawhinney and Peter McArdle left the meeting.

72.14 Investigations

Mel Chittock presented on Investigations.

The Chairman requested that statistics on procurement be brought to the Board Audit Committee. **Action: Mel Chittock**

AOB

Jeremy Fitch distributed the 'Assistance to your Business' brochure in response to the action from the February Board meeting.

(Dr David Dobbin joined the meeting at 1:25pm)

(John Brady left the meeting at 3:45pm)

(Frank Hewitt left the meeting at 4:10pm)

(Ian Murphy left the meeting at 4:15pm)

The Board meeting ended at 4.45pm.

**SEVENTY-FOURTH MEETING OF THE INVEST NORTHERN IRELAND
BOARD ON 21 APRIL 2010**

Present:

Stephen Kingon (Chairman)	Bryan Keating (Deputy Chairman)
Roy Adair	Frank Hewitt
Tim Brundle	Dr Alan Lennon
Dr David Dobbin	Gerry McGinn
Mark Ennis	Prof Gerry McCormac

John Brady joined this Board meeting by teleconference.

Minute Taker: Michelle McBride

In Attendance: Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Ian Murphy, Damian McAuley, Alison Gowdy, Charles Hamilton,

74.1 APOLOGIES

Ed Vernon offered his apologies for this Board meeting.

Tim Brundle noted that he would leave the meeting between 3.05 and 3.55pm.

Professor McCormac left the meeting at 3.30pm.

The Chairman asked Board Members to declare any conflicts of interests:

Roy Adair and Mark Ennis noted that Wind and Renewable Energy are noted on their Register of Interests however it was agreed that this did not cause a conflict in relation to this meeting.

Tim Brundle and Professor Gerry McCormac noted that both Universities had a potential interest in the Fund of Funds initiatives but it was agreed that this interest did not cause a conflict with the items for discussion at this meeting.

The Chairman and the Board agreed to update their Register of Interests to include membership of organisations such as the Chamber of Commerce, the Institute of Directors and the Centre for Competitiveness. **ACTION:**
Chairman and Board members

74.2 MINUTES OF LAST BOARD MEETING

The Chairman asked that the minutes of the last Board meeting are reviewed and passed to him for approval. **ACTION: Charles Hamilton**

Board members asked that abbreviations are fully explained in the minutes.

74.3 MATTERS ARISING

The Chairman gave an overview of the Outstanding Actions Arising paper.

74.4 CHIEF EXECUTIVE'S REPORT

The Chief Executive highlighted a number of points in his report and responded to a number of points raised by the Board. The discussion included an update on recent projects and an update regarding Quinn Insurance. The Chairman congratulated the Invest NI team in meeting the KPI targets.

The Board asked that it was noted that they support the Chief Executive and his team in their current discussions with the Northern Ireland Audit Office regarding the timing of their proposed review of Invest NI.

74.5 FINANCE REPORT TO THE BOARD

Mel gave an overview of the Finance report and updated the Board on Action Point 11 from the last minutes regarding the 2010/11 Budget, CSR and flexibility and answered questions from Board members.

74.6 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Alison Gowdy updated Board members regarding this report.

74.7 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

74.8 CHAIRMAN'S BUSINESS:

The Chairman updated Board members regarding a specific case.

Update from Board Audit Committee

Gerry McGinn confirmed that the next meeting of the Audit Committee was scheduled for 26 May and the Committee would meet again on the 22 June to discuss the accounts.

TOPICS FOR DISCUSSION

74.9 FUND OF FUNDS AND NEW VENTURE CAPITAL INITIATIVES

William McCulla, Helen Kirkpatrick and Gillian McKenna joined the Board meeting.

Tim Brundle noted an interest by the University of Ulster in the Northern Ireland Spin Out Funds (NISPO), however it was agreed that this update did not present a conflict.

Helen Kirkpatrick presented the Fund of Funds and new venture capital initiatives and answered queries from the Board regarding how the initiatives work and the involvement of the Private Sector.

The Board agreed that Halo membership should be declared on the Register of Interests. **ACTION: Chairman and Board members**

74.10 OPERATING PLAN

Damian McAuley highlighted a number of key points from the draft Operating Plan and answered questions from Board members. The final paper will be reviewed by the Chairman and TMT prior to submission to the Minister/DETI.

The Chairman asked that some consideration be given to changing the layout of the Operating Plan covering the next Corporate Plan period.

The Board commented on the text included in the draft Operating Plan and the Chief Executive agreed to incorporate these as appropriate. **ACTION: Chief Executive**

74.11 TRANSFORM PROGRAMME

(i) Vision and Values

Kevin McCann joined the meeting at 3.05pm to present on a Transform project: Vision and Values. The Board raised a number of questions and discussed this presentation. It was agreed that a further revision of the key words will be undertaken to reflect comments by the Board. **ACTION: Chief Executive**

(ii) Processes and Systems

Bill Montgomery joined the meeting to present on a Transform project under Processes and Systems- Major Projects. Jeremy Fitch introduced the project as looking at major deals, pointing out that this presentation was for the Board's information at this stage. Board members discussed the presentation and noted that further work is underway on this project.

74.12 AOB (item taken before Transform presentations)

A Board member noted a query from a West Belfast representative on Economic Development at Community Enterprise level.

74.13 DATE OF THE NEXT BOARD MEETING

The Chairman confirmed that the next Board meeting will be held on 26 May in Invest NI Headquarters. He noted that Board members and the Chief Executive will meet before this Board meeting at 11.30am. As the Audit Committee members are scheduled to meet on this date and time, Michelle McBride to liaise with the Committee Chair Gerry McGinn to prevent a clash of commitments. **ACTION: Michelle McBride**

**SEVENTY-FIFTH MEETING OF THE INVEST NORTHERN IRELAND
BOARD ON 26 MAY 2010**

Present:

Stephen Kingon (Chairman)	Bryan Keating (Deputy Chairman)
John Brady	Dr Alan Lennon
Tim Brundle	Gerry McGinn
Dr David Dobbin	Prof Gerry McCormac
Mark Ennis	Ed Vernon
Frank Hewitt	

Minute Taker: Michelle McBride

In Attendance: Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Damian McAuley, Alison Gowdy, Charles Hamilton,

75.1 APOLOGIES

Roy Adair and Ian Murphy offered their apologies for this Board meeting.

The Chairman asked Board Members to declare any conflicts of interests:
There were no conflicts to note.

75.2 MINUTES OF LAST BOARD MEETING

The minutes of the April Board meeting were agreed as a true record of that meeting.

75.3 MATTERS ARISING

The Chairman gave an overview of the Outstanding Actions Arising paper.

He asked that the revised minutes of the March Board meeting are issued to all Board members. **ACTION: Michelle McBride**

The Chairman noted that the Revised Delegations and Casework Training dates will be forwarded to all members. **ACTION: Charles Hamilton**

The Chief Executive updated the Board on the future Audit Office review of Invest NI performance. He noted that it is proposed that this report is published in mid 2011 looking at the performance of Invest NI against its corporate objectives, benchmarking the organisation with others and discussing the outcomes of Transform.

The Audit committee will circulate revised Terms of Reference in the next two weeks for comment by members. **ACTION: Gerry McGinn**

The Chairman noted that he is attending an event in the North West on 10 June and he hopes to meet with the President of the Derry Chamber of Commerce on this date.

The Chairman requested a quarterly update to the Board on Single Tenders. **ACTION: Mel Chittock**

75.4 CHIEF EXECUTIVE'S REPORT (including Quarterly Report)

The Chief Executive highlighted a number of points in his report and responded to a number of points raised by the Board.

He updated members on his attendance at PAC on 20th May regarding Campsie, Synergy eBusiness and Board member reporting of Interests and related transactions. The Chief Executive discussed a number of recent announcements in relation to GE and Kingspan, the End of Year announcement to the media and updated the Board on the Staff Conference. He noted that Leslie Ross has been appointed the NI Government co-ordinator for action in light of Quinn Insurance redundancies. The Chief Executive confirmed that he presented Invest NI's annual results to the ETI

Committee on 13 May. It was noted that the US/NI Conference has been confirmed by Declan Kelly as a small, highly focused event to be held in mid-October in Washington.

Gerry McGinn raised the topic of the new delegated Authority framework and noted that the Audit committee had met before this Board meeting and discussed:

1. The role of the Board and training regarding Board sign off of projects further reference with the Department; and
2. How the Committee would process work and the need for increased challenge at all level

Mel Chittock agreed to develop a checklist for Casework Committees to ensure that consideration is given to how each project impacts upon PFG and PSA targets, Productivity, Job Quality value for money, etc. **ACTION:** Mel Chittock

Mel Chittock updated on the challenges ahead. The Board asked that an appropriate mechanism be developed to ensure consistency of process and a comparison of the relative value of projects to assist resource management comparison of projects discussion (how to compare Project A to B or C in tight financial situation) and consistency of process. Members also asked that casework papers are issued further in advance and that the Executive look at setting casework committee dates in advance. **ACTION:** Mel Chittock

Charles Hamilton agreed to review communication with Board members regarding Casework and to ensure that members receive a response in relation to availability requests. **ACTION:** Charles Hamilton

The Chief Executive distributed the Quarterly Performance Report. It was noted that all the original KPI's for the end of year have been met.

75.5 FINANCE REPORT TO THE BOARD

(including update on the Operating plan)

Mel Chittock gave an overview of the Finance report and updated the Board on end of year outturn. He noted that the Annual accounts will be signed off at the end of June and confirmed that bids have been made for additional resource in the June monitoring round.

Mel Chittock then presented on Programme Budgets going forward, linked to the Operating Plan for 2010/11 and in light of the need for cuts as announced by the Finance Minister in the week commencing 24 May.

There was a lengthy discussion on this issue and the Chief Executive's presentation to the ETI Committee was also presented to members.

The Board agreed that Invest NI should seek additional resources from the Executive to fund the Work in Progress, and to promote this need accordingly with politicians (including the importance of social need related to some investments). **AGREED**

The Chief Executive sought the Board's approval to submit the Operating Plan to DETI. Members asked that the plan clearly outlines "what it will and will not deliver" and then follow through with bids for more resources.

AGREED

The Board suggested that the foreword to the Operating Plan should refer to the consequences of working with in the constraints of a reduced budget.

ACTION: Damian McAuley

75.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Members were asked to note this Report.

75.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

75.7 CHAIRMAN'S BUSINESS:

The Chairman updated Board members regarding a specific case.

Update from Board Audit Committee

Gerry McGinn confirmed that the next meeting of the Audit Committee was scheduled for 22 June to discuss the accounts.

TOPICS FOR DISCUSSION

75.9 TRANSFORM PROGRAMME

(i) Rationalisation of Programmes

Olive Hill joined the meeting to present on a Transform project: Rationalisation of Programmes. The Board raised a number of questions and discussed this presentation. It was agreed that Olive Hill would provide the details that lie behind the solution headings in this presentation. The revised presentation to then be circulated to the Board and members can feed back comments through Michelle McBride. **ACTION: Michelle McBride**

(ii) Optimising SFA

Bill Scott joined the meeting to present on a Transform project- Optimising SFA. Board members noted this presentation.

(iii) Appraisal Methodology

Due to the extended discussion regarding Budgets, the Board agreed that this item for discussion should be brought to the next meeting.

75.10 AOB

No other business discussed.

75.11 DATE OF THE NEXT BOARD MEETING

The Chairman confirmed that the next Board meeting will be held on 30 June in Invest NI Headquarters. He noted that an Exceptional Board meeting will take place on 22 June from 5pm to 6pm in Bedford Square.

Dr David Dobbin left the meeting at 3.10pm

Gerry McGinn left the meeting at 3.45pm

Tim Brundle left the meeting at 4.00pm

Frank Hewitt left the meeting at 4.00pm

The Board meeting ended at 4.15pm

**SEVENTY- SIXTH MEETING OF THE INVEST NORTHERN IRELAND
BOARD ON 30 JUNE 2010**

Present:

Stephen Kingon (Chairman)	Bryan Keating (Deputy Chairman)
Roy Adair	Frank Hewitt
John Brady	Dr Alan Lennon
Tim Brundle	Gerry McGinn
Mark Ennis	

Minute Taker: Michelle McBride

In Attendance: Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Ian Murphy, Damian McAuley, Charles Hamilton,

75.1 APOLOGIES

Dr David Dobbin, Prof Gerry McCormac and Ed Vernon offered their apologies for this Board meeting.

The Chairman asked Board Members to declare any conflicts of interests: There were no conflicts to note.

75.2 MINUTES OF LAST BOARD MEETING

The minutes of the May Board meeting were agreed as a true record of that meeting.

75.3 MATTERS ARISING

The Chairman gave an overview of the Outstanding Actions Arising paper.

He noted that he had raised the Budget issues at the Invest NI DETI debrief and that the Operating Plan had now been submitted to the Department.

Mel Chittock reported that the presentation on the procurement of single tenders had been presented to the Board Audit Committee. It was agreed that this information will be presented to the Audit Committee on a regular basis and to the Board on a quarterly basis.

Mel Chittock noted that for the quarter ended June 2010, no single tenders were issued.

75.4 CHIEF EXECUTIVE'S REPORT

The Chief Executive highlighted a number of points in his report and responded to a number of issues raised by the Board.

He distributed recent press cuttings regarding Invest NI and updated the Board on the organisation's response to these.

The Chief Executive thanked the Board for their feedback in relation to the Leadership survey.

He updated the Board on the planned US NI Conference to be held in Washington on 19th October, and noted that the work in progress pipeline is improving.

The Chief Executive and Damian McAuley informed members of a legal case being taken by Warner Chilcott against Invest NI regarding Topping Meats.

He also noted that the response level to the Staff survey had been very encouraging, with 89% of staff completing the survey.

The Chairman asked about Equal Pay and Mel Chittock provided an update.

The Chief Executive informed the Board of the appointment of a key advisor in support of Invest NI's work in India on a non-remunerated basis.

75.5 FINANCE REPORT TO THE BOARD

Mel Chittock gave an overview of the Finance report and noted that to date there was no feedback regarding the June Monitoring Round.

He noted that preparation work is underway for the Comprehensive Spending Review (CSR) and he would update the Board on this at the next Board meeting. **ACTION: Mel Chittock**

The Board discussed budget concerns for 2011 and the Chief Executive updated members on how the team are managing current budget constraints. The Board discussed methods of funding major projects and the importance of keeping Ministers informed of the importance of budget cover for these. The Chief Executive noted that The Minister, OFMdfM and DFP are all aware of the issues. In addition, Declan Kelly has been briefed on the funding issues

75.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Members were asked to note this Report.

75.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

75.7 CHAIRMAN'S BUSINESS:

The Chairman updated Board members regarding his recent activities in June, including attending a DuPont celebration event, a dinner with the IOD Director General and presenting to the Skills Advisory Group. He noted that,

along with the Chief Executive, he had attended the first meeting of the Economic Advisory Group.

The Chairman agreed to raise the issue of the timeline for outputs from the DETI Working Groups on IREP at the Invest NI Debrief. **ACTION: Chairman**

Update from Board Audit Committee

Gerry McGinn confirmed that the next meeting of the Audit Committee was scheduled after this Board meeting. He noted that the Terms of Reference for the Committee had been circulated and would be discussed at the meeting.

TOPICS FOR DISCUSSION

75.9 TRANSFORM PROGRAMME

(i) Customer Base

Ian Murphy introduced this project and Carol Keery joined the meeting to present on the topic.

The Board suggested that there should be more opportunities for self-diagnostic analysis on entry to the NI Business Info web site, with users then progressing to targeted support / information as necessary.

The proposed 'Exports' filter and the criteria used for defining the management of accounts was discussed at length.

Carol Keery agreed to address the points raised by the Board and work with the Chief Executive in reviewing the project. **ACTION: Chief Executive and Carol Keery**

(ii) Appraisal Methodology

Mel Chittock introduced this project and Richard Johnston and John Hume joined the meeting to present on the topic. He noted that through the Working Groups, DETI and DFP are aware of the thrust of this project.

The members discussed this project and provided feedback on a number of issues which Richard Johnston agreed to review. **ACTION: Richard Johnston**

The Board asked about the Casework process and how cases will be handled and appraised going forward to ensure robustness of challenge. Damian McAuley agreed to provide more detail to the Board on this topic at the next Board meeting. **ACTION: Damian McAuley**

75.10 AOB

The Chairman noted that David Sterling will be invited to the next Board meeting to discuss Delegated Authority. **ACTION: Chairman / Michelle McBride**

The Chairman also noted that the minutes of the Exceptional Board meeting will be distributed to members via email. **ACTION: Michelle McBride**

75.11 DATE OF THE NEXT BOARD MEETING

The Chairman confirmed that the next Board meeting will be held on 25 August in Invest NI Headquarters.

The Board Meeting ended at 4.25pm.

SEVENTY-SEVENTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 25 AUGUST 2010

Present:

Stephen Kingon (Chairman)

Bryan Keating (Deputy Chairman)

Roy Adair

Dr Alan Lennon

John Brady

Gerry McGinn

Tim Brundle

Dr David Dobbin

Mark Ennis

Prof Gerry McCormac

Ed Vernon

Minute Taker: Collette McGuinness

In Attendance: Alastair Hamilton, Mel Chittock, Jeremy Fitch, Ian Murphy and Damian McAuley.

1. APOLOGIES

Frank Hewitt, Tracy Meharg and Charles Hamilton offered their apologies for this Board meeting.

The Chairman asked Board Members to declare any conflicts of interests. There were no conflicts to note.

The Chairman welcomed David Sterling, DETI Permanent Secretary, David Thomson and Colin Lewis, Deputy Secretaries to the meeting. He invited David Sterling to make a presentation on delegated authority and post-IREP Stocktake.

David Sterling outlined the economic context and the pressures on public expenditure; progress on the development of the economic strategy and the role of the Economic Advisory Group; and with increased autonomy for Invest NI the need to ensure a robust challenge function with high standards of financial practice and corporate governance.

The Board discussed its role particularly in relation to the short-term political and economic direction and budget constraints and the need for clarity of purpose. The Board recognised the challenges in producing a Corporate Plan in an uncertain environment.

In outlining the draft economic strategy, David Sterling said that cross departmental engagement would be important in seeking to rebalance and rebuild the economy. He said that there was a need to grow wealth in Northern Ireland and to do more in job creation, jobs that are export led, to generate long-term sustainability. He welcomed and encouraged Board Members' engagement.

2. MINUTES OF THE LAST BOARD MEETING

The minutes of the June Board meeting were agreed as a true record of that meeting.

3. MATTERS ARISING

The Chairman gave an overview of the Outstanding Actions Arising paper. He reported that budgetary issues had been raised at the DETI Debrief meeting and that he and the Chief Executive were scheduled to meet with the Minister on 26th September.

Gerry McGinn gave an update on Board Audit Committee issues. He said that the minutes of the Audit Committee will, from now on, be circulated to the Board for information to ensure their awareness of risk management.

ACTION: Gerry McGinn

4. CHIEF EXECUTIVE'S REPORT

The Chief Executive highlighted a number of points in his report.

He gave an update on the US Conference scheduled for October 2010 and said that programme arrangements and confirmed attendees were on schedule.

He gave a presentation on the highlights of the recent Staff Survey of which there was an 89% return rate. The report highlighted some areas for improvement and these would be fully communicated and addressed.

The Board discussed how the results might be communicated to staff.

Copies of the Annual Report of Accounts 2009-10 and Review 2009-10 documents were handed out to Board Members for information.

It was agreed that Board Members be given "Lines to Take" in advance of publication of the Annual Report. **ACTION: Damian McAuley**

5. FINANCE REPORT TO THE BOARD

Mel Chittock gave an overview of the Finance report which included commentary on the 2010/11 financial performance year to date, the latest position with regard to the Monitoring Rounds and the 2010 Comprehensive Spending Review exercise.

6. MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Members were asked to note this Report.

7. CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

8. CHAIRMAN'S BUSINESS

Board Members confirmed that the Minutes of the Exceptional Board Meeting held on 22nd June were a true record of the meeting.

A list of proposed Board dates through to November 2011 had been circulated via email to Board members. The Chairman asked Members to feedback any comments on the proposed dates to Charles Hamilton. **ACTION: Board Members.**

TOPICS FOR DISCUSSION

9. CASEWORK PROCESS

Damian McAuley gave an overview of the Casework Process paper. He outlined the stages through which a project progresses when financial support is sought from Invest NI. He also outlined casework governance and new scheduling arrangements saying that the new delegation arrangements will ensure scrutiny of cases at a lower value by a wider range of Invest NI management; casework review groups will be reinstated to review the quality and content of cases, to ensure robustness of challenge, alongside a casework checklist which will be attached to casework submissions for use by all casework approvers.

The Board discussed practical arrangements in scheduling casework and whether a weekly rota system could be considered. The Board discussed the importance of demonstrating a robust challenge function at casework committee and to have evidence of same.

The Chairman suggested that by inviting more Board Members to sit on casework committees, than was required, would avoid Committee postponement at short notice due to conflict of interest issues. Once a quorum is obtained extra Members could be stood down.

Damian McAuley said that he would monitor closely the new system for setting up Senior Executive and Board Casework Committees, along with the timely delivery of papers over the next 3 months and provide an update with any proposed improvements to the process in November. **ACTION: Damian McAuley**

10. CORPORATE PLAN 2011-2014

The Board had a preliminary discussion on the Corporate Plan for 2011-2014. However, it was recognised that because of lack of clarity around the next Programme for Government and the CSR settlement along with outcomes from both IREP and Transform, it was difficult to begin to shape the Corporate Plan.

It is planned to hold a Board Workshop for mid-November 2010 to specifically focus on progress on Transform and the Corporate Plan.

The Chief Executive asked if Board Members wanted to have a Facilitator to aid discussion on the Corporate Plan and whether an early pre-consultation with the Business Alliance would be helpful. It was agreed that Board members would feed in ideas and comments to the Chairman. **ACTION: Board Members**

11. UPDATE ON PROGRESS OF TRANSFORM PROJECTS

Alison gave an update on achievements to date and the proposed timelines around the various Transform projects, along with priorities for the next three months.

The Board asked about the Transform approvals process and if there was a mechanism to capture any changes to decisions made by the Board on each project at the final approval stage by the IREP Steering Group. It was agreed that Alison Gowdy should consider a mechanism which would capture Board sign-off of changes. **ACTION: Alison Gowdy**

12. AOB

The Chairman invited Board members to take a copy of the most recent “On Board” Introductory Guide for Board Members of Public Bodies which was launched on 1 July 2010 by the DFP Minister, Sammy Wilson. He said that it was a useful aide memoire to ensure that the Board was fully briefed on good governance.

The Board asked if there were any issues for Invest NI following the Northern Ireland Water investigation. On the procurement and single tender front, Mel Chittock confirmed that guidelines were monitored and reported on at quarterly Board meetings and Board Audit Committee meetings.

13. DATE OF THE NEXT BOARD MEETING

The Chairman confirmed that the next Board meeting will be held on Wednesday, 22 September 2010 in Invest NI Headquarters, 12.30pm lunch for 1pm start.

The Board Meeting ended at 4.15pm.

MEETING OF NON-EXECUTIVES

A meeting of the Board non-Executives followed the Board Meeting.

**SEVENTY-EIGHT MEETING OF THE INVEST NORTHERN IRELAND BOARD
ON 22nd SEPTEMBER 2010**

Present:

Stephen Kingon (Chairman)

Bryan Keating (Deputy Chairman)

Roy Adair

Dr Alan Lennon

John Brady

Frank Hewitt

Tim Brundle

Dr David Dobbin

Prof Gerry McCormac

Ed Vernon

Minute Taker: Margaret Sansome

In Attendance: Alastair Hamilton, Mel Chittock, Jeremy Fitch, Ian Murphy, Damian McAuley, Charles Hamilton & Alison Gowdy

1. APOLOGIES & DECLARATIONS OF INTEREST

Gerry McGinn and Mark Ennis offered their apologies for this Board meeting.

The Chairman asked Board Members to declare any conflicts of interests. There were no conflicts to note.

The Chairman introduced Margaret Sansome to the Board. Margaret will be covering Michelle McBride's maternity leave.

2. MONTHLY REPORTING TO BOARD

2.1 MINUTES AUGUST MEETING

The minutes of the August Board meeting were agreed as a true record of that meeting.

The Board discussed the presentational format of caseworks. The format is to be looked at. **Action Damian McAuley**

2.2 MATTERS ARISING

The Chairman gave an overview of the Outstanding Actions Arising paper. He reported that a meeting has been arranged with the Londonderry Chamber of Commerce for 29th September 2010.

The minutes of the Board Audit Committee held in August will be circulated to the Board once approved by the Committee. **Action: Gerry McGinn**

2.3 CEO REPORT

The Chief Executive highlighted a number of points in his report.

He informed the Board of the recent planning approval in respect of the Rose Energy project. The planning approval is now under judicial review. Invest NI continues to appraise the support application.

He also gave an update on his recent visit to India. Hanif Lalani took part in the visit programme and the visit was a great success, with contact being made with a number of high level potential inward investors. Hanif Lalani may also be given the opportunity to speak at NASCOMM 2011. This would present a good opportunity to promote Northern Ireland to the IT industry in India. **Action: Chairman to write a letter on behalf of the Board to thank Hanif Lalani for his participation and contribution to the India visit programme.**

The Chief Executive also informed the Board of the meeting to take place with President Clinton and the USNI working group on 29th September 2010 and also a meeting due to take place on Monday 27th September with the Finance Minister, Sammy Wilson MLA, to provide an update on Transform and to discuss budgetary management of WIP.

He also informed the Board of the new processes regarding WIP and budget management.

The Chief Executive noted that an action plan is being developed to communicate the staff survey results to the organisation. **Action: Alastair Hamilton to present the action plan to the Board at the October meeting.**

2.4 FINANCE REPORT TO THE BOARD

Mel Chittock gave an overview of the Finance report which included commentary on the 2010/11 financial performance year to date and the latest position with regard to the Monitoring Rounds.

2.5. MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Members were asked to note this Report. The success of the Innovation Vouchers programme was noted.

2.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report. The Board discussed the casework process and in particular R&D projects. **Action: Tracy Meharg to table an R&D Guidance Paper at the October Board Meeting**

3. CHAIRMAN'S BUSINESS

The Chairman gave an update on Board Audit Committee and Departmental Audit Committee issues.

TOPICS FOR DISCUSSION

4. JOB CREATION MEASURES

The Chairman gave the Board an overview of the meeting himself and the Chief Executive attended with the Minister, regarding job creation measures. The Minister has asked that Invest NI consider what can be done in the short term. An action plan is currently being drafted. Richard Johnston joined the meeting for this agenda item and gave an overview of the employment and productivity challenges. A discussion ensued. **Action: Chairman to circulate presentation and draft action plan to the Board for comment.**

5. UPDATE ON PROGRESS OF TRANSFORM PROJECTS

5.1 UPDATE ON CUSTOMER BASE PROJECT

Carol Keery joined the meeting for this agenda item. Carol gave the Board an update on the customer base project and advised the Board that the timescale for project implementation has now been moved to December. Carol also gave an overview of the next steps and the possibility of a pilot. **Action: Carol Keery to present an update to the Board when the Business Plan and appraisal are completed.**

The Board debated the definition of a small business unit, quality assurance mechanisms that will be put in place to monitor the customer base, branding and the communication to the business community and to the organisation. The role and visibility of Invest NI was also discussed.

The Chairman thanked Carol for the update.

5.2 UPDATE ON PORTFOLIO MANAGEMENT

William McCulla joined the meeting to give an update on portfolio management. William reported that Invest NI agrees with the Autonomy Sub-Group that there is very little scope to make progress on this recommendation but there was an opportunity to consider the impact of revised delegations and autonomy. The Board discussed the merit in measuring our performance on a portfolio basis and the increased delegated limits. The “risk appetite” of the organisation was also discussed.

It was recommended that this conclusion be presented to the next IREP Steering Group. The Board agreed with this approach.

The Chairman thanked William for his update on portfolio management.

6. AOB

The Chairman asked if there was any other business. No items were raised by the Board.

7. DATE OF THE NEXT BOARD MEETING

The Chairman confirmed that the next Board meeting will be held on Wednesday, 27th October 2010 in Invest NI Headquarters, 12.30pm lunch for 1pm start.

The Board Meeting ended at 4.05pm.

**SEVENTY-NINTH MEETING OF THE INVEST NORTHERN IRELAND BOARD
ON 27th OCTOBER 2010**

Present:

Stephen Kingon (Chairman)

Bryan Keating (Deputy Chairman)

Roy Adair

Frank Hewitt

John Brady

Gerry McGinn

Tim Brundle

Mark Ennis

Prof Gerry McCormac

Ed Vernon

Minute Taker: Margaret Sansome

In Attendance: Alastair Hamilton, Mel Chittock, Ian Murphy, Damian McAuley, Charles Hamilton & Alison Gowdy

1. APOLOGIES & DECLARATIONS OF INTEREST

Alan Lennon, David Dobbin and Jeremy Fitch offered their apologies for this Board meeting. Ed Vernon joined the meeting at 14.10.

The Chairman asked Board Members to declare any conflicts of interests. There were no conflicts to note.

2. MONTHLY REPORTING TO BOARD

2.1 MINUTES SEPTEMBER MEETING

The minutes of the September Board meeting were agreed as a true record of that meeting. The attendee list to be amended to show that Frank Hewitt was present and Gerry McGinn had sent his apologies.

2.2 MATTERS ARISING

The Chairman gave an overview of the Outstanding Actions Arising paper.

Concerns regarding the planning approval judicial review in respect of a case being assessed were raised. **Action: Mel Chittock to seek further legal advice.**

2.3 CEO REPORT

The Chief Executive gave the Board an overview of changes to the KPI report and progress against targets to date in year and the overall 3 year target. The format of the report was also discussed.

Action: The KPI report to be amended from November 2010 onwards to show the previous months results as a comparative.

It was noted that under the value of investment in R&D outturn figure 2010/11 (£74m) includes the CIST project, this is not a Business Expenditure in R&D Project (BERD) so the actual outturn figure for 2010/11 should be £44m.

It was also noted that on page 1 of the CEO Report it should state that SAP UK is located in the Northern Ireland Science Park and not the Titanic Quarter.

The current pipeline and budget pressures were discussed. The Chief Executive informed the Board of Invest NI's discussions with the Department and DFP regarding the current challenges, the project pipeline and the Transform programme.

The Chief Executive gave the Board an update on the recent US NI Investment Conference which was held in Washington and noted the positive feedback Invest NI received from existing investors and the First and deputy First Minister. The feedback highlighted Invest NI's interactive approach.

The conference also highlighted the strong links with the Universities in relation to support for R&D. The importance of acquisitions in developing the economy was also discussed. **Action: Damian McAuley to add acquisitions as an agenda topic for the Corporate Planning session at the Board workshop on Monday 15th November 2010**

The Chief Executive thanked those Board members who directly participated in the conference for their contribution and extended particular thanks to Jeremy Fitch, Tracey Walsh and the wider International Investment team. The Chairman also noted the success of the conference. **Action: The Chairman to issue a thank you note on behalf of the Board to the staff involved in organising the conference.**

The Chief Executive and the Board as whole noted their condolences to John Harrison's family. John was the official photographer at the conference and his significant services to Invest NI and Northern Ireland as a whole should be applauded. A condolence letter on behalf of the organisation is currently being drafted.

The Chief Executive highlighted the recent press coverage and investment announcements Invest NI has received. A discussion ensued regarding the media's perception of Invest NI. **Action: The Chairman to arrange a meeting with the BBC to discuss media coverage surrounding investment announcements.**

The Chief Executive updated the Board on a number of recent VIP visits, the deputy Prime Minister and the Queen and the Duke of Edinburgh. Invest NI worked alongside OFMDFM in relation to both visits.

2.4 FINANCE REPORT TO THE BOARD

Mel Chittock gave an overview of the Finance report which included commentary on the 2010/11 financial performance year to date and the potential surrender of Capital in the December Monitoring Round. It was noted that the bid for the BITP projects in the September monitoring round was not successful and that there would be limited BITP project activity this year.

2.5. MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Alison Gowdy highlighted that a number of key planned activity dates had changed since this report was issued.

Invest NI's presence in Japan and Korea was discussed. Alastair Hamilton will take part in the November Trade Mission to China in November, a number of specific company visits have been arranged for Alastair as part of this visit so that this market can be re-evaluated. Frank Hewitt stated that the NI Science Park will be at the Global Smart Grid Convention in Korea in February 2011 and would be happy to offer Yangoo Kim (Invest NI's representative in Korea) support if required.

The selection of companies for the client satisfaction survey was also discussed. Alison Gowdy took the Board through the process and ensured the Board that they ensure any large offers issued are included in the sample.

2.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

3. CHAIRMAN'S BUSINESS

3.1 Update onboard Away Day Planning Session

The Chairman gave an update on the planning for the November Board Workshop which will be held in the Bushmills Inn.

The Chairman also commented on the proposed changes to Corporation Tax. The implications of the changes were discussed by the Board. A paper has been submitted by the Executive to the Northern Ireland Affairs Select Committee setting out Invest NI's view on the Corporation Tax debate. **Action: A copy of this paper is to be circulated to the Board.**

The Chairman also noted that Gerry McCormac had a meeting with Vince Cable, Business Secretary regarding the Financial Services sector. He had expressed a willingness to visit Northern Ireland and meet members of the Invest NI Board. **Action: Thank you/invite letter to be issued to Vince Cable stressing the importance of the Financial Services sector to Northern Ireland and the wider economy.**

4. TOPICS FOR DISCUSSION

4.1. Board Audit Committee (BAC) Draft Minutes August 2010

Gerry McGinn tabled the draft minutes of the BAC held in August 2010. He noted that the minutes need to be self contained so that non Audit Committee members of the Board can understand the key topics of discussion and decisions made. **Action: The agreed BAC minutes will be circulated to the full Board within one month of the Audit Committee meeting.**

Gerry also gave an update on the key issues from the last Departmental Audit Committee (DAC). The importance of corporate governance was discussed by the Board.

4.2 Staff Survey Action Plan

The Chief Executive gave the Board an update on the Staff Survey. **Action: A copy of the Staff Survey presentation to be circulated to the Board.**

4.3 Short Term Employment Measures

Donal Durkan joined the meeting and gave an update on short term employment measures. The Board discussed the quality of the jobs which will be created, their sustainability and the cost per job. Other governmental departments are developing action plans on how this issue can be addressed.

Mark Ennis left the meeting at 15.40.

Donal Durkan left the meeting at 15.45.

5. TOPICS FOR DECISION

5.1 Board Audit Committee Terms of Reference

Gerry McGinn presented the Board with the revised terms of reference in respect of the Board Audit Committee. The terms of reference have been agreed by Department and have been reviewed by the Northern Ireland Audit Office and by Internal Audit.

The Board are content with the revised terms of reference.

6. TRANSFORM PROGRAMME

6.1 Transform Board Summary Delegated Authority Limits

Mel Chittock gave the Board an update on the Delegated Authority Summary Paper, specifically highlighting changes from the previous Board submission. The Chairman commented that the paper was very clear and well set out. Mel stated that a summary paper will be circulated to the Board on each Transform project once they have been fully signed off.

6.2 Update on Reporting Framework

Niall Casey joined the meeting and gave an update on the Transform Reporting Framework project. A discussion ensued on reporting mechanisms and the measuring of inputs versus outputs. **Action: Reporting methods to be added as an agenda topic or the Corporate Planning session at the Board workshop on Monday 15th November 2010.**

7. AOB

The Chairman asked if there was any other business. No items were raised by the Board.

8 DATE OF THE NEXT BOARD MEETING

The Chairman confirmed the Board Workshop will take place on 15th& 16th November 2010 and will be held in the Bushmills Inn.

The next Board meeting will be held on Wednesday, 24th November 2010 in Invest NI Headquarters, 12.30 lunch for 13.00 start.

Gerry McCormac and Gerry McGinn left the meeting at 16.00

The Board Meeting ended at 16.21

BOARD WORKSHOP NOTES
Monday 15th & Tuesday 16th November 2010

Present:

Stephen Kingon (Chairman)	Mark Ennis
Alan Lennon	John Brady
Ed Vernon	Tim Brundle
Prof Gerry McCormac	Gerry McGinn

Minute Taker: Margaret Sansome

In Attendance: Alastair Hamilton, Mel Chittock, Ian Murphy, Tracy Meharg, Damian McAuley, Charles Hamilton & Alison Gowdy

1. APOLOGIES & DECLARATIONS OF INTEREST

Bryan Keating, David Dobbin, Roy Adair & Frank Hewitt offered their apologies for the Board Workshop

The Chairman asked Board Members to declare any conflicts of interests. There were no conflicts to note.

2. SESSION 1 ECONOMIC CONTEXT AND CHALLENGES

2.1 Introduction

The Chairman welcomed everyone to the workshop and presented the rationale to the 2008-2011 Corporate Plan. The Executive are currently looking at budget allocations and a new Programme for Government has not been developed. The workshop will focus on the issues and challenges ahead.

2.2 Progress against Corporate Plan 2008 – 2011

AH gave an overview of the performance against both the three year targets and the in year targets. A discussion ensued. The discussion focused on;

- Budgetary and economic issues,
- The implication of changes to SFA regulations,
- Drawdown periods of letters of offer
- Acquisitions,
- The role of innovation and R&D,
- The importance of encouraging companies to export,
- The current work in progress pipeline and the need to attract and retain jobs,
- The need to build on the momentum of the US/NI Conference,
- The need the use the Transform programme to further drive efficiencies within the organisation,
- The provisions of the industrial guarantee

AH gave the Board an overview on his interactions with the Department, Minister Foster and the Minister for Finance regarding the impact of budgetary cuts to the organisation.

2.3 Economic Context & Challenges Ahead

The Chairman welcomed Neil Gibson, Oxford Economics and Richard Johnston, Invest NI Economist to the meeting. NG gave a presentation on the current economic context and the challenges ahead.

A discussion ensued and focused on the following areas;

- Immigration,
- Consumerism,
- Business Services, Professional Services and Centres of Excellence and the exporting of specific functions, (Child

Support Agency used as an example), as well as the advantage of office and labour costs.

- Job creation, apprenticeships and the economically inactive,
- Budgetary constraints and the need to be able to deliver targets,
- Business first agenda of the Executive.

The Chairman thanked Neil Gibson for his excellent contribution to the workshop.

2.4 Perspectives from DETI & DEL

David Sterling, Permanent Secretary, DETI and Alan Shannon, Permanent Secretary along with Catherine Bell, DEL joined the meeting and gave the Board a presentation on their perspectives of the challenges and key issues going forward. The following issues were discussed;

- The implications of a 1 year versus 4 year budget from a planning perspective,
- The Assured Skills projects,
- The need to encourage schools to focus on professional and technical lessons,
- The use of metrics and proxies

The Chairman thanked David Sterling, Alan Shannon, Catherine Bell, Neil Gibson and Richard Johnston for their participation at the workshop. They departed after joining the Board for lunch.

3. SESSION 2 CORPORATE PLAN 2011 – 2014

3.1 Scene Setting

AH gave an overview of where the organisation is currently focused and asked how do we drive the 4 key areas going forward?

3.2 Research & Development & Innovation

TM gave the Board a presentation on R&D and Innovation. The presentation focused on;

- Progress against targets,
- The link between R&D and Economic Growth,
- The size of the R&D challenge for Northern Ireland,
- Expenditure on R&D in Northern Ireland compared to other countries,
- The importance of R&D to companies,
- Why Invest NI needs to continue to support R&D,
- Funding requirements going forward & the proposed action going forward.

A discussion ensued and focused on;

- The definition of R&D and innovation and the need for small companies to innovate to increase their sustainability.
- The role of universities was discussed and the need to provide an incubation facility for start up companies. The merits of establishing a separate incubation unit were discussed.
- The outputs of R&D interventions were discussed. These are currently recorded on an individual project basis through the completion of a post project evaluation. Job creation is not a target for an R&D project.
- Linkages to export revenues.
- The relevancy of MATRIX
- Strategic planning and the need to focus on emerging markets for example renewables and the need to delivery support at various stages as the R&D/Innovation requirements of a small company are different to a larger company.
- The complexities of the delivery of R&D.
- Budgetary constraints.

- The IREP recommendations regarding R&D.

The Chairman thanked TM for her contribution.

3.3 Trade Strategy

Vicky Kell joined the meeting and gave the Board an overview of the proposed Trade Strategy going forward. The presentation focused on;

- Progress against targets.
- Northern Ireland comparative export performance.
- Internationalisation trends.
- The key challenges & response to these challenges to date.
- The continuum of support and the need to be flexible in approach to meet the needs of companies.
- Markets and the support models needed.
- The proposed Trade programme 2011-2012 and the budget requirements going forward.

A discussion followed and focused on the following areas;

- Delivery metrics and the need to study the benefits to a company over a long timeframe.
- Dependency on UKTI in some markets.
- The complexity of markets such as Brazil.
- The recent reorganisation/realignment of the Trade Division.
- Budgetary constraints and the impact on KPIs and the need to treat the budget allocated to Trade as a commitment going forward.
- The need to focus on export led growth.
- The suite of Trade Programmes are currently under evaluation, a draft report will be available in January 2011.

The Chairman thanked VK for her contribution. VK left the workshop.

3.4 FDI

JF gave the Board an overview on inward investment. The presentation focused on the following areas;

- The importance of inward to the Northern Ireland Economy.
- Inward investment trends.
- The market share of Northern Ireland.
- The current work in progress pipeline.
- Progress against KPIs.
- The marketing strategy going forward.
- The challenges and issues ahead.

A discussion followed and focused on the following;

- The professional services trend and the potential high quality jobs in this area
- Acquisitions and the benefits to the local economy if the company remains in Northern Ireland.
- The Corporation Tax debate.
- The current work in progress pipeline and the impact of budgetary constraints and changes to SFA on this.
- Job creation.

The Chairman thanked JF for his contribution.

3.5 Indigenous Companies & Encouraging Enterprise

IM gave the Board an overview on indigenous companies and the need to encourage enterprise. The presentation focused on the following areas;

- Performance against PSA targets.
- Indigenous growth versus FDI.
- Sector versus stage growth.
- Scaling.

- The challenges ahead.

A discussion ensued and focused on the following;

- Scaling and how to encourage companies to realise their potential.
- Should company acquisition be strategy/something Invest NI should seek to drive? How could this be tracked?
- IREP recommendation to support at wider business base and the need to manage expectations.
- Internal resource is this aligned correctly?
- The DETI wider Enterprise Strategy.

The Chairman thanked IM for his contribution.

3.6 Wrap Up

The Chairman drew the session to close and noted that dinner would be served at 19.30.

4. **SESSION 3 CORPORATE PLAN 2011 – 2014 (CONTINUED)**

4.1 A Supportive Environment (Support Mechanisms, Infrastructure & Finance)

MC gave the Board a presentation on the areas that could help both support and drive economic development. The presentation focused on;

- The drivers of Economic Strategy.
- A joined up Government approach.
- Finance and a Venture Capital Strategy
- The importance of infrastructure.
- The key challenges ahead.

A discussion ensued which focused on the following;

- The importance encouraging strategic alliances rather than focus on an acquisition strategy.
- The potential of companies to scale and the intermediary role Invest NI can play.
- The need for active political engagement. The relationship with the US Consul was used as an example.
- Land acquisition and Invest NI's remit in this area.
- Sub regional strategies.
- Diaspora.
- Bank interventions and the availability of funding.

The Chairman thanked MC for his contribution.

4.2 Managing the Likely Impact of CSR & Budget Constraints

This item was not discussed as budget constraints were discussed throughout the session.

4.3 Transform and the Implications for Delivery

AG gave the Board an update on the Transform Programme. The presentation focused on;

- The timetable for implementation
- Work streams completed to date
 - Revised Vision & Values
 - New delegated authority framework
 - New budgetary management framework
- Next Steps
 - Optimising the use of Selective Financial Assistance
 - Economic appraisal methodology
 - Refinement of programmes
 - Service delivery model
 - Reporting framework
- Future impact & the challenges ahead

- Customer base
- Organisation design
- Performance management
- DETI & wider Government led work streams

A discussion ensued. The customer base project will have significant ramifications for the structure of the organisation.

4.4 Key Issues for the Corporate Plan

The Chairman noted that the 3 areas that the 2008 – 2011 corporate plan, focused on are still relevant, R&D and Innovation, foreign direct investment and growing the local economy. With the backdrop of recession there is also need to focus on sustainability and job creation. The industrial guarantee policy also needs to be explored. Programme for Government targets have not been. An addendum to the current corporate plan may be required.

4.5 Conclusions

The Chairman thanked everyone for their attendance and contribution to the sessions.

Follow on actions;

- Corporate planning to be added as an agenda item for the November Board meeting. The discussion will focus around the Draft Strategic Framework presented by David Sterling.
- Need to consider a further Board session and a possible facilitator for this session. The following possible facilitators were suggested, Danny Blanchflower, Kate Barbour and Andrew Scott.
- Operating Plan to be created to include a strategic option for 2011, (an addendum to the current corporate plan). The next

corporate plan to be developed after the next Assembly Election.

**EIGHIETH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON
24TH NOVEMBER 2010**

Present:

Stephen Kingon (Chairman)

Bryan Keating (Deputy Chairman)

Alan Lennon

Frank Hewitt

David Dobbin

John Brady

Gerry McGinn

Tim Brundle

Mark Ennis

Prof Gerry McCormac

Ed Vernon

Minute Taker: Margaret Sansome

In Attendance: Alastair Hamilton, Mel Chittock, Ian Murphy, Jeremy Fitch, Tracy Meharg, Damian McAuley, Charles Hamilton & Alison Gowdy

1. APOLOGIES & DECLARATIONS OF INTEREST

Roy Adair offered his apologies for this Board meeting.

The Chairman asked Board Members to declare any conflicts of interests. There were no conflicts to note.

2. MONTHLY REPORTING TO BOARD

2.1 MINUTES OCTOBER MEETING

The minutes of the October Board meeting were agreed as a true record of that meeting.

2.2 MATTERS ARISING

The Chairman gave an overview of the Outstanding Actions Arising paper.

A paper regarding the casework process was circulated to the Board. All are content with the paper.

Further legal advice has been considered regarding the planning approval judicial review. The Board are content with the advice given.

2.3 CEO REPORT

The Chief Executive gave the Board an overview of the CEO report to Board. He highlighted a number of key points. The KPIs have now been amended to show the outturn for the previous month.

The Chief Executive gave the Board an update on the dissemination of the Staff Survey Results to the wider organisation. All staff have been to a general briefing and division specific sessions are being held. The target date for publication of an action plan is Wednesday 08th December 2010.

The Chief Executive also informed the Board of his meeting with the new Minister for DEL, Danny Kennedy. The importance of assured skills project was discussed.

The Chief Executive also gave the Board an update on the regional client/stakeholder events that have been taking place. An event took place in Omagh on Wednesday 17th November 2010. There has been strong feedback on issues facing local business and these events are working well. The next event will take place in Londonderry on 15th December 2010.

The Chief Executive also gave the Board an update on Invest NI's continued discussions with the Minister, Department and DFP regarding budgetary issues going forward. The relationship building and potential pipeline emanating from the US/NI Conference was noted.

2.4 FINANCE REPORT TO THE BOARD

Mel Chittock gave an overview of the Finance report which included commentary on the 2010/11 financial performance year to date and the surrender of Capital in the December Monitoring Round.

2.5. MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Alison Gowdy highlighted that a number of key planned activity dates had changed since this report was issued.

The Client Satisfaction Survey and the monitoring of trends was discussed. Alison Gowdy took the Board through the process of monitoring trends over a 12 month period. It is currently being considered to move to a quarterly rather than monthly satisfaction survey.

The Board were informed that the annual staff Christmas event will take place on Wednesday 22nd December 2010. All are welcome to attend.

Social Networking from a HR, policy and communications perspective was discussed

2.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

3. CHAIRMAN'S BUSINESS

3.1 Update from Departmental Audit Committee

Gerry McGinn gave an update on the main issues discussed at the Departmental Audit Committee.

The Chairman provided the Board with an update on the main issues discussed at the Economic Advisory Group meeting which he attended along with the Chief Executive. The Chairman highlighted that the change in legislation in relation to Corporation Tax is a long term objective as it may not be implemented until 2014/2015. It should not be perceived as a short term "fix".

The Chairman also noted that he and the Chief Executive will be meeting with the Business Alliance on Friday 10th December 2010.

The economic crisis in the Republic of Ireland and issues around liquidity, the role of the banks and the possible impact on companies was also discussed by the Board.

4. TOPICS FOR DISCUSSION

4.1. Lessons from Public Accounts Committees (PAC)

Brian Dolaghan joined the meeting and gave the Board an overview of the lessons learned from past PACs. A discussion ensued on the risks surrounding projects and how this should be reflected in casework papers. A risk matrix has been added to the front of the casework paper template. The importance of capturing the challenge of risk of a project by the Casework Committee in the minutes was also discussed. The quality of the appraisal of cases was also discussed.

It was noted that a project on risk management is currently being carried out by the Audit Office. **Action: It was agreed the feedback on the conclusions will be distributed to the Board.**

The lessons from PAC presentation will be rolled out to the organisation.

The Chairman thanked Brian Dolaghan for his presentation. Brian Dolaghan left the meeting.

5. TRANSFORM PROGRAMME

5.1 Update on Performance Management

Liam Hagan joined the meeting and gave an update on the Transform Performance Management project. The Board agreed it was a more

comprehensive system than its predecessor and was a move in the right direction. A discussion ensued regarding the data protection implications of certain aspects of the system, the mechanisms for appeal and the role of self assessment as part of the appraisal process. These issues are currently being considered. It was noted that a NIPSA representative has been part of the project group.

The Chairman thanked Liam Hagan for his presentation. Liam Hagan left the meeting.

Gerry McGinn left the meeting at 3.30

5.2 Update on Assured Skills

The Chairman welcomed John Hood & Colin Woods (DEL) to the meeting. The Chief Executive introduced Colin to the Board and gave the Board. John and Colin and John gave the Board an update on Assured Skills and the results of the pilot to date.

A discussion ensued regarding the achievements of the joint venture, the specific nature of the service offered and the budget requirements going forward. All agreed that that Assured Skills is a very worthwhile project and should be supported going forward.

The Chairman thanked John and Colin for their contribution and highlighted the positive nature of the working relationship between Invest NI and DEL.

David Dobbin left the meeting at 3.45

Tracy Meharg left the meeting at 3.50

6. STRATEGIC ISSUES

6.1 Corporate Plan Follow Up to Board Workshop

The Chairman deferred this item until the January Board Meeting

7. AOB

The Chairman asked if there was any other business. No items were raised by the Board.

8 DATE OF THE NEXT BOARD MEETING

The next Board meeting will be held on Wednesday, 26th January 2011 in Invest NI Headquarters, 12.30 lunch for 13.00 start.

The Board Meeting ended at 4.05